



CRISIS MANAGEMENT

A GUIDE FOR MANAGERS



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Introduction

III CRISIS MANAGEMENT

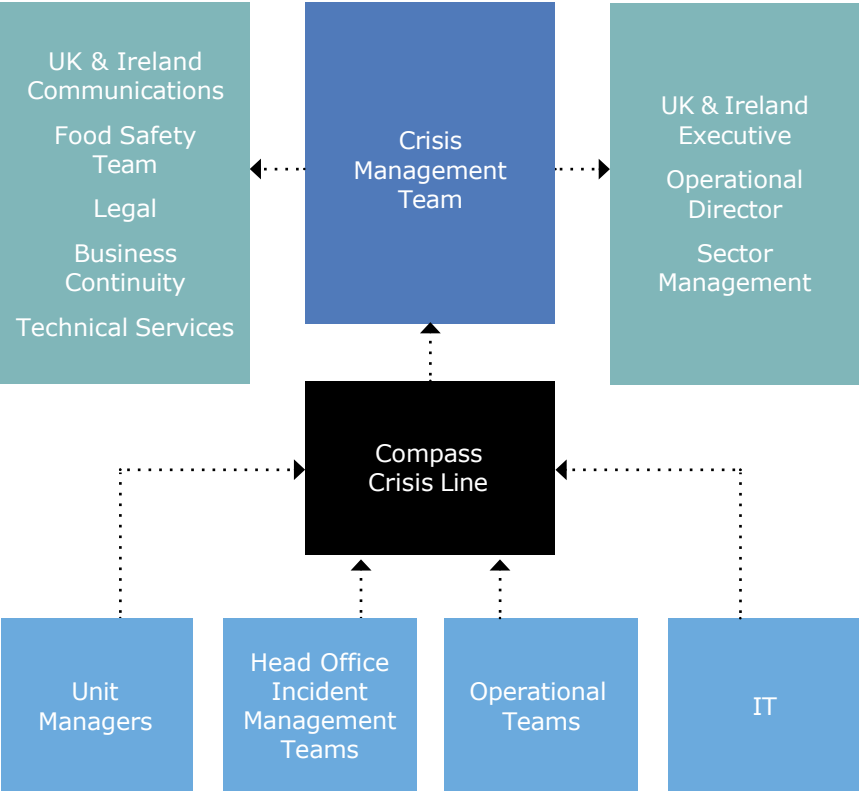
Our crisis management commitment is to address any crisis in an open, honest and effective manner in order to protect the reputation of the company and retain the trust of our consumers, clients, employees and shareholders.

Our prime concern is for the safety and well-being of our employees and members of the public, whilst handling any crisis with the over-riding objective of returning to 'business as usual' as quickly as possible.

This guide is designed to show you how our crisis management framework works and how you can escalate an incident to our crisis management team where appropriate.

It outlines the steps to take, to ensure we are able to quickly and calmly confirm the safety of our colleagues in the event of a crisis. We have also included some practical advice from the police on counter terrorism awareness.

CRISIS MANAGEMENT FRAMEWORK



The Compass Crisis Line is a 24/7 hour contact centre with a dedicated telephone number and sits at the heart of our Crisis Management Framework. It is the mechanism for instigating our Crisis Management Procedures.



CRISIS MANAGEMENT TEAM

The Crisis Management Team (CMT) is a small team so it can operate effectively and quickly.

The CMT will assess the severity of the incident and the wider implications. They will then agree a strategy and response and from a business continuity perspective, create a plan of action, mobilising the necessary resources.

The UK and Ireland Executive will be kept up to date and provide strategic oversight of the crisis.

CRISIS COMMUNICATIONS

Compass employs AlertMedia as its crisis communications system.

The system allows the CMT to quickly and easily communicate with all senior and head office colleagues using multiple channels before, during and after a crisis.

During a crisis, colleagues will receive a combination of email, telephone and SMS text on both their work and personal devices until they respond.

ASSESSING THE SEVERITY OF THE INCIDENT

Incidents are classified from level 0 to 4 and are graded according to complexity and impact. They are split into categories which cover all aspects of our central functions and business operations (please see **Incident levels** on the next page).

As you will see from the table below our crisis management

procedures are formally activated when an incident is classified as Level 2 (potential crisis) or above.

The activation process starts with a call to the Crisis Line following an assessment of the incident. The call can be made by a unit manager, head office team or operational team.

| | |
|---------|--|
| LEVEL 0 | This is seen as a sector level incident which you deal with at unit level. Please refer to your Unit Manager Emergency Manual. |
| LEVEL 1 | May require support from area or regional manager. |
| LEVEL 2 | Potential Crisis Incident is more complex or serious, needs more resources to resolve. |
| LEVEL 3 | Full Crisis Requires central specialist support such as Foodbuy, IT, Food Safety team. |
| LEVEL 4 | Severe crisis Business as usual stops, the Crisis Management team will deploy all necessary means to resolve the crisis. |

CONTACTING THE COMPASS CRISIS LINE

If the incident has been classified as Level 2 or above, call the Compass Crisis Line on 0800 011 4630

PLEASE NOTE

In the event of a serious or life threatening injury, please **contact the emergency services first**, and then contact the Compass Crisis Line.

INCIDENT LEVELS

| ISSUES | LEVEL 0 | LEVEL 1 |
|--|--|--|
| | Unit Manager | Regional Manager |
| Health and Safety | <ul style="list-style-type: none"> - Recordable injury e.g. first aid/medical treatment - Company motor vehicle accident involving damage to vehicle | <ul style="list-style-type: none"> - Reportable injury (RIDDOR) - Single reported case of infectious disease. Company motor vehicle accident involving minor injury to Compass employees |
| Food safety Quality Issue | <ul style="list-style-type: none"> - Quality issue regarding approved products and suppliers at local level (e.g. foreign body in customer meal) | <ul style="list-style-type: none"> - Multiple quality issues which may impact on client contract relationship - Suspected food borne illness or food poisoning |
| Supply Chain | <ul style="list-style-type: none"> - Unit based supply chain failure | <ul style="list-style-type: none"> - Contract based supply chain failure |
| Extreme Weather (e.g. snow, severe floods, heatwave) | <ul style="list-style-type: none"> - Adverse weather forecast | <ul style="list-style-type: none"> - Weather warnings issued - Disruption to local service delivery |
| Security Industrial Action Terrorism | <ul style="list-style-type: none"> - Localised security problems, crime series - Emerging industrial unrest at client site | <ul style="list-style-type: none"> - Specific security problem affecting the site/contract - Client industrial action affecting Compass site |
| Building Incident (Evacuation, Power failure, Fire, Gas Leak, Flood, Structural Damage, Failure of key building systems) | <ul style="list-style-type: none"> - Minor interruption to Compass Business Continuity (site) | <ul style="list-style-type: none"> - Partial site evacuation at client site with limited impact on Compass business |
| IT Failure | <ul style="list-style-type: none"> - Disruption to a small number of network devices or segments | <ul style="list-style-type: none"> - Disruption to non-critical individual systems |
| Corporate Reputation | <ul style="list-style-type: none"> - Localised incident affecting Company reputation at unit level | <ul style="list-style-type: none"> - Emerging issue which may impact on client contract relationship - Financial malpractice at one site |

| LEVEL 2 | LEVEL 3 | LEVEL 4 |
|--|--|---|
| Crisis Management Team | | |
| <ul style="list-style-type: none"> - Multiple work-related injuries - Single reported case of serious infectious disease e.g. TB, Legionnaire's Disease | <ul style="list-style-type: none"> - Single work related fatality - Motor vehicle accident in company vehicle on company business – resulting in death/s - Contained outbreak of serious infectious disease | <ul style="list-style-type: none"> - More than one work-related fatality - Uncontrolled spread of serious infectious disease |
| <ul style="list-style-type: none"> - Small/medium scale product recall relating to manufactured products - Confirmed food borne illness or food poisoning - High profile quality issue (horsemeat scandal) | <ul style="list-style-type: none"> - Large scale product recall relating to manufactured products – consumers at risk - Widespread confirmed food borne illness - Criminal contamination or sabotage | <ul style="list-style-type: none"> - Confirmed food borne illness or food poisoning affecting multiple client sites causing serious illness or death |
| <ul style="list-style-type: none"> - Major issue with key supplier (e.g. Brakes) | <ul style="list-style-type: none"> - Nationwide major issue with key supplier (e.g. Brakes) | <ul style="list-style-type: none"> - Nationwide major issues with multiple key suppliers |
| <ul style="list-style-type: none"> - Severe weather warning issued that will impact upon delivery of business (i.e. inability to deliver supplies) | <ul style="list-style-type: none"> - Major infrastructure damage, Major travel disruption - Operation of sites impacted | <ul style="list-style-type: none"> - Loss of life caused by extreme weather |
| <ul style="list-style-type: none"> - Specific intelligence of impending attack in Compass areas of operation - UK or Ireland Threat Level raised to critical - Industrial action by Compass Employees | <ul style="list-style-type: none"> - Terrorist attack or civil unrest ongoing in Compass areas of operation - Industrial action causes substantial interruption to Compass operations | <ul style="list-style-type: none"> - Terrorist attack or civil unrest at Compass site – causing injury or death of Compass employees - Industrial action causes loss of contract |
| <ul style="list-style-type: none"> - Full site evacuation at Head Office Interruption to power supply, water, heating | <ul style="list-style-type: none"> - Major interruption to Central Services, i.e. Payroll or Alarm Receiving Centre | <ul style="list-style-type: none"> - Total loss of Central Functions - Total loss of Alarm Receiving Centrew |
| <ul style="list-style-type: none"> - Disruption to critical system (e.g. SAP) - Disruption to a building or departmental network | <ul style="list-style-type: none"> - High Impact Cyber Attack - Breach of confidential data | <ul style="list-style-type: none"> - Total loss of IT systems |
| <ul style="list-style-type: none"> - Confirmed issue which will impact on client contract relationship - Arrest – substantial criminal offence by Compass Employee (Terrorism, GBH, Murder) - Damaging Media Story (Contract) | <ul style="list-style-type: none"> - Financial malpractice at Multiple sites - High Impact damaging Media Story affecting Compass UK and Ireland | <ul style="list-style-type: none"> - Large scale financial malpractice at multiple sites affecting viability of Company - High Impact damaging Media Story affecting Compass Group Global |

To escalate a Level 2,3 or 4 incident call the Compass Crisis Line on: **0800 011 4630**

Internal

CLIENT SITE CRISIS MANAGEMENT PLAN

- Make sure you have a good understanding of the crisis management plan at your client sites
- Agree a crisis communication procedure with the client
- Identify all the evacuation routes in the buildings
- Identify potential security risks with the client i.e. lack of CCTV, visitor logging

CONTACT DETAILS

Ensure you have an up to date list of the contact details for your direct reports and your line manager (the details for your team can be found in the HR Portal). Please ask them to share personal home/mobile numbers with you if they are willing, but

do reassure them these will only be used in the event of a serious incident. Please note they do not have to share these details if they do not wish to do so. Check that colleagues emergency contact (next of kin) information is up to date via the HR Portal.

CHECKING ON THE WELFARE OF COLLEAGUES DURING AN INCIDENT

In the event of an incident we ask all line managers to take responsibility for attempting to contact any colleagues in their team that may be in the affected area. Equally, we encourage everyone to proactively contact their manager to let them know that they are safe if it is likely to be of a concern.

If, after reasonable enquiries, you are concerned that someone may be missing or impacted by an incident, you should notify the

HR Support Line, as soon as possible. They will check the contact details we have on the system to make sure they are correct and assist with trying to contact the employee.

If we are still unable to confirm the employee is safe they will escalate the matter to the relevant HR Business Partner and member of the HR Leadership Team who will work with you on the next appropriate steps.

MOBILE WORKERS

We suggest you ask them to share their Outlook calendars with you so you can quickly see where they are planning to be. In addition, it is important that all colleagues

keep their calendars up to date and if they are near an incident that they proactively contact their manager as soon as possible.

COUNTER TERRORISM TRAINING

We have been working with the National Counter Terrorism Security Office (NaCTSO) to provide training at our client sites across the country.

We have the latest information and guidance to help prevent terrorist incidents and what to

do in the event that an incident occurs. There is more information on the Action Counter Terrorism ACT pages on the HSE Website.

IMPORTANT TELEPHONE NUMBERS

| | |
|-------------------------------------|--|
| COMPASS CRISIS LINE | 0800 011 4630 |
| UK COMMUNICATIONS (Media Enquiries) | 01895 554 999 |
| HR PEOPLE SUPPORT CENTRE | 0121 457 5555 (option 2 then option 6) |



**COUNTER
TERRORISM
POLICING**

INTERNATIONAL COUNTER TERRORISM AWARENESS

HELPFUL ADVICE

This document is intended to assist you:

- Identify and respond to suspicious behaviour
- Identify and deal with suspicious items
- Respond to a firearms or weapons attack

For further information visit: Gov.uk/nactso

IDENTIFYING SUSPICIOUS BEHAVIOUR



Remember to focus on behaviour not appearance

ON FOOT

- Loitering in restricted or public places
- Paying significant interest to: entrances, exits, CCTV or security staff, taking photos
- Concealing face / identity
- Asking unusual or security related questions

FROM A VEHICLE

- Vehicles parked out of place
- Vehicles restricting the same route
- Trust your instincts: if you see anything suspicious, take action

REPORTING SUSPICIOUS BEHAVIOUR



- Who did you see, what did they look like, what were they wearing?
- What have you seen, what has happened, what was it that made you suspicious?
- Where did the situation happen and where were you?
- When did it happen - what time?

Don't be afraid and don't worry about over-reacting, have the confidence to act.

Your actions could help avert an attack and save lives.

IDENTIFYING SUSPICIOUS ITEMS

Hidden: has the item been hidden? Has any attempt been made to conceal the item from view or place it where accidental discovery is unlikely? Innocent items are not usually hidden deliberately.

Obvious: is the item obviously suspicious? Can wiring or batteries be seen? Is it taped or contains liquids or powders? Has it been found after seeing Suspicious Behaviour?

Typical: is the item typical of what you might reasonably be expected to find in the location? Also consider the current threat? Ask has anyone left the item?



ACTIONS TO TAKE IF YOU CONSIDER THE ITEM TO BE SUSPICIOUS

- **Confirm** that the item is suspicious
- **Clear** the area to the best of your ability. Do not touch the item and leave it in place.
- **Communicate** to your team and the police
Do not use radio handsets within 15 metres of the item
- **Control** access to the area



RESPONDING TO A FIREARMS OR WEAPONS ATTACK



RUN

- If there is a safe route, *run*; if not, hide
- Insist others go with you
- Do not let them slow you down
- Leave your belongings behind



HIDE

- If you can't run, *hide*
- Find cover from gunfire
- Be aware of your exits
- Lock yourself in a room if you can
- Move away from the door
- Be very quiet, turn off your phone
- Barricade yourself in



TELL

- Call the police when you are safe
- Give your location
- Describe the attacker
- Can you safely stop others from entering the area?

