CRISIS MANAGEMENT PLAN

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1. Introduction

The Crisis Management Plan is the first step to ensuring that McLaren Group appropriately prepared for a crisis. The plan will identify the only people to speak publicly about the crisis and are defined as the designated persons, such as the PR Director or designated Company spokesperson. The first hours after a crisis breaks are the most crucial, so working with speed and efficiency is important, and the plan should indicate how quickly each function should be performed. When preparing to offer a statement externally as well as internally, information should be accurate. Providing incorrect or manipulated information has a tendency to backfire and will greatly exacerbate the situation. The plan will contain information and guidance that will help decision makers to consider not only the short-term consequences, but the long-term effects of every decision.

2. Purpose

The Plan is to help those seeking information about emergency or crisis situations. The plan is intended to minimise hazards to human health and the environment from various risks to our personnel and business

It will cover but not be limited to:

- Fire/Explosion
- Medical Emergencies
- Bomb Threat
- Floods and Extreme Temperatures
- Civil Disturbance
- Aircraft
- Chemical Spill

3. Overview

The plan will be implemented under the following criteria or the direction of senior management:

- A fire or explosion occurs on the premises or site.
- A medical emergency arises which requires immediate response.
- A bomb threat or similar cause for alarm is received.
- Civil disturbance erupts in close proximity to the premises or site.
- An aircraft or part of one crashes on or in close proximity to the premises or site.
- A hazardous chemical is released on-site/premises or in close proximity to the premises/site.

The Project Leader or Emergency / Crisis Co-ordinator, who is authorised to act on the management's behalf in their absence, will be the focal point for managing the emergency/crisis.

The Project Leader or Emergency/ Crisis Co-ordinator will:

- Receive notification of an emergency situation and activate the response.
- Co-ordinate all activities in accordance with the plan.
- Delegate and assign specific responsibilities to other employees.
- Liaise with the emergency services and other external agencies.

Employees will;

- Notify immediately Senior Management or the Emergency / Crisis Co-ordinator of any situation that requires an emergency response.
- Follow the directions of Senior Management or the Emergency / Crisis Co-ordinator and emergency services throughout the duration of the emergency / crisis.

The designated media contact will be the Group PR Director, who is the only person authorised to talk with the media.

4. List of Emergency Contact Details



LOCATION INFORMATION



TRAINING IMFORAMTION

- Toolbox Talk on Crisis Management Plan: information to be delivered during site specific induction. Additional TBT to be delivered following changes in procedures.
- Fire / Evacuation drill frequency: Every 3 months
- Chemical Spill Drill frequency: Every 6 months
- Other specific emergency training: None identified at this stage.

LIST OF EMERGENCY CONTACTS AND TELEPHONE NUMBERS

Service	Telephone Number
Fire:	0161 736 5866
Police:	999 / 111
Ambulance:	999
Hospital:	0161 276 4147
Local Authority Emergency Response:	0161 234 4692
Environmental Agency:	0161 9124509
Gas Company:	0800 074 5788
Electricity Company:	0800 1954141
Water Company:	0345 672 2888
Waste Hauliers:	0151 548 7273
Clean Up Contractor:	0345 166 8491
Other (list):	NA

5 Evacuation (see Fire Plan)

ALL EMPLOYEES / CONTRACTORS

UPON DISCOVERY OF FIRE / OTHER REASON FOR EVACUATION:
Immediately operate the nearest fire alarm.
Attack the fire with an appropriate appliance if it is safe to do so and the level of competence of the individuals is adequate.

DO NOT TAKE RISKS.

ON HEARING THE FIRE ALARM

- Keep calm and take the nearest exit away from the fire, leaving lights on. If possible, isolate machinery.
- Report to the Fire Marshall at the designated assembly point. (Make sure you are aware of its location)
- Do not re-enter the building until instructed to do so (either the Fire Service or the Emergency / Crisis Co-ordinator will decide)
- Do not use elevators/lifts in case of fire.

RECEPTIONIST

- Contact the appropriate emergency services when notified to do so.

Take the Visitors' Register with you to the fire assembly point and pass to the Fire Marshals for a roll call to be carried out.

FIRE MARSHALS

- Assist employees in exiting the site / buildings in a calm, orderly manner via their nearest exit away from the fire. This procedure will be reviewed for adequacy consequent to experience gained in practice drills and any actual incidents.
- Assist any disabled or handicapped persons in exiting. Ensure lifts are not used.
- Ensure any injured persons receive medical treatment.
- Upon exiting the building ensure, where possible, that windows and doors are closed.
- Take a roll call of all personnel within your department/area once at the fire assembly point. (The Fire Marshal is responsible for maintaining an up-to-date register of all employees for whom he is responsible)
- Make sure any visitors are directed to the assembly point nearest the reception so that they can be accounted for.
- Report to the Emergency / Crisis Co-ordinator as soon as the roll call is complete with details of anyone who might be missing.
- Do not allow staff to re-enter the building until the "all-clear" has been given by the Fire Services or the MCL Emergency / Crisis Co-ordinator.

MCLAREN EMERGENCY / CRISIS CO_ORDINATOR

- Identify the location from which the alarm has been raised.
- Establish the nature of the emergency or if it is a false alarm.

- In the event of fire or other emergency, notify Reception and give instructions as to which emergency services are required. Leave alarm sounding.
- If established that it is a false alarm, treat as an evacuation exercise. Cancel the alarm sounders and record the results of the evacuation in the Logbook. Notify the contractor responsible for the equipment (see telephone list). **IF IN ANY DOUBT, ASSUME AN EMERGENCY EXISTS AND PROCEED AS FOLLOWS.**

- Report to the main fire assembly point and check with each Fire Marshal upon completion of roll calls. In the event of a false alarm or exercise, the Emergency / Crisis Co-ordinator can give the "all-clear" once satisfied that all is in order. In the event of a genuine emergency, alert the Emergency Services immediately if anyone is unaccounted for and provide them with the Emergency Plans.
- Cooperate fully with the Emergency Services when they arrive on site. Do not give the "all-clear" until notified to do so by them.

N.B. The Emergency / Crisis Co-ordinator will normally report to the fire assembly point. However outside normal office hours, it may be more appropriate to go to the designated point outside and to coordinate the response from there. In such cases, someone should be designated to meet the Emergency Services at the site entrance and direct them accordingly.

6 Fire / Explosion

Provide the appropriate information to the fire service – see Emergency Action Information Section above. Inform them of the location of the fire if possible (e.g. office area, 1st floor, block C, etc.). Make sure the Fire Service has all the information they need before you hang up.

If it is believed that the fire could get out of control, evacuate the premises as per established routes – see evacuation plans.

Make sure there is suitable access and parking space for emergency vehicles.

The Emergency / Crisis Co-ordinator will designate someone to meet the emergency services and direct them to the incident site.

Medical assistance should be provided to any injured persons.

Once the fire service arrives, the Senior Fire Service Officer will assume control of the response until the incident has been dealt with and the all-clear is given to the Emergency / Crisis Co-ordinator.

7 Medical Emergencies

The most significant thing to remember about medical emergencies is that immediate and proper action is extremely important. When an employee or other person becomes aware of a medical emergency, they should alert management and immediately take the following steps:

- Inform first aid response personnel that medical aid is needed.
- Call ambulance, paramedics or doctor and provide the following:
  - Name
  - Business unit name and address
  - Additional information to direct any responding ambulance (next to..)
  - Telephone number
  - Location of the person requiring treatment
  - Type of injury or illness – as much detail as possible
  - Present condition (alert, unconscious,)
  - What happened (the sequence of events that lead to the injury)
  - If known, medical history and individual's doctor or medication.

3. The employee making the call should remain on the line and answer any further questions so that the information can be radioed to the responding medical unit.

4. Notify the receptionist/switchboard operator and keep them updated.

5. Position someone at the entrance to direct the medical response unit.

FIRST AID PROVISION

1. Provide first aid medical attention by trained personnel as necessary while waiting for the emergency response unit. All unnecessary personnel should be cleared away from the incident area and a clear path maintained for the medical response unit and their equipment to reach the victim.

2. Record all pertinent details (i.e. prepare for potential legal claim).

8 Bomb Threat

All bomb threats will be treated as **REAL** in order to ensure the safety of employees, visitors and any other persons, and the following actions will be taken.

1. If the employee receiving the call is unable or too nervous or frightened to take the call, it should be transferred to the nearest supervisor. Try to obtain the following information:

- Estimate the caller's.
  - Age
  - Sex
  - Cultural Background (accent)
- Note the time of the call.
- Write down the exact words the caller uses.
- Determine what time the bomb is set to explode.
- Try to find out where the bomb is located.
- Ask what kind of bomb it is (incendiary...).
- Ask for information on what it looks like.

2. Call the Police / Fire Services and give them the information.

3. Senior management or the Emergency / Crisis Co-ordinator will decide whether to evacuate the premises.

4. Explosives can be concealed in small packages. Everyone should be alert for objects placed in unusual locations. If a suspect object is found, report it immediately to a supervisor or the Emergency / Crisis Co-ordinator or the police.

5. Under no circumstances is the object to be handled or opened.

9 Floods and Extreme Temperatures

High water and water-borne debris may adversely affect company activities and facilities; likewise, the company needs to ensure that it prevents any pollution or other environmental degradation that may occur as a result of inundation (e.g. materials or chemicals entering the water and polluting downstream). Sites located in coastal areas with low elevations, or inland locations along waterways where water depths greater than 1 metre or more above grade are common may be particularly vulnerable. The following precautions should be taken:

- Consider site layout and design in relation to flood risk - are all arrangements suitable to minimise material loss (e.g. can expensive equipment and materials be removed or evacuated within the likely flood warning time)?
- Stockpile materials necessary to protect the facilities from the intrusion of water at a strategic location. (Consider collaboration with other nearby projects)
- Pre-plan with public authorities and Environmental agencies to coordinate efforts under conditions of limited access and other foreseeable contingencies.
- Prepare to evacuate facilities, secure openings and provide protection as necessary to minimise damage.

10 Civil Disturbance

Police or other authorities will advise the company on protective actions to be taken during a local civil disturbance in and around the Premises/Site. Upon notification of a possible civil disturbance, management will alert employees. A meeting will be held to determine what procedures and preventive measures are to be adopted prior to or during such a disturbance.

Emergency provisions will include one or more of the following:

- Total or partial evacuation
- Secure entry to the premises and buildings, particularly chemical stores.
- Secure the walkways, access roads, etc.

11 Aircraft

It is impossible to determine whether an aircraft or part of one will strike the premises or site, although the risk is obviously greater when the premises or site is under an airfield approach or regular flight path. In the event of such an incident, we will:

- Determine the safest exits available and direct people towards safety and away from the accident scene.
- Take immediate action to ensure continued safety of employees and visitors. If the aircraft is outside, keep everyone at a safe distance from debris and move people away from the downwind position of any burning wreckage.
- Follow notification procedures as for fire / explosion and provide medical assistance if safe to do so.
- Cooperate with the disaster response authorities.

12 Chemical Spill

External Release

Employees may be exposed to hazardous chemicals released by an external incident at a nearby plant or a vehicle collision. Some of these chemicals may be dangerous and the following actions will be taken:

- Close all windows and doors, even if the building is upwind of the incident. Wind patterns may change rapidly and expose the site to the hazard.
- No-one will be allowed to exit the premises until the Emergency / Crisis Co-ordinator has received the all-clear from the responding services / local authorities.
- Building management will shut down any ventilating equipment.
- Medical assistance will be provided as necessary.
- The site environmental manager will liaise with the authorities and determine when it is safe to:
  - Open doors and windows downwind of the incident.
  - Allow employees / visitors to exit.
  - Re-commence operations, particularly any external activities.

6. Work arrangements for employees scheduled to report for work during the incident will be communicated - where possible, they will be advised to stay home.

<u>ALL EMPLOYEES / CONTRACTORS</u>

Upon discovery of a spill / overflow:

- Identify the liquid and check COSHH data sheets regarding potential hazards. As necessary, put on personal protection equipment and warn other personnel in area.
- Use absorbent material with the spill kits to contain the escaped liquid. If outside, prevent it reaching the storm drainage system.
- Plug any exterior drain into which any liquid may have escaped. If the pollutants have already gained access to drains, close valves if possible and/or notify the Environmental Agency / SEPA and Water Companies.
- In the event that pollutants enter surface water, use temporary booms / barriers to contain and pump out into suitable tank or reservoir (ensure boats / lifebelts and other PPE are available and used).
- Establish the cause of the leakage and, if possible, take action to prevent further leakage. Ensure any adjacent machinery is isolated to prevent any risk of electric shock.

- Notify the project/departmental manager that a spillage has occurred.

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- Ensure the leakage is contained and notify the Environment Agency / local Sewerage undertaker as appropriate.
- Ensure action has been taken to safeguard employees and prevent further leakage. In the unlikely event that the spill cannot be dealt safely with by personnel, contact external specialist subcontractors.
- Make sure all traces of liquid are collected using the absorbent materials and/or the floor cleaner / vacuum. Collect all such materials into suitable containers for subsequent disposal - always check with SHEQ Department before disposing absorbent materials into waste bins or sewers.
- If a sizeable external spill, record the event on the Accident / Incident Form (SAF031) and report the details to the Group SHEQ Director - i.e. cause of the spillage, approximate volume of escaped liquid, whether any entered the drainage systems, etc. In the event of actual harm to health, again the Accident / Incident Report Form (SAF031) will be completed.

13 Handling the Media / Incidents

General Principals

All environmental incidents, accidents or complaints should be reported through the line management structure. The Senior Manager will advise his management on the appropriate priority for notification of Corporate personnel. Clear, and whenever possible, contemporaneous records should be made of the incident or complaint and the related discussions, especially with external parties. These records should cover:

- Date and time of occurrence
- Nature of incident
- Details of person making the complaint (name, address, telephone number)
- Status (regulator, customer, neighbour, other)
- Date and time of response
- Nature of response
- Key concern / query
- Identity of manager responsible for dealing with the issue
- Details of external parties notified (name, status)

Specific Requirements

A list should be prepared, and a copy kept in site emergency plans and business manuals containing the name, position and contact numbers of the following (depending upon the likelihood and severity of the local risks):

- Group Public Relations contact
- Group SHEQ contact

Media Handling Procedural Guidelines

In general terms, the media will require answers to the following questions:

- What happened?
- Why did it happen?
- What are you doing / going to do about it?

They will be anxious to focus upon human interest stories and stories which generate strong headlines. They will want to write/broadcast something quickly, often before one is confident of knowing all the facts. They have deadlines to meet and may well write inaccurate, one-sided or misleading stories in the absence of any input from the company. If they cannot talk to the company, they will always find someone else – a local resident, politician, contractor, etc. - who is prepared to speculate. As a rule, it is therefore very risky to refuse to deal with the media.

It is important to be properly prepared when responding to media enquiries. Each operating and business unit should identify a media contact point or spokesperson. The contact should not necessarily be the most senior person present on site, who might not be able to spare the time to respond to the media's questions during or immediately after the incident. The spokesperson must however be senior enough to gain ready access to all information on an incident and must be a good communicator.

All such spokespeople (at least those in the higher risk sites) should receive media contact training consistent with the likely level of contact/exposure or responsibility expected. Such training should address the following issues:

- Never speculate or make personal comments. Do not say anything "off the record" however well the journalist is known or seems to be friendly.
- Always stress the human angle - the company's concern for its personnel etc. The media will want to know if you ***care***, not simply if you comply with legislation.
- Never refuse to provide basic information that is already public knowledge, e.g. the products manufactured on site, the number of employees, the names of senior managers.
- Do not volunteer any reference to sister companies; you may increase media interest or attract pressure groups, lawsuits etc. If the contact has already made the connection, you should ensure that Corporate / sister companies are notified of what is happening.
- Be prepared for the worst: think up the most difficult questions you might be asked and work out your intended replies in advance.
- If in doubt say that it is too early at this stage or admit that you do not know. Offer to find out the answer if the question merits this and get back to the journalist either with the answer or the reasons why you cannot supply it. Never say "No Comment" - it sounds very defensive and unhelpful.
- Do not use jargon or in-house abbreviations. Keep it simple.
- Stay calm, however stupid, persistent or unreasonable your caller might appear. Do not take it personally - the journalist is just trying to do his job.
- You do ***not*** have to give face-to-face interviews on demand or offer up the local chief executive for interview. If you decide to give a press conference, hold it off-site and make sure you have sufficient time to prepare. Choose a time when you have something positive and concrete to say.
- If you do hold a press conference, check with Corporate Public Relations and establish whether you require professional, specialist support.
- Make records of media coverage (video, radio, newspaper cuttings).

14 Pandemic

Please refer to specific office/site control plans.
The plans will provide an understanding of the measures required to mitigate the impact and deliver the necessary resilience within our respective offices/sites. The plan will ensure compliance to the current government guidelines. The measures will relate to various aspects of a “live” office/site including people movement, hygiene and the working practices of management, supervision and workforce. A risk assessment will also be established.

Other Interested Parties

Beside the media there are other interested parties who may need to be informed of any incident, viz.:

- Company employees will be asked by family and friends about what happened. They will need to be properly briefed to avoid the spread of rumours and speculation. If a press release is issued, make sure the personnel see a copy as soon as possible.
- In the event of death or serious injury, notifying the families of employees is the first priority of the company.
- Depending upon the incident, you may need to explain the facts to local residents and neighbouring businesses. This can be done in a variety of ways including hand-delivery of a letter, establishing a telephone "helpline" or direct briefings to resident groups or associations.

Summary

The Senior person present is to assess the emergency/risk and contact the relevant emergency services and once safe evaluate the situation and notify the main Board for guidance on the next practicable steps.

To prevent employees arriving at the office/site unnecessarily the senior person present is to cascade through the relevant department heads the details of the emergency/risk and the location for all staff to report to. This location may be the closest office or site within the region. Any employees arriving at the office/site location are to be prevented from accessing the premises and directed to the chosen location once confirmed.