

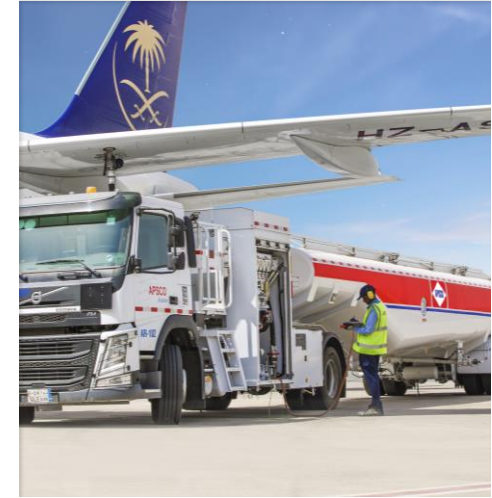


Business Continuity & Crises Management

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Arabian Petroleum Supply Company



Emergency Management

The Emergency Management (EM) Process has 3 distinct but inter-related procedures:

- Emergency Response Plan (ERP)
- Crisis Management Plan (CMP)
- Business Continuity Plan (BCP)



Emergency Management Process



Emergency Response Plan

UL 2758	Ho Chi Minh City	H		H2	16:45	MH 13
MK 9710	Bangkok	H	CANCELLED	CANCELLED	16:50	PR 3'
PR 3540	Labuan	B		A2	16:50	OD
OD 0807	Singapore	E	CANCELLED	CANCELLED	16:50	OC
EY 2751	Phuket	H		G6	16:55	MH
QG 0539	Bandung		CANCELLED	CANCELLED	17:00	OD
OD 1604	Kuching	E	CANCELLED	CANCELLED		
OD 2403	Johor Bahru	E	CANCELLED	CANCELLED		
JT 0281	Jakarta	A	CANCELLED	CANCELLED		
MI 5705	Singapore	H		H6		
BS 0316	Dhaka	A	CANCELLED	CANCELLED		
FY 7402	Kuala Namu	H		H4		
OD 0522	Don Mueang	E	CANCELLED	CANCELLED		
MH 9009	Colombo	M		C13		
MU 9802	Pudong	F		C21		

Crises Management Plan



Business Continuity Plan



Fire Fighting



Product Delivery Planning



Product Quality



Medical Evacuation



Training

Emergency Response Plan



➤ The purpose of Emergency Response Planning is to respond to emergencies, prevent situations from escalating to a crisis, and to restore or resume affected operations in a safe, rapid and effective manner in accordance with your company's and local authorities guidelines.

• **Focuses on the onsite physical response to incidents, which may include:**

- Operational response,
- Dispatching emergency staff, or
- Requisitioning external services such as spill response contractors, consultants, police, fire services or a hazardous materials contractor, etc.

Emergency Response

- Actions taken, following an emergency, to prevent or mitigate losses to personnel, physical assets and the environment



*Instruction to the team for handling
Emergency*



- On-scene tactical response operations
- Actions taken away from the scene to manage the emergency response
- Objective is to minimize the impact of the incident on people, physical assets and the environment

Crises Management Plan

- Crises Management is defined as actions taken by the company in response to an emergency situation in an effort to minimize the impact of the incident. The impact could be on:
 - People
 - Financial (Property / Asset)
 - Environment
 - Reputation
 - Sustainability etc.
- **Focuses on the broader implications of incidents or events.**
 - **Addresses the implications to all stakeholders**, the company's reputation, relationships with government agencies and business partners, and operational and financial stability.
 - The objective is to **prevent an incident or event from creating a crisis situation** and to mitigate crisis situations that cannot be avoided.

Crises Management

- Actions taken to prevent an incident or event from becoming a crisis and those actions taken to manage a crisis



Dispensers with significantly reduced usage



Includes addressing the impact of an incident or event on Company's employees and their families, reputation, relationship with government agencies and Stakeholders, operational and financial stability, etc.

Provide high-level support to those engaged in emergency response operations

Objective is to protect the company's reputation and/or viability

Business Continuity Plan



▶ A Business Continuity Plan (BCP) is a structured, orderly description of how an organization is to continue or resume critical business functions during and after a disruptive event.

- **Focuses on striving to ensure**
- The continuous availability and/or **prompt recovery of critical business** processes and facility operations

Business Continuity

- Actions taken to continue or resume critical business functions during and after a disruptive event.



Business needs to continue



Business Continuity Planning consists of several steps required to develop a Business Continuity Plan, successfully implement it, and sustain the capability over time

Hypothetical Scenario

- The main office building of your business collapses in a major earthquake
- Five people are unaccounted for
- All records pertaining to IT, HR, Compliance, Operations, procurement, accounts payable etc. are in the building



A building impacted by Earth Quake



- **Emergency Response:** Life safety actions taken at the site of incident
- **Crisis Management:** Supports the workforce and families of the missing, communicating with key stakeholders / customers, issues force majeure on contracts, deal with media, etc.
- **BCP:** Addresses continuity of operations to resume identified “critical business activities” during and immediately after event including recovery of key systems and applications, financial activities, etc.

Process Overview



What is Business Continuity Planning?

A Business Continuity Plan is a structured, orderly description of how an organization is to continue or resume critical business functions during and after a disruptive event.

Business Continuity Planning consists of several steps, including:

- Development of a Business Continuity Plan
- Successful implementation of the plan, and
- Sustaining the capability over time (evergreen)



Business Continuity Planning
BCP Focuses on striving to ensure the continuous availability or prompt recovery of critical business processes and facility operations



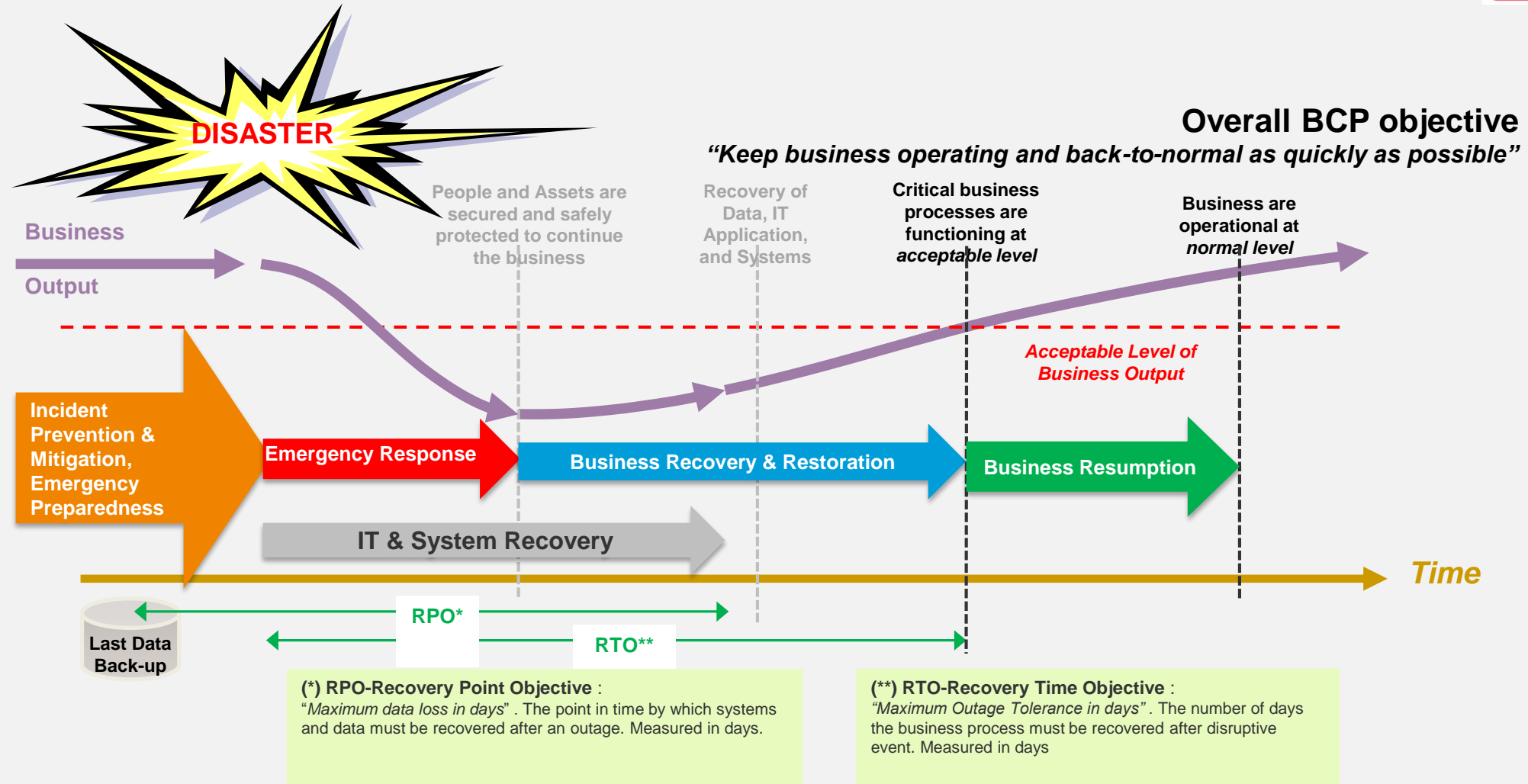
- *Objective*

- The primary objective of a Business Continuity Plan (BCP) is to minimize disruption to critical business activities, facilities and operations and to facilitate a rapid recovery

- *Specific objectives are to:*

- Prepare Business Units when a potential threat is known (such as when an approaching Cyclone or escalated pandemic).
- Recover *critical* business processes by their Recovery Time Objective (RTO, >30 days)
- Recover additional Business Processes by their the Recovery Time Objective (RTO, 30+ days)
- Resume overall business processes to normal operation
- Have an effective and cooperative Business Continuity Management Team (BCMT) and Recovery Team.
- Direct Business Units to a successful recovery.

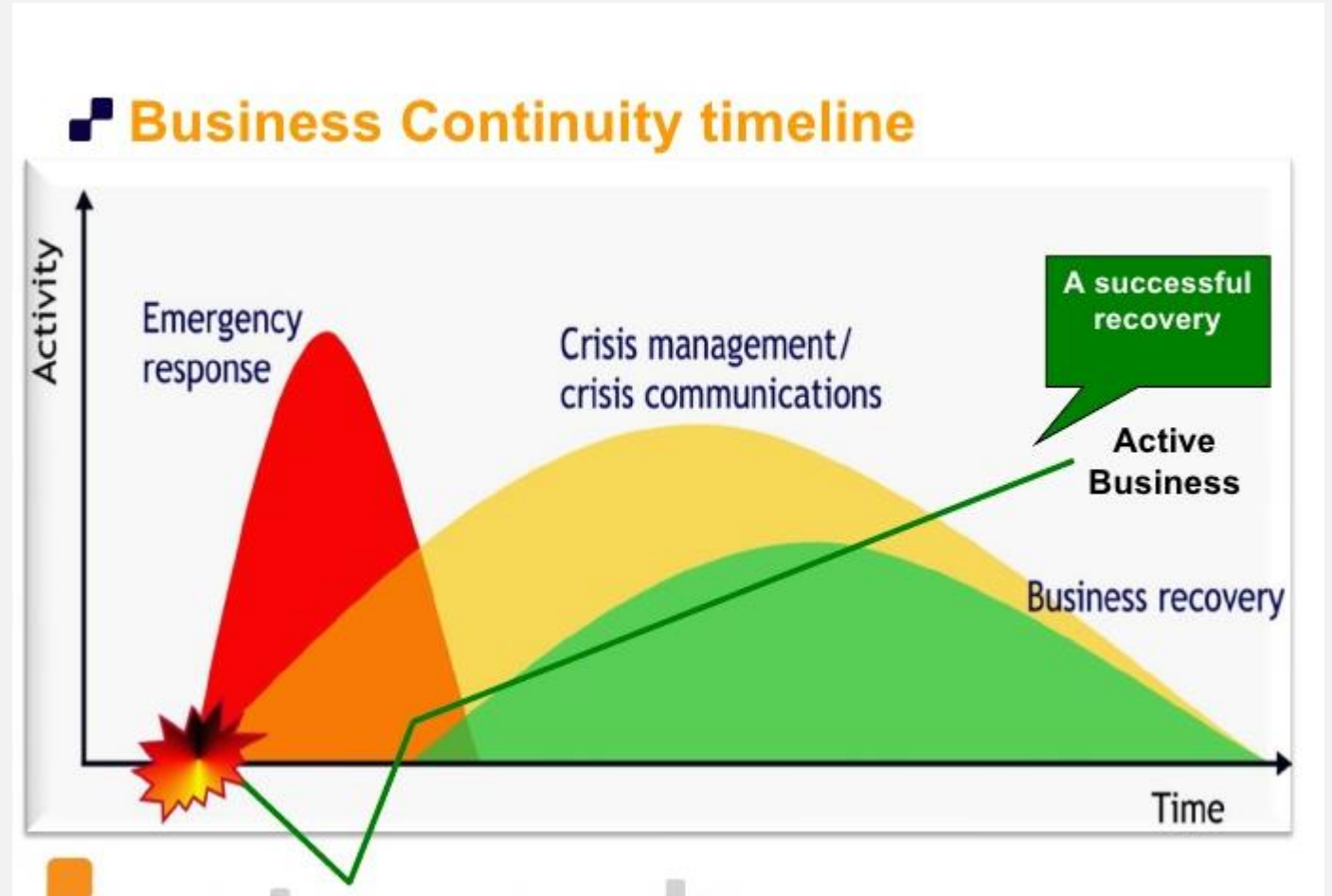
BCP Process - Sequence of Events



Two Critical Success Factors



- **Cross-functional input**
 - A wide range of expertise should be brought to bear – IT, Operations, HSSE, Facilities Management, HR, critical process experts, etc.
- **BCP fully aligned with Emergency Response (ER) / Crisis Management (CM)**
 - BCP should be consistent with and properly integrated with any existing emergency response or crisis management plans

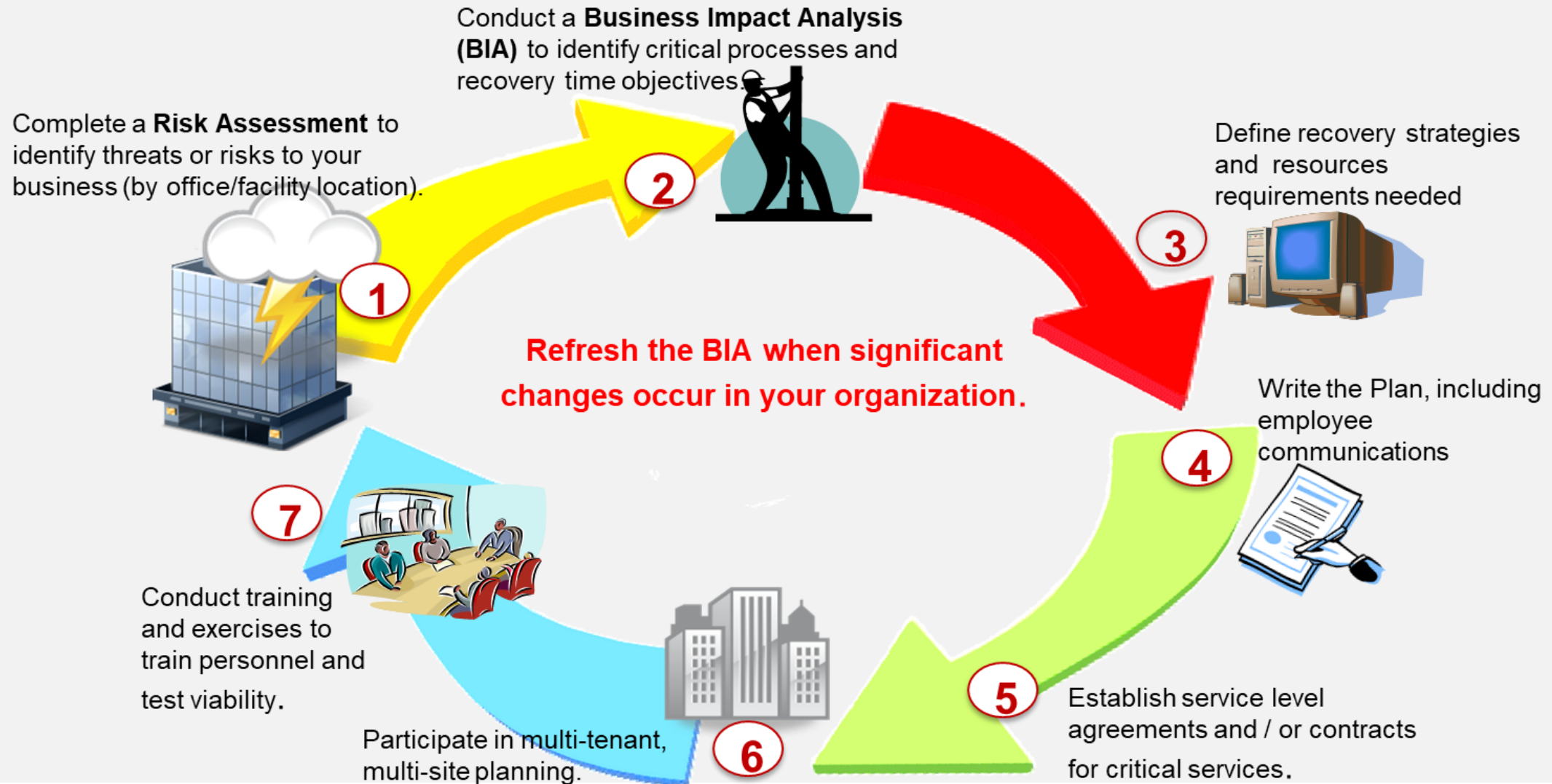


Seven Requirements

1. Conduct a risk assessment
2. Conduct a business impact analysis
3. Define the recovery strategies and resource requirements
4. Write a business continuity plan, including employee communications
5. Establish service-level agreements or contracts for critical services
6. Participate in multi-tenant, multi-site coordinated planning
7. Conduct training and exercises



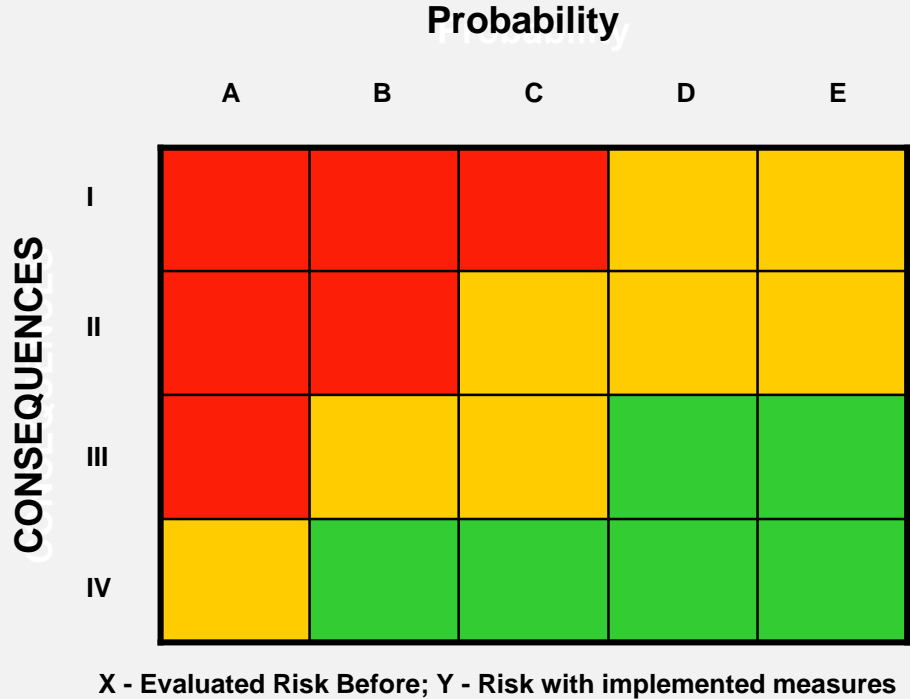
Seven Requirements of the BCP Process



Risk Assessment



- In conducting a Risk Assessment, an organization is to assess the likelihood and consequences of a variety of potential disruptions that may affect the business.
- The key is to select scenarios that are likely to occur and/or have significant business impacts



Risk Assessment Matrix

- Risks could be in any from :
 - **Natural**
 - Pandemic, Earthquakes, Hurricanes, Fire, Flood
 - **Human**
 - Terrorism, Fraud, protest,
 - **Operational**
 - Product Quality, Product Supply, Vehicles unavailability,

Business Impact Analysis (BIA)

- The Business Impact Analysis (BIA) is designed to identify the organization's critical business processes
- Critical business processes are those processes and facility operations that, if interrupted, pose an unacceptable risk to the organization



How the operation impacted under Pandemic



- Critical Business Process may include:
 - Business activities that must be performed in order to meet customers demand, shareholders, or government authorities
 - Business activities necessary to protect the assets or reputation of the company
 - Business activities deemed vital to the operation, reputation or profitability of the organization

Recovery Strategies and Resources

- Once the Risk Assessment and BIA are complete, the organization is to define and implement appropriate recovery strategies for its critical business processes




Recovery Strategies need to be developed



- Key resources needed to ensure continuation or recovery may include:
 - Critically needed personnel
 - Office space
 - Computers / Laptops
 - Communication tools
 - Data
 - Vehicles / Machinery
 - Emergency alternative
 - Raw materials

Written Business Continuity Plan

- A written document called a Business Continuity Plan (BCP) describes how an organization is to continue or resume critical business functions during and after a disruptive event



Business Continuity Plan

Facility Name **KKIA**

Address **King Khalid International Airport - Riyadh**

Telephone

Fax

This plan should be used in conjunction with the Facility Emergency Response Plan and the Crisis Management Plan

The person with overall responsibility for Business Continuity planning is:

The Operations Manager - KKIA

The person responsible for the maintenance of this plan is:

The Facility In charge

Copies of this plan are held by;

1. : Facility In charge
2. : Operations Manager
3. : HSSE & QA Manager
4. : Supply Chain Manager
5. : Fuel Director

Supplementary Information can be found in Appendix A

KKIA- BCP

A written BC plan



- BCP should be annually reviewed, tested and updated
- Level of detail should match the level of risk and be integrated with emergency response and crisis management plans
- BCPs must consider critical interdependencies with public and private emergency services agencies

Service Level Agreements



- To ensure availability of key resources, a formal agreement between the organization and their service providers need to be maintained
- Service Level Agreements (SLAs) or special contracts are needed with internal and external service providers to maintain business continuity



Service Level Agreements (SLA)

- Following services that might be required from internal and external service providers :
 - Vehicle provision
 - Product Supply
 - Telecommunications
 - Alternative work space or facilities
 - Transportation services
 - IT Services

Multi-Tenant Coordination



- Coordinated planning is essential where multiple companies reside in the same building
- And where the site is being shared by multi-tenant



- A company must therefore participate in multi-tenant BC coordination planning, which includes establishing an agreement on local governance and developing recovery strategies that are optimized among the tenants.

Training and Exercises



- Organizations are to conduct yearly training programs to ensure that those personnel required to execute the plan are competent in its use

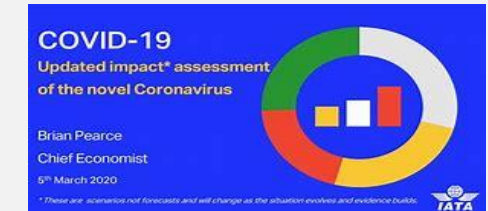


Practical and Theoretical Trainings

- The BCP shall be tested through exercises to assess and improve its effectiveness.
- Exercise objectives include:
 - Verify the plan is workable
 - Identify and correct gaps
 - Familiarize staff with the plan

BCP : Some Key Areas to consider JIG Guidelines

1. Does your operation already have the required equipment and materials to cope with a crisis of this scale?
2. How will your operation deal with a very high level of sickness (your operation and/or key contractors) due to the coronavirus for an extended period of several months?
3. How well integrated are you with the Local Authorities / Airports readiness plans ?
4. Will your operation survive the financial impact of a significant downturn in airport activity (up to 80%) with consequently reduced volumes and incomes?
5. Do you need to increase the frequency of communication with Shareholders / Stakeholders?
6. How will your Operation return to normal operations after this coronavirus epidemic is over ?



Human Factor

- During this period of change and uncertainty, extra effort will be needed to reinforce communications and to review the effectiveness of any revised procedures and practices.
- “Human Factors” will also be a key issue, as normally reliable operators may be distracted by issues at home or concerns about their employment.
- Maintaining Safe and Compliant operations is a priority throughout this period of disruption.

Human Factors – *The Dirty Dozen*



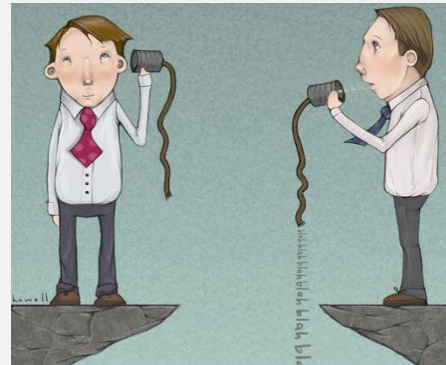
Daily Pressures

- Lack of communication
- Complacency
- Lack of knowledge
- Distractions
- Lack of teamwork
- Fatigue
- Lack of resources
- Pressure
- Lack of assertiveness
- Stress
- Lack of awareness
- Norms

- **Human Factor**

Communication with employees is critical:

1. How are employees being informed of any changes?
2. What is your communication plan for families?
3. Will reduced communication between shifts compromise effective hand-overs?
4. Will Employee Representatives need to play a bigger role?



- *Reliable staff may not perform as expected. Human factors (often unseen) impact safety at work:*

➤ **STRESS:**

- Family illness, insecurity, changes at work, new tasks.

➤ **FATIGUE:**

- can be caused by overwork, no rest during shifts, coping with the situation at home

➤ **LACK OF COMMUNICATION:**

- team members not talking to each other is a key safety risk. Shortened shift handovers, reduced contact between shifts, reduced safety meetings all increase the risk.

Maintaining Safe Operations

- Modified Operations, Procedures and Practices always create a potential risk.
- **ENSURE THAT YOUR SAFETY AND COMPLIANCE STANDARDS ARE NOT COMPROMISED.**



Safe Operations



- Fuel Service Companies may have to share resources and equipment to meet airport needs.
- **ENSURE THIS DOES NOT JEOPARDISE FUEL QUALITY AND SAFETY**
- Recurring tasks may have to be simplified or shortened.
- **ENSURE THAT YOU CONTINUE TO MEET REQUIREMENTS FOR MAINTENANCE, TRADE COMPLIANCE, TAX, CUSTOMS etc.**

Site Preparedness



- Do you have enough stocks of PPE and cleaning materials?
- Do you have extra gloves and masks for employees?
- What plans to reinforce cleaning in critical areas, especially in between shifts?



- Common areas, Desks, Control Rooms, vehicles.
- What is your Visitor policy?
- Have you checked your key Contractors' plans (e.g.

Be prepared for any change

Staff Availability

- What level of Staff unavailability will prevent you from operating?
 - Unavailable due to sickness
 - Cannot travel to work
 - Self-isolation due to family sickness



Staff Availability



- Have you identified the key tasks that must be undertaken to keep operating?
 - Sampling,
 - Cleaning,
 - Maintenance,
 - Control Room.

Staff Competencies

- Do you have sufficient cross-trained back-up personnel?
- How will you prevent contamination between shifts?
 - Reduce shift sizes and keep them isolated?
 - Split large shifts into a number of smaller ones.
 - Reduce physical contact during handover procedures.



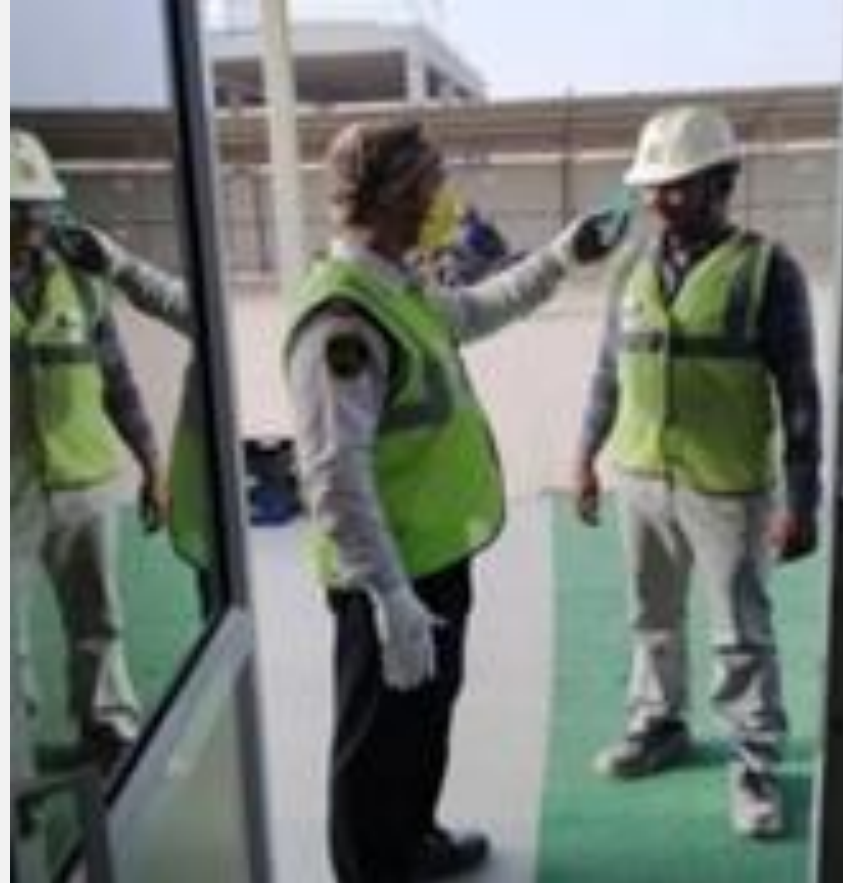
Competent staff



- Can Admin Staff work from home?
- Can you reduce contact with other airport staff, and especially airline crews and passengers?
- Do staff have to declare holiday travel?

Managing Infected Staff

- What is your plan if an employee reports they are infected with the virus?
 - How are you monitoring general staff sickness?
 - How would you apply self-isolation?
 - Will you conduct “return to work” interviews (including after holidays)
 - Have you a family-contact plan to deal with suspected cases?



Managing Infected person



- How would you manage shifts operations?
- What will you do, if a person from a shift get infected?
- Do you have back up shifts ready on 24/7 basis?

Integration with Authorities

- Are you aware of Airport plans?
- Does the airport know you are a critical infrastructure?
- What are the plans to keep key infrastructure operating under third-party management if you are no longer able to?
- How are you informed of local evolution of the situation?



Engagements with Authorities



- Do you have routine engagements with authority's representatives?
- How the latest guidelines from the authorities receive?
- How you communicate the authorities' update with your workforce?

Financial impact

- Are there any mechanisms to help you recover the lost income immediately or over a period of time?
- Do you need to consult with Stakeholders on the financial impact and any changes you may make? (e.g. Shareholders, Airport, Airlines, Suppliers, Banks)



Financial Impact



- Can you get support from your bank or any government schemes to delay repayment of loans, taxes and lease payments?
- Will your airport reduce/suspend fees or lease payments?

Financial Impact



- What means do you have to reduce operating costs?
 - Staff to take holidays when the activity reduces
 - Reducing overtime and temporary work
 - Reduce staff working hours
 - Delay any non-critical investment or operational expenditure



Reduced Flight Operation

- Have you engaged with the Trade Unions (if applicable) on these subjects?
- If staff reduction becomes a necessity, have you properly evaluated the cost and time of recruiting and training new employees when business picks up again?

Shareholders / Stake holders

- Will you increase the frequency of Shareholder or Board Meetings?
- Are there any other extraordinary communication / reporting requirements needed during this period?
- How can you access information and know-how from your shareholders or partners?



Stakeholders' Communication



- Do any authority / autonomy levels need to be changed during the crisis?
- Are you prepared to answer any questions from the Media? How will your responses be coordinated with Shareholder and Airport press offices?
- Is your organisation part of the Airport continuity or recovery plan?

Recovery Plans

- How will you stage the return to normal work?
- How will you plan to recover any work/maintenance schedules delayed due to the crisis.
- Is any attention required in recruitment / training?



Recovery Plan



- Availability of parts and spares?
- Stakeholders approval and planning to recover lost income sustainably.

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Q & A



"Stay strong. We will get through this crisis and keep the world connected."

Alexandre de Juniac, IATA's DG & CEO.



Thank You

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