



**Business Continuity Plan
Qatar Cinema Company**



**Crisis Management Plan
June 2022**

Document Revision History

Revision	Issue Date	Amendment Description	Date Effective	Author
v.0.1	15 th June 2022			Abdulrahman Nagdi
v.0.1	15 th June 2022			Ehab Mohammed Nour

Document Approval

No.	Approver	Signature
1	Ali Al-Ishag (Chief Executive Officer)	
2	Abdulrahman Nagdi (General Manager)	
3	Elhadi Habbani (Risk Consultant)	

Document Distribution List

No.	Designation	Remarks
1	Business Unit Heads/Business Continuity Coordinators	
2	BCP/IT DRP Teams	

Table of Contents

- 1. **Introduction** 6
- 2. **Crisis Management Plan Objective**..... 7
- 3. **References** Error! Bookmark not defined.
- 4. **Scope**..... 7
- 5. **Assumptions**..... 8
- 6. **Plan Activation and Responsibilities**..... 9
- 7. **Plan Distribution** 10
 - 7.1 Responsibility 10
 - 7.2 Procedures 10
- 8. **CMP Structure and Linkage to Business Units Recovery** 11
- 9. **Crisis Management Governance Framework** 12
 - 9.1 Overall Recovery Objective 12
 - 9.2 Crisis Management Phases 13
 - 9.3 Crisis Management Organization 14
 - 9.4 Business Continuity Teams Role Assignment 14-15
 - 9.5 Roles and Responsibilities 15-22
- 10. **Crisis Communication**..... 23
 - 10.1 Managing Crisis Communication 23-24
 - 10.2 Authority 25
 - 10.3 Sample Script 25

11. Incident/Emergency Management 26

- 11.1 Disaster Categorization & Levels 27-29
- 11.2 Disaster Levels 30-31
- 11.3 Emergency Response 32
 - 11.3.1 Objective 32
 - 11.3.2 Prerequisites 32
 - 11.3.3 Emergency Response Process 33
- 11.4 Emergency Evacuation Procedures 34
- 11.5 Emergency Roles & Responsibilities 35
- 11.6 Detailed Emergency Evacuation Procedures 36
 - 11.6.1 Pre Evacuation 36
 - 11.6.2 Pre-Arrangements 36-37
 - 11.6.3 Emergency Evacuation Drill Planning 37-37
 - 11.6.4 During Evacuation 38
 - 11.6.4.1 Actual Emergency 38
 - 11.6.4.2 Emergency/ Evacuation Drill Exercise 38
 - 11.6.5 Post Evacuation 39
 - 11.6.7 Post Actual Emergency 39
 - 11.6.9 Post Drill 39
- 11.7 Muster Point 41
- 11.8 Call Tree 41
 - 11.8.1 Calling procedure 41
 - 11.8.2 Call Tree Testing 44
- 11.9 Emergency Contact Card 45

12. Plan Invocation	46
12.1 Determining Disaster Declaration	46
12.2 Plan Invocation Process	47
12.3 Business Restoration Process	49
12.4 Emergency Command Center (ECC)	51
13. Plan Administration	53
13.1 Procedures for Administration of the Plan	53
13.1.1 Scheduled Maintenance	53
13.1.2 Unscheduled Maintenance	54
13.2 Procedures for Testing the Plan	55
13.2.1 Scheduling Tests	55
13.2.2 Test Execution	56
13.2.3 Test Schedule	56
13.2.4 Documentation of Results	56
13.2.5 Training	57
Annexure A – Disaster Declaration Checklist	58
Annexure B – ECC Readiness Checklist	59
Annexure C – BCP Change Request Form	60
Annexure D – Emergency Evacuation Drill Schedule	61
Annexure E – Fire Wardens Emergency Drill Report.....	62
Annexure F – Emergency Evacuation Drill Report	63
Annexure G – Fire Wardens’ Contact Details.....	64
Annexure H– Corrective & Preventive Action Report	65
Annexure J – Test Types	66

1. Introduction

Business Continuity Management (BCM) has strong links with Crisis Management through the Incident Management component. In the BCM context, incidents come in different shapes and sizes and will typically invoke the BCM plan. However, very few incidents are designated 'crises'. Crisis Management is seen as responding to non-physical as well as physical events such as financial performance and reputation damaging incidents.

The link between Crisis Management and Incident Management is that BCM system considers any disruption holistically and determines how an organization will respond to the disruption, continue its activities and recover. Organizations consider the media response to an incident or crisis to be an integral part of a full Business Continuity program.

Related again to Incident Management is Emergency Planning. The difference here is that emergency planning is normally seen as the domain of "blue light services" such as police, fire, ambulance and local authorities rather than for organizations in general, where the incident team, typically, would co-ordinate with the emergency response teams.

A crisis may occur almost at any time and may vary from a large scale disruption such as; natural calamities, man-made disasters such as riots, terrorist attacks, fire etc., to daily small scale incidents such as; network connectivity failures, procedural errors, IT systems failures etc. Therefore it is imperative for Qatar Cinema Company (QCC) to have a plan in place to overcome disruptions and continue to offer the same or a degraded yet acceptable level of service to its stakeholders. Progressing in this path, QCC has initiated and completed a Business Impact Analysis on its critical business functions and has identified related resources in order to develop comprehensive Business Continuity Plans.

As a part of this effort, Elhadi Habbani assisted QCC in conducting a deep discussions and understanding of Business Impact Analysis (BIA) during the formulation of the next five years (2022 -2026) strategic plan and identifying possible strategies in recovering and restoring critical business processes. Whilst this BIA would assist in understanding the magnitude of impact(s) of a disaster on various functions and processes, on the other hand, the recovery strategies would enable development effective Crisis Management and Business Continuity Plans.

This phase of the Business Continuity Management System project aims at developing the Crisis Management Plan (CMP), which includes emergency response procedures, crisis communication, disaster declaration, and plan activation activities.

QCC shall use this Crisis Management Plan as an overarching response to their business continuity plans. The CMP needs to be activated first in case of a major disruption to help effective coordination and decision making in relation to managing the disaster and continuing critical business operations.

Upon activation of CMP, other business continuity plans may follow, depending on the crisis situation as explained in the preceding sections of this document.

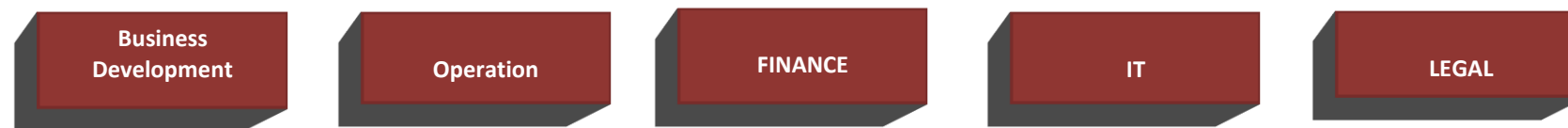
Crisis Management Plan Objective

The objectives of the Crisis Management Plan are to:

- Serve as the overarching framework which requires to be activated when an incident or disaster situation has the potential to advance beyond the control of a location that in turn may result in significant negative impacts to QCC and its stakeholders or cause economic losses beyond QCC's acceptable financial thresholds;
- Ensure the life and safety of all employees and visitors from the onset of the incident, contingency-mode business operation, and return to normal operation;
- Provide a process for senior management communication, decision making, and priority setting during the incident;
- Provide support and delegation of authority decisions during business resumption; and
- Minimize damage to the QCC brand and image, and maintain shareholder confidence.

2.Scope

The scope of the Crisis Management Plan for QCC was focused to address the continuous functionality of business departments mentioned below. Further, this scope is aligned with the output of the business continuity requirements identified during the Business Impact Analysis, Risk Assessment and Continuity/Recovery Strategy phases of this BCM Project.



action following a potential major disruptive event.

The diagram below is a high level illustration of how crisis management fits into the overall sequence of



Resumption of Business Operations at business continuity site Resource Requirements Restore Business Operations back to primary site	Respond to ensure health and safety Notify authorities Care and Containment Initial Assessment Attending legal and regulatory requests
Strategic assessment Decision Making Communication Termination of Crisis	Human Resource unavailability Business Interruption Significant Financial impact Reputation and brand image impact

3.Assumptions

The Crisis Management Plan is based upon the following assumptions:

- Civil authorities (e.g. police, civil defense etc) control may require modification to the actual execution of this plan depending on the circumstances;
- A business continuity manager has been appointed to facilitate the BCM system at QCC;
- IT Disaster Recovery Plans (DRP) and the Business Continuity Plans (BCPs) will be tested when the new system implemented to ensure that they are capable of recovering within the required time frames;
- Business Continuity Plans (BCP) for business resumption are the responsibility of each Business Unit management and the staff;
- The Disaster Recovery (DRS) and Business Resumption Site (BRS), also known as business continuity site are to be available in the event of a disruption and IT operations and business operations can be resumed from there;
- The recovery procedures are to be drafted to respond to a crisis for up to three to four weeks. For longer durations, it is assumed that staff will continue the same protocols as of the 3rd week, until further instructions are provided by the crisis management team;
- Key personnel have to be identified and trained in their emergency response and business continuity roles; they are available to activate the BCP;
- Backups of the application/software and data have to be intact and available at an offsite facility or the DRS or BRS;
- Service agreements have to be maintained with hardware, software, and communications service providers to support the emergency system recovery;
- Sufficient support personnel (internal and external) have to be available for emergency response and recovery;
- The BCP must periodically tested and updated and a copy of the BCP is maintained offsite in either hard copy or soft copy form and is made available at the time of disaster;
- This BCP on its own does not demonstrate a BCM competence or capability; and
- The minimum requirement of equipment, forms, stationary, stamps and other critical hardcopy documents etc., such as printouts, files that the business units had specified in their plans are placed in the business continuity site with appropriate labeling to identify the respective business unit that the items belong to.

4. Plan Activation and Responsibilities

The Crisis Management Team (CMT) of QCC is the sole authority responsible for activating this CMP and recovery site(s). The CMT must contact relevant recovery teams immediately upon any incident. Further, CMT shall reserve the rights to authorize any changes to the BCPs.

The Business Continuity Manager on the other hand, is responsible for developing/updating, maintaining and testing the plan periodically for its effectiveness. Further he or she is also responsible for administering and ensuring that the BCP is carried out in accordance with management guidelines and formulated recovery strategies.

Version 1.0		Ref. 0			
Name	Role	Contact Information	Name	Role	Contact Information
Abdulrahman Nagdi (GM)	Head of CMT	W – XXXXXXXXX M – XXXXXXXXX H – XXXXXXXXX	XXXXXXXX (COO)	Emergency Response Team (ERT) Leader	W – XXXXXXXXX M – XXXXXXXXX H – XXXXXXXXX
Gamal Albanna (CFO)	Deputy Head of CMT	W – XXXXXXXXX M – XXXXXXXXX H – XXXXXXXXX	XXXXXXXX (ITM)	IT Support Team (IST) Leader	W – XXXXXXXXX M – XXXXXXXXX H – XXXXXXXXX
XXXXXXXXXXXX (CRO)	Business Continuity Manager	W – XXXXXXXXX M – XXXXXXXXX H – XXXXXXXXX	Mohamed Yahia (HRM)	Emergency Support Team (EST) Leader	W – XXXXXXXXX M – XXXXXXXXX H – XXXXXXXXX
XXXXXXXXXXXX (BDO)	Crisis Communication Manager	W – XXXXXXXXX M – XXXXXXXXX H – XXXXXXXXX			

5. Plan Distribution

This document has been classified as Confidential and is for restricted to authorized distribution only, since it contains QCC's strategy to manage crisis in the event of a disaster, and names, addresses and telephone numbers of the key recovery team members. Therefore, typically the plan should be distributed on a need-to-know basis within the organization only.

5.1 Responsibility

The Head of CMT is responsible for the authorized distribution of the Crisis Management Plan (CMP). This is accomplished by developing a master distribution list on a need-to-know basis.

Copies of the plan and updates have been provided to:

- The Business Continuity (BC) Manager and his/her alternate;
- The Crisis Management Team including the underlying recovery support teams;
- BCP Steering Committee; and
- The designated Integrated Management System (IMS) document controller.

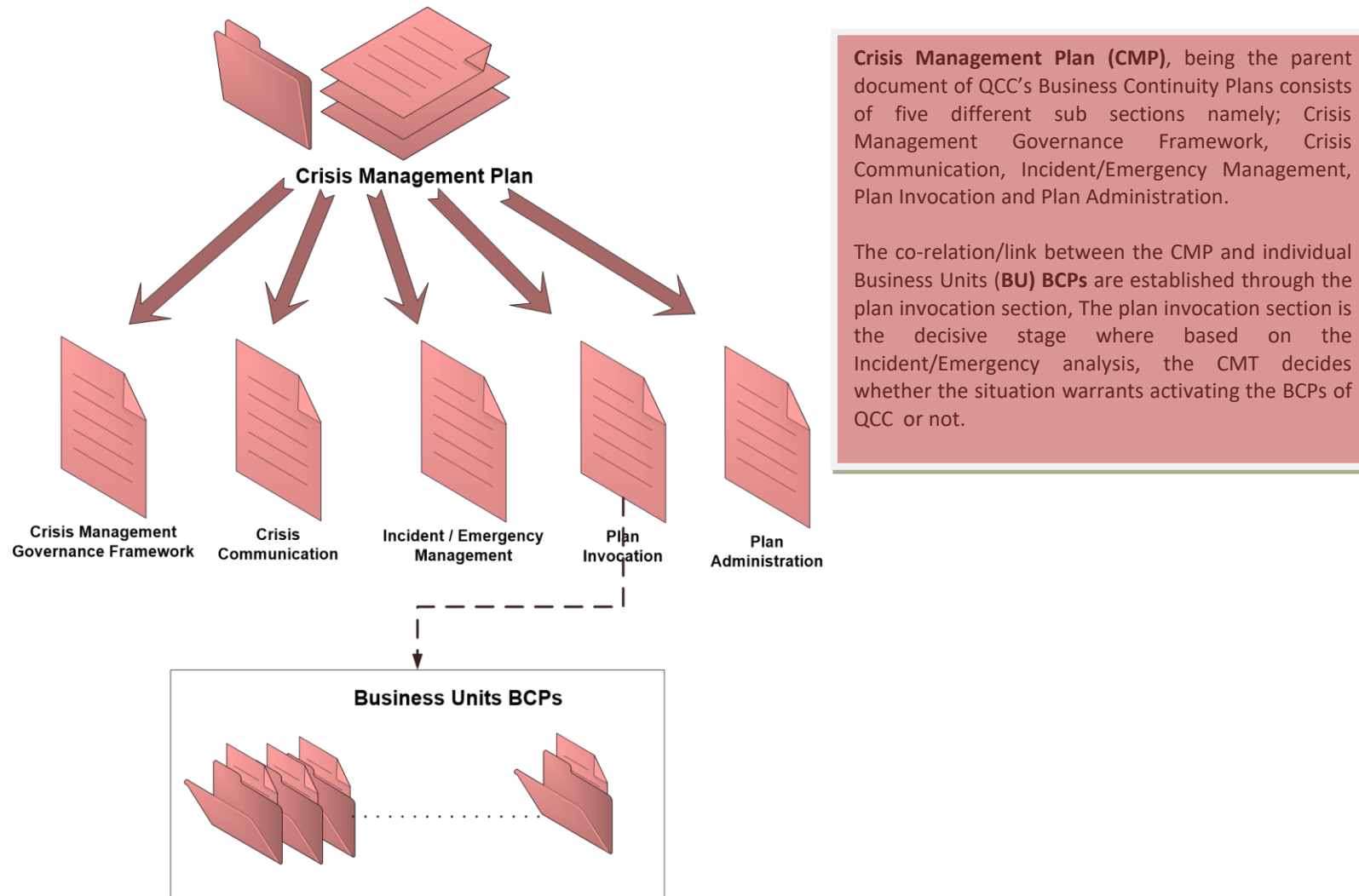
5.2 Procedures

The following statements outline the distribution procedures for the CMP:

- The master copy of the CMP has been kept with the Business Continuity Manager; or designated person;
- A copy of the CMP has been placed in secured storage at each of the recovery location;
- A copy has been distributed to all staff mentioned in the responsibility section of this CMP;
- When an update is required, the BC Manager along with the respective business unit BCM team head will amend the plan. All amendments must necessarily be identified by the date of the amendment and approved by the Head of CMT.
- Each individual receiving a copy of the CMP will maintain it in a secure location.
- Each individual receiving a copy of the CMP is responsible for returning the previous version of the plan to the BC Manager who will destroy it after ensuring that all copies of the outdated version have been received.
- The HR/personnel department will take possession of the plan from the employee leaving the organization during the exit interview.

6.CMP Structure and Linkage to Business Units Recovery

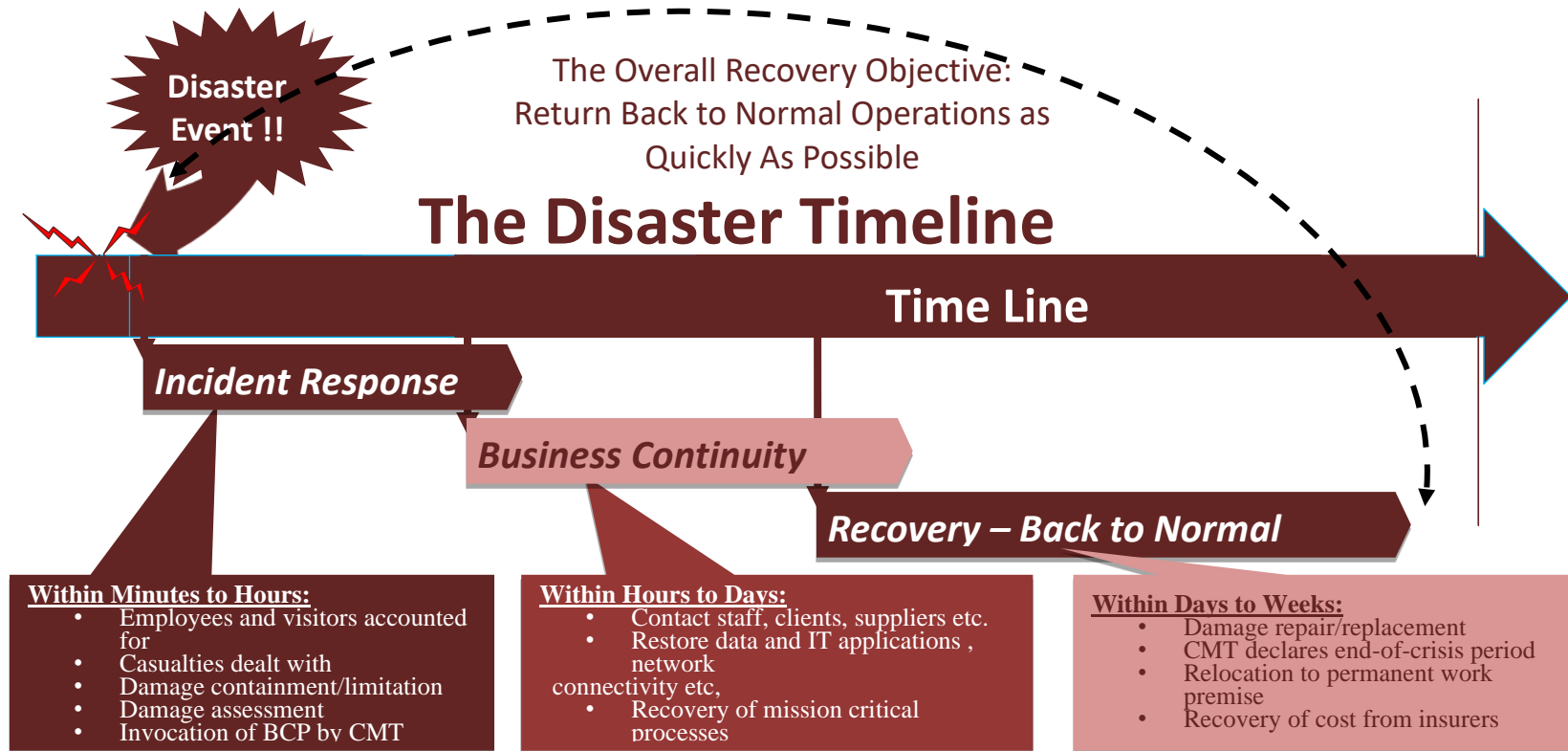
The following diagram describes the structure of the Crisis Management plan and the linkage to the Business Units Business Continuity Plans.



7.Crisis Management Governance Framework

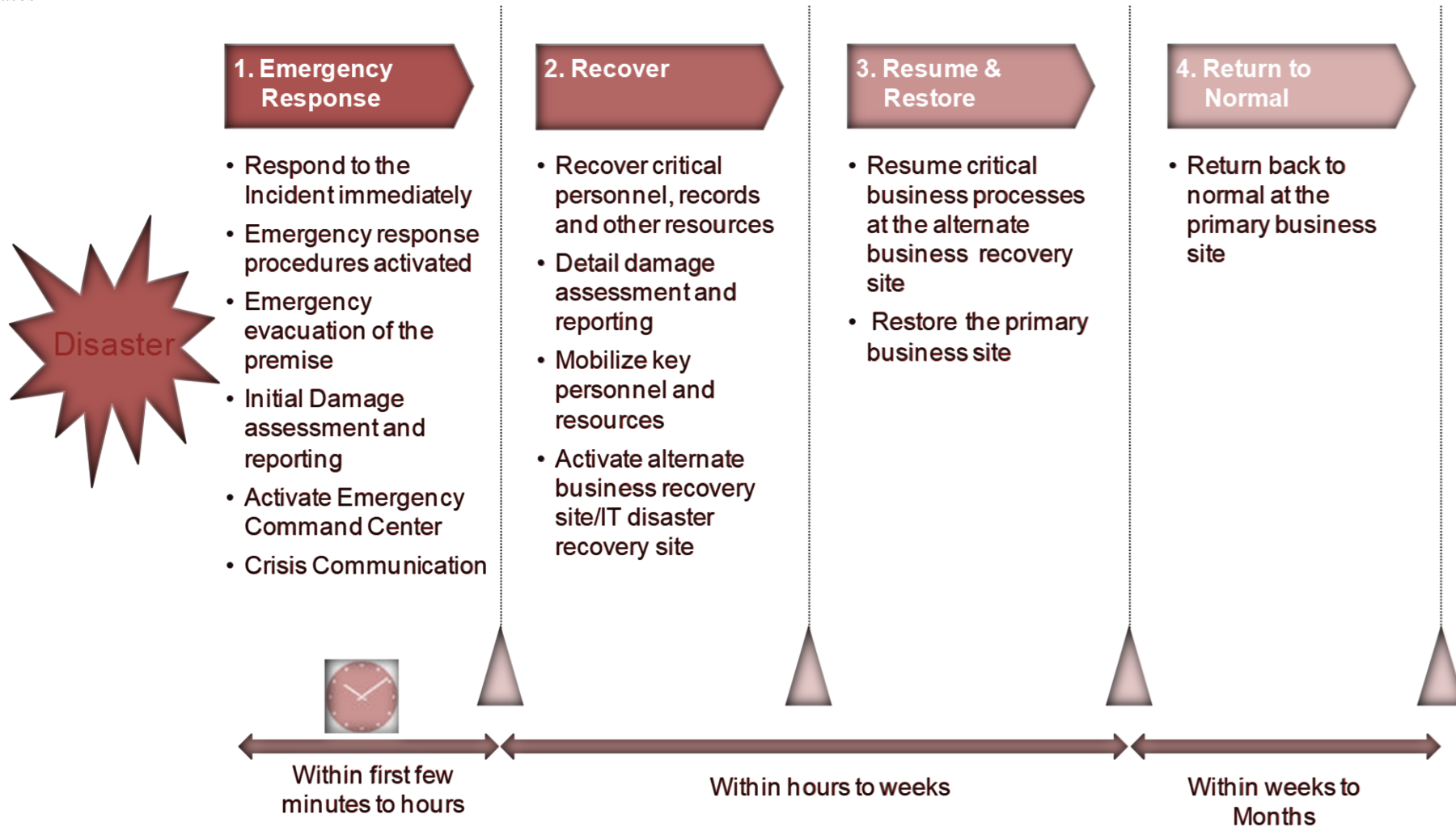
The following sections describe the crisis management governance framework developed to manage any possible crisis that may affect QCC. This section mainly consists of identification of Crisis Management phases, the Crisis Management organization within QCC, and roles and responsibilities of different teams and their governance structures.

7.1 Overall Recovery Objective



7.2 Crisis Management Phases

Following diagram illustrates the different phases within the crisis management of QCC. It is important to note that the Crisis Management Teams involvement is imperative across all the phases



7.3 Crisis Management Organization

QCCs Crisis Management organization consists of a group of key personnel responsible for responding to an incident, recovering critical business processes, and returning back to normal business operations. Further it also warrants this organization to perform regular testing on business continuity plans and maintain its validity with up to date information.

7.4 Business Continuity Teams Role Assignment

BCP Teams' Roles		Name	Telephone	Alternate Telephone
Crisis Management Team (CMT)	Head of CMT	Abdulrahman Nagdi (GM)	XXXXXXXXXX	XXXXXXXXXX
	Deputy Head of CMT	Gamal Albanna (CFO)	XXXXXXXXXX	XXXXXXXXXX
	Emergency Response Team (ERT) Leader	XXXXXXXXXX (COO)	XXXXXXXXXX	XXXXXXXXXX
	Emergency Support Team (EST) Leader	Mohamed Yahia (HRM)	XXXXXXXXXX	XXXXXXXXXX
	IT Support Team (IST) Leader	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX
	Crisis Communication Manager	XXXXXXXXXX (BDM)	XXXXXXXXXX	XXXXXXXXXX
	Business Continuity (BC) Manager	XXXXXXXXXXXX (CRO)	XXXXXXXXXX	XXXXXXXXXX
Emergency Response Team (ERT)	Deputy ERT Leader	XXXXXXXXXXXX (Normally from Risk Department)	XXXXXXXXXX	XXXXXXXXXX
	Fire Wardens	Please refer Annexure B for Fire Wardens' names and contact details		
Emergency Support Team (EST)	Deputy EST Leader	XXXXXXXXXXXX (Normally from HRD)	XXXXXXXXXX	XXXXXXXXXX
	EST Member	Salem Abdulrahem	XXXXXXXXXX	XXXXXXXXXX
IT Support Team (IST)	Deputy IST Leader	XXXXXXXXXXXX (Normally from ITD)	XXXXXXXXXX	XXXXXXXXXX
	IST Member	XXXXXXXXXXXX (Normally from ITD)	XXXXXXXXXX	XXXXXXXXXX
	Chairperson	Abdulrahman Nagdi (GM)	XXXXXXXXXX	XXXXXXXXXX

BCP Teams' Roles		Name	Telephone	Alternate Telephone
BCM Steering Committee	Committee Member	Gamal Albanna	XXXXXXXXXX	XXXXXXXXXX
	Committee Member	XXXXXXXXXXXXXXXX (BDM)	XXXXXXXXXX	XXXXXXXXXX
	Committee Member	XXXXXXXXXXXXXXXX (COO)	XXXXXXXXXX	XXXXXXXXXX
	Committee Member	XXXXXXXXXXXXXXXX (Normally ITM)	XXXXXXXXXX	XXXXXXXXXX
	Committee Member	Ehab Mohammed Nour	XXXXXXXXXX	XXXXXXXXXX

7.5 Roles and Responsibilities

Job Title	Head of CMT / Deputy Head of CMT	Date	6/2022
Description			
<p>The Head of CMT has overall responsibility of manage and contain any incident lead to an emergency or potential crisis for QCC. The job includes activation of the Crisis Management / Business Continuity Plans; key stakeholder notification/liaison, decision making on restoring business at the primary site and ensuring that the Crisis Management Team (CMT) has the necessary support to carry out its functions and is provided with the necessary strategic advice. Furthermore, CMT will act as the focal point for all employees, public and media contact, insuring that timely and accurate information regarding the crisis and its impact is made available, acting as primary contact point for arranging media access to executive management and assuring their preparation for such.</p> <p>The Deputy Head of CMT must undertake the responsibilities listed below in the absence of the Head of CMT.</p>			
Responsibilities			
<ul style="list-style-type: none"> ➤ Determine whether an event/incident could affect QCC as a whole by obtaining news from other parties including, individuals, internal staff, supporting teams of CMT, media ➤ Determine whether or not the incident could be handled through routine contingency measures ➤ Decide whether to activate the BCP based on the plan activation sequence outlined in Section 11.2 ➤ Confirm gathering of CMT, if necessary, appoint additional members/advisors ➤ Notify the parent company and the clients about the incident and plan activation ➤ Declare the Emergency Command Center immediately after plan activation in order to proceed with BCP ➤ Ensure company spokesperson is available, briefed and ready to take incoming calls ➤ Control and coordinate internal and external communication statements ➤ Prepare management statement for news release ➤ Coordinate with ERT (Emergency Response Team) regarding injuries/fatalities, notices to family ➤ Assist business functions with communication requirements for regulatory bodies and third-parties ➤ Start and maintain an individual log of all actions, decisions and instructions ➤ Perform initial CMT briefing, if possible, and confirm CMT response/alternate actions by gaining all available situation details from CMT support teams/personnel (ERS, IST, Crisis Communication Manager, BC Manager and EST): <ul style="list-style-type: none"> ✓ Incident level? 			

- ✓ **What has happened?**
- ✓ **Where?**
- ✓ **When?**
- ✓ **How did it happen?**
- ✓ **Who is at risk of injury or death?**
- ✓ **What is the impact on QCC and on the continuity of operations?**
- ✓ **What property has been damaged?**
- ✓ **Is incident contained? What is the potential for escalation?**
- **Brainstorm, identify issues, assign and track actions and agree on response/alternate objectives developed by affected entity**
- **Obtain from CMT supporting teams and others as necessary, any major issues arising across:**
 - ✓ **Health and Safety**
 - ✓ **Commercial partners affected**
 - ✓ **Reputation/Brand**
 - ✓ **Media**
 - ✓ **Regulators**
 - ✓ **Financial exposure**
 - ✓ **Asset protection**
 - ✓ **Legal liability**
 - ✓ **Insurance risk implications**
- **Ensure regulatory/statutory notifications are complied with**
- **Commence notification of agreed key stakeholders**
 - ✓ **According to the Crisis Communication, ensure an initial media holding statement is issued**
- **Approve major expenditure requests**
- **Decide when to end the CMT response and communicate to all relevant internal and external parties**
- **Ensure that the Emergency Command Centre (ECC) is functioning effectively – noise, overcrowding, technology (operability), resources, management of information, etc**
- **Team members are reminded to keep individual logs**

Job Title	Emergency Response Team (EST)	Date	6/2022
Description			
<p>Emergency Response Team (ERT) is responsible for the initial assessment of the incident and to ensure the life safety of all employees of QCC. Further, to initiate evacuation procedures if required and to coordinate with external emergency services and obtaining professional services. Deputy Emergency Response Team Leader must undertake the responsibility in the absence of Incident Response Team Leader.</p>			
Responsibilities			
<ul style="list-style-type: none"> ➤ Ensure safety is given the highest priority in response operations ➤ Provide protection for employees, control access to facilities and properties, whether occupied or not, and maintain order ➤ Initial assessment of the scene and determines the appropriate course of action for the safety of QCC staff ➤ Initiate Emergency Evacuation procedures (Please refer Section 11.6) and coordinate with Fire Wardens and EST (Emergency Support Team) and Business Units Heads to ensure that the staff has safely reached to the Muster point and/or to the alternate site (Please refer “Muster Point” location in the Section 11.7) ➤ Coordinate with Emergency responders (e.g., Police, Hospital Emergency, Fire Department, Government etc.), Service providers (e.g., Qtel, Kahramaa ...), and Support organizations (e.g., QP, Clients, etc..) ➤ Brief Head of CMT with initial assessment details and the status of the emergency services being provided ➤ Assist in assessing the business restoration capability at the primary site 			

Job Title	IT Support Team (IST)	Date	6/2022
Description			
<p>IT Support Team is responsible for all Information Technology and communication related services and should ensure the IT systems and data are available to resume the operations from the business resumption site.</p> <p>Deputy IT Support Team Leader must undertake the responsibility in the absence of IT Support Team Leader.</p>			
Responsibilities			
<ul style="list-style-type: none"> ➤ Evaluate whether the crisis affects IT ➤ If the crisis affects the Data Centre, decide whether or not to invoke the DR Plan and convey it to the Head of CMT ➤ If the crisis does not affect the Data Centre, however, impacts IT as a whole, then advise the Head of CMT and make appropriate decisions ➤ Advise the Head of CMT on actions IT might take to alleviate the crisis, even if the Data Centre was not directly affected ➤ Verify that actions have been taken against decisions taken ➤ Brief the Head of CMT on an ongoing basis of IT related activities and issues that are being faced. ➤ Assist in assessing the business restoration capability at the primary site 			

Job Title	Emergency Support Team (EST)	Date	6/2022
Description			
<p>Emergency Support Team main responsibility is to arrange facilities to all staff upon invoking the BCP. EST is responsible primarily for arranging emergency funding requirements, coordinating with transport service providers to relocate staff from primary site to alternate site and/or to staff accommodation, and looking after the staff welfare. For an example, assuring facilities at the alternate site, such as accommodation and food, is also lies with EST.</p> <p>Deputy Emergency Support Team Leader must undertake the responsibility in the absence of Emergency Support Team Leader.</p>			
Responsibilities			
<ul style="list-style-type: none"> ➤ Participate in initial assessment of property, building, equipment, and injuries/fatalities in coordination with ERT (Emergency Response Team) ➤ Maintain up to date primary and secondary contact lists of all staff ➤ Coordinate with insurance representatives ➤ Allocation of budget specifically designed for crisis situations. ➤ Assess the availability of other options such as utilization of petty cash, corporate emergency credit cards, etc. ➤ Coordinate with transport service providers to move QCC staff to alternate site or accommodation ➤ Coordinate movement of vital records, equipment, resources etc to the alternate site ➤ Arrange for cleanup of the facility, building, furniture, etc. ➤ Arrange for structural repairs ➤ Coordinate and conduct environmental assessment ➤ Establish shipping and receiving area for equipment and supplies ➤ Prior to a crisis, regularly ensure that all facilities components are ready for a crisis (e.g. emergency power, exit system, fire alarm system, fire equipment, smoke control, utilities) ➤ Ensure that facilities information (information on location address, Business units, personnel, wiring, plumbing diagrams etc.) is up to date and readily available during a crisis ➤ Prepare the Emergency Command Centre (ECC) for use ➤ Assist in assessing the business restoration capability at the primary site 			
Job Title	Crisis Communication Manager	Date	6/2022
Description			
<p>The Crisis Communication Manager acts as the focal point for all employees, public and media contact, insuring that timely and accurate information regarding the crisis and its impact is made available, acting as primary contact point for arranging media access to executive management and assuring their preparation for such.</p>			
Responsibilities			
<ul style="list-style-type: none"> ➤ Act as corporate spokesperson to the media ➤ Ensure telephone responders are in place, briefed and ready to take calls at the Emergency Command Center (ECC) ➤ Control and coordinate internal and external communication statements ➤ Prepare management statement for news release ➤ Coordinate with ERT regarding injuries/fatalities, notices to family ➤ Assist business functions with communication requirements for regulatory bodies and third-parties 			

Job Title	Business Continuity Manager (BC Manager)	Date	6/2022
Description			
<p>BC Manager manages and supervises the entire recovery operations in case of a disaster. Throughout the recovery process, various Recovery Teams function under his supervision. In the non-active mode, BC Manager performs the primary role in ensuring that administration of the BCP (Please refer Plan Administration, Section 12) is carried out in accordance with management guidelines and recovery strategies are formulated. Also, in the non-active mode he ensures that the Recovery Team Leaders are prepared to deliver the critical business processes in the event of a disaster. The function of BC Manager is to ensure that the BCP is properly documented and maintained to enable that QCC accomplish the following:</p> <ul style="list-style-type: none"> ➤ Respond in a timely manner to minimize loss and/or interruption of critical business processes. ➤ Ensure recovery of critical business processes. 			
Responsibilities			
<ul style="list-style-type: none"> ➤ Direct all functions of recovery organization. ➤ Ensure that all Recovery Team Leaders have fulfilled their responsibilities of preparing necessary contingency documentation. ➤ Initiate damage assessment activities following an interruption. ➤ In consultation with the CMT, determine whether a disaster should be declared, and which Business Unit Recovery Teams should be mobilized. ➤ Ensure availability of all Recovery Teams. ➤ Assess preparedness of recovery organization to respond to a disaster and modify assignments and responsibilities as necessary to ensure preparedness. ➤ Set priorities throughout the recovery process. ➤ Coordinate and ensure restoration of business at the primary site ➤ Evaluate need for external support (i.e., vendors) and obtain the same, if necessary. ➤ Report progress and problems to CMT or BCP/DRP Steering Committee (when offline mode) as required. 			

Job Title	Business Unit Heads/Coordinators	Date	9/2011
Description			
The Main responsibility of the Business Unit Heads and Coordinators are to ensure the Business resumes as normal as possible, in collaboration with Business Units BCM team and staff, upon the Business Continuity Plan activation.			
Responsibilities			
<ul style="list-style-type: none"> ➤ Receive the plan activation message from the Head of CMT and respond accordingly ➤ Carryout Business units recovery procedures upon the plan activation (please refer Business Unit BCP) ➤ Ensure to carry out the business units operations as normal as possible from the alternate Business Resumption site ➤ Coordinate with all Business Units staff in order to resume the normal business operations from the alternate site ➤ Coordinate with the EST (Emergency Support Team) to provide staff with facilities like transport, food, sanitization, accommodation etc. ➤ Ensure that equipment, forms, stationary, stamps and other hardcopy documents etc, such as printouts, files that the business units has specified in their plans are placed in the business resumption site with appropriate labeling to identify the respective business unit that the items belong to. ➤ Ensure restoration of the business unit at the primary site 			

Job Title	BCM Steering Committee	Date	9/2011
Description			
The Main responsibility of the BCM Steering Committee is to the oversight, initiation, planning, approval, testing and audit of the BCP and DRP of QCC. It also implements the BCP, coordinates activities, approves the BIA results, oversees the creation of continuity plans and reviews the results of quality assurance activities.			
Responsibilities			
<ul style="list-style-type: none"> ➤ Approve the BCP strategies, commissions organizational transformation programs ➤ Establishing the overall BCP project direction, scope, and priorities ➤ Helping to resolve issues when necessary, authorizing formal changes to the project scope and balancing business and program resource needs. ➤ Reviewing and recommending BCP policy based on QCC requirements to address elements of continuity planning (e.g., delegation of authority, orders of succession, alternating operating facilities, communications, and vital records) and restoration of QCC essential functions ➤ Reviewing Business Continuity Plans when changes to people, process, technology and facilities occur. ➤ Providing input on reviews and updates of all Business Resumption and Business Continuity Plans ➤ Initiate and facilitate testing and excising of Business Continuity plans and IT Disaster Recovery Plans 			

Job Title	Fire Wardens	Date	6/2022
Description			
Please refer Section 11.5 Emergency Roles and Responsibilities of Fire Wardens			
Responsibilities			
Please refer Section 11.5 Emergency Roles and Responsibilities of Fire Wardens			

8. Crisis Communication

In the event of a crisis, QCC needs to communicate promptly and effectively to its stakeholders. An effective Crisis Communication framework and procedures helps minimize the impact on QCC's reputation and to ensure timely and efficient handling of the crisis. Providing accurate information in timely manner to the stakeholders will protect the QCC's reputation by:

- Demonstrating that QCC is acting responsibly to address the situation; and
- Reducing the scope for speculation and rumor to flourish in the absence of information from a trusted reliable source.

Communication during a major crisis or disaster effecting QCC's business operations should be handled swiftly and carefully. Since the reputation of QCC is at stake, it is primarily the responsibility of CMT to communicate the accurate yet constructive message to all the stakeholders in an event of a disaster. Therefore following procedures shall be followed by CMT in case of a major crisis:

1. Only designated QCC Spokesperson (i.e. Head of CMT or a nominee) is authorized to release information to the media and to the public;
2. All staff should be professional and helpful to the media by connecting them with the spokesperson, but will neither speak to the media, nor provide any information;
3. Only the Spokesperson shall be directing and coordinating all aspects of the organization's response to crisis in front of the media, employees, customers, financial communities, regulators etc;
4. All messages shall be guided by professionalism and transparency, and serve to mitigate the crisis without any possibility of rumors; and
5. An effective media & public relations shall be maintained to ensure continuation of positive image during the crisis.

8.1 Managing Crisis Communication

QCC shall keep all its stakeholders as up to date as possible with timely and accurate information relating to the incident that has occurred. Doing so is intended to avoid the spread of misinformation and rumors that may be unfavorable to the reputation and perception of the company.

QCC shall maintain an open communication policy and communicate all the facts of the incident whenever possible. Some additional guidelines for consideration include:

- Obtaining and verifying the facts as quickly as possible;
- Notify the stakeholders and then notify the media;
- Prioritize the recipient and accordingly disseminate the message;
- Communicate swiftly therefore shows that QCC is in control and explain what has happened, clearly to the stakeholders (and those who influence them), the public, Regulators etc;
- Demonstrate that QCC is doing everything that could be expected to address the situation;
- Ensure consistency of the message being repeated to the relevant internal and external parties and the wider audience;
- Ensure that all who have formal contact with the public are fully briefed and updated on a regular basis and have a clear understanding of what to say;
- Ensure that all messages, though different in form, agree in content; and
- Monitor stakeholders' reaction to the situation and communicate feedback with regards to the action taken to resolve it.

QCC must be proactive with stakeholder management. Negative stakeholder feedback or perception will adversely affect the QCC's reputation and potentially lengthen recovery times. Stakeholder interaction may be personal (face to face) or by some other means.

The audience with whom QCC may need to communicate, but not limited to, in the event of a crisis, is as follows. The nature of the incident will determine the priority given to each audience with regards to the timing, frequency and communication channel used.

- Board of Directors
- Employees
- Government Ministries and Officials
- Emergency Services
- Media
- Regulators

In addition to the crisis communication procedures, following responsibilities should be assumed by the CMT:

1. The designated Crisis Communication Manager should be working closely with the Head of CMT to design and develop the key messages and statements to be released to the media and public;
2. Consider all available channels for distributing emergency instructions;
3. Respond to all incoming calls;
4. Ensure families of QCC staff are well informed about the situation;
5. Communicate with public media and address press conferences;
6. Prepare news releases, as required;
7. Distribute internal communication messages to the staff of QCC;
8. Ensure public information is provided according to the priority;
9. Monitor media updates during crisis situations;
10. Monitor news programs and review news articles for accuracy; and
11. Maintain a log file of all information discussed with public media and other external bodies.

8.2 Authority

All information/messages intended for communication regarding the ongoing crisis should be initiated and approved by the Head of Crisis Management Team. Crisis Communication Manager, who is the official spokesperson of QCC, should liaise with external and internal parties as part of his or her responsibilities. (Please refer section 8.5 Crisis Communication Manager's role and responsibilities).

8.3 Sample Script

This section will contain some pre-formatted announcement scripts for both external and internal stakeholders, which can be used or modified quickly during initial incident response, during the on-going crisis and follow up;

- External/Public Announcement

"A (1...) Has temporarily disrupted operations of Qatar Cinema Company (QCC) Head Office, Doha, QCC Head Office has experienced some damage. QCC officials are evaluating the extent of damage and probable cause. Our recovery plans have been activated and is progressing according to schedule. Additional information will be provided when details are available on (2...)"

- 1 - Insert the type of disaster such as fire, power outage, etc
- 2 - Mention additional/alternate address and phone numbers

- Employee Announcement

"Qatar Cinema Company has experienced (3...) damage to its facilities at the Head Office, due to (4...). The extent of the damage and probable cause are being investigated. The following QCC employees should report to work immediately (5...). Additional information regarding the disruption will be provided at (6...) through (7...). For further information please contact (8...)"

- 3 - Mention category of disaster here
- 4 - State reason for, or type of, disruption
- 5 - List of team members for various recovery teams
- 6 - Provide time of releasing communication
- 7 - Provide method of communication
- 8 - Details related to contact numbers etc should be mentioned

9. Incident/Emergency Management

9.1 Disaster Categorization & Levels

A disaster is an event, which can cause disruption to the normal business operations for an unacceptable period. The impact of the event is typically time dependent. Therefore, as the length of interruption increases, the level of response necessary to minimize the impact also increases. As a result, it may not be feasible to classify all events as disasters.

Disasters that cause significant damage, resulting in loss of assets to QCC and it often becomes impossible to continue operations from the affected site are categorized as 'Calamities' or 'Large Scale Disaster'. If such events occur, the mitigation is only through recovery controls. Hence recovery measures have to be designed and implemented to overcome such disasters. Examples of such events are:

A. Natural Disasters

- Earthquake
- Cyclone
- Fire / Explosion
- Flood

B. Man-made Disasters

- War
- Terrorist attacks civic
- Riots / Civil Unrest

C. Failure of Critical Infrastructure

- Electricity failure for a longer period
- Lack of civil/public supplies
- Telecommunications failure at larger level e.g.: submarine cables
- Disruption in transport services

Other threats that can cause interruptions can be prevented through implementation of proper mitigation measures. Recovery can be achieved effectively and efficiently through appropriate redundancies and other detection and corrective mechanisms. Such threats can be identified as:

- Power Failures
- Telecommunication failures
- System Crashes / Failures
- Equipment / System breakdown
- Theft
- Viruses and worms
- Hacking and Intrusions
- Software malfunction
- Errors and accidents
- Non availability of people; and Failure of service providers

Please note that above threat items are considered as operational issues and not considered for invoking Business Continuity Plans or Business Continuity Planning. Instead, preventive measures, which are a part of day to day operations, should be implemented to counter such incidents from occurring.

The table below identifies the common sources of incidents that may cause disruption to organization's normal working conditions and result in emergency evacuation. It also list down the mitigating factors to proactively take necessary precautions and minimize the impact to life and property of the organization.

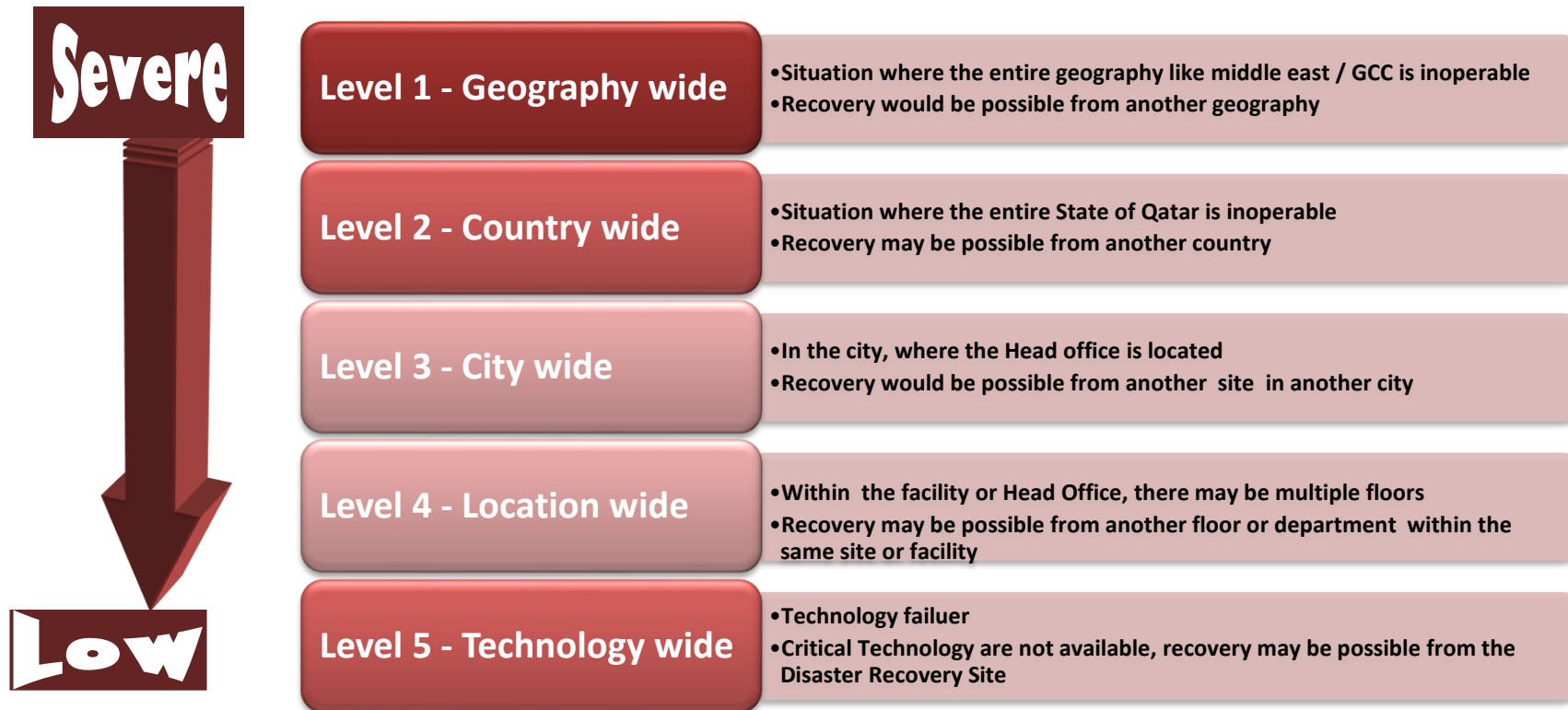
Sources of fire incidents	Mitigation Steps
<ol style="list-style-type: none"> 1. Electrical short circuits 2. Industrial Fire 3. Malicious / Accidental activity by office personnel 4. Chemical / Hazardous material spillage 	<ol style="list-style-type: none"> 1. Properly maintained and tested fire alarm systems 2. Properly maintained and refilled fire extinguisher systems 3. Properly placed and visible signage such as floor evacuation plan, nearest location of fire extinguishers, nearest location of first aid facility and other specific emergency guidelines in the corridors and other operational areas. 4. Proper training on evacuation guidelines and use of fire extinguishing systems to the staff. 5. Updated contact details of designated Fire Wardens and other special agencies in Qatar such as Civil defense, Water & Electricity Emergency, Accident & Emergency wing of Hamad Hospital etc.
Sources of flood incidents	Mitigation Steps
<ol style="list-style-type: none"> 1. Low lying areas 2. Offices close to sea shore 3. Poor community drainage systems 4. Poor Building drainage systems 	<ol style="list-style-type: none"> 1. Properly placed and tested water sensors at the basement 2. Properly designed drainage and sewage systems. 3. Properly placed and tested water pumps. 4. Selection of high lying areas for construction of office premises 5. Selection of land areas that are at reasonable distance from the sea. 6. Proper training on evacuation guidelines and use of fire extinguishing systems to the staff. 7. Updated contact details of designated Fire Wardens and other special agencies in Qatar such as Civil defense, Water & Electricity Emergency, Accident & Emergency wing of Hamad Hospital etc.
Sources of Earthquake	Mitigation Steps
<ol style="list-style-type: none"> 1. Natural calamities 	<ol style="list-style-type: none"> 1. Properly placed and visible signage such as floor evacuation plan, nearest location of fire extinguishers, nearest location of first aid facility and other specific emergency guidelines in the corridors and other operational areas. 2. Proper training and instructions on evacuation guidelines for designated Fire Wardens and all staff. 3. Updated contact details of designated Fire Wardens and other special agencies in Qatar such as Civil defense, Water & Electricity Emergency, Accident & Emergency wing of Hamad Hospital etc.
Sources of Explosions	

<ol style="list-style-type: none"> 1. Terrorist activities of nearby hostile nations 2. Unwarranted visitors to the internal premises 3. Mail bombs 4. Burst of compressors, cylinders etc. 5. Short circuits resulting in explosions of other nearby electrical equipment's 	<ol style="list-style-type: none"> 1. Properly maintained physical security controls 2. Proper controls to filter suspicious postal mails in the mail room 3. Proper maintenance of electrical components etc. 4. Properly placed and visible signage such as floor evacuation plan, nearest location of fire extinguishers, nearest location of first aid facility and other specific emergency guidelines in the corridors and other operational areas. 5. Proper training and instructions on evacuation guidelines for designated Fire Wardens and all staff. 6. Updated contact details of Department Fire Wardens and other special agencies in Qatar such as Civil defense, Water & Electricity Emergency, Accident & Emergency wing of Hamad Hospital etc.
---	--

9.2 Disaster Levels

Classification of disasters into various levels is based on its anticipated duration and the extent of damage. These levels are designed around the extent of damage and the timeframe required for the recovery of critical business processes. The level communicates the severity of the disaster and forms the basis for the type of recovery actions to be taken by the organization. The estimated recovery time for the critical business processes should be determined and used to select the appropriate section of BCP.

The following categorization of disaster levels were identified for QCC:



Disaster Level	Description
Level 1	<p>A Level 1 disaster is considered as the geography wide crisis, which could affect the whole region. The level of impairment is the most sever, resulting in total shutdown of services throughout the region. However, the current business requirements do not mandate a geography level redundancy, hence QCC shall accept the risk of such type of disaster</p> <p>An example of a Level 1 disaster would be “spread of epidemic disease”, “region wide tsunami”, “nuclear war scenario”</p>
Level 2	<p>A Level 2 disaster is one in which the business outage occurs as a result of a countrywide disaster. The level of impairment is major/ severe, resulting in total loss of services. However, the current business requirements do not mandate a country level redundancy and hence QCC shall accept the risk of such type of disaster.</p> <p>An example of a Level 2 disaster would be “spread of epidemic disease”, “region wide tsunami”, “nuclear war scenario”</p>
Level 3	<p>A Level 3 disaster is one in which the business outage occurs as a result of a citywide or area-wide disaster. A disaster, which renders premises of QCC Head Office unusable, is considered to be a Level II disaster. A Level II disaster could also result in total loss of services. In such scenario, Crisis Management and Business Continuity Plans are activated, which require relocating the department functions to the Business Recovery Site by relevant BCP teams. Crisis Management Team will operate their duties from the Emergency Command Center and IT Disaster Recovery Plan will also be activated and continue to support IT services from IT DR site.</p> <p>Examples of Level 3 disaster would be “earthquakes, floods etc”.</p>
Level 4	<p>A Level 4 disaster is one in which facilities are not available due to total/partial inaccessibility to the premises QCC Head Office. In such scenario, Crisis Management and Business Continuity Plans are activated, which require relocating the department functions to the Business Recovery Site (BRS) by relevant BCP teams. Crisis Management Team will operate their duties from the Emergency Command Center and IT Disaster Recovery Plan will also be activated and continue to support IT services from IT DR site.</p> <p>However, in case of total unavailability of the Primary Data Center (PDC), the IT DR site of QCC will be activated and IT Department may relocate to the BRS depending on the situation.</p> <p>Examples of a Level 4 disaster would be a localized fire, building bombing etc.</p>
Level 5	<p>A Level 5 disaster is an outage caused by any sort of technological failure.</p> <p>Damage from a Level 5 disaster may mean partial or total loss of the network, loss of voice or data communications, significant hardware/software problems etc.</p> <p>Mobilization of the IT Support Team & partial mobilization of the other recovery teams may be required to recover the damaged infrastructure.</p> <p>Examples of a level IV disaster would be partial or total loss of the network, loss of voice or data communications, significant hardware/software problems etc.</p> <p>The Disaster Recovery Plan will be activated upon Crisis Management Team’s confirmation. However, it should be noted that the communication failure due to service provider’s failure, would be a single point of failure as there is no other service provider available in the country.</p>

9.3 Emergency Response

Response to an emergency should be carried out after reporting of a significant incident which may lead to loss of/or injury to life and damage of assets. Safety of employees and assets will be ensured in the same order. It also provides a structured means of communicating event status and issues to key personnel and external agencies. Primary responsibility of the response lies with the Emergency Response Team (ERT), which works very closely with the CMT.

9.3.1 Objectives

Primary objectives of this procedure would be:

- Minimize loss of life and property;
- Ensure all media communications is routed through Crisis Communication Manager;
- Evacuation of the premises to the safe assembly area (please refer 'Muster Point' section 10.4) as per the emergency evacuation procedures.;
- Assembly of key personnel (as required, if possible);
- Facilitate gathering of information necessary for selecting the appropriate scenario of disaster; and
- Immediate notification to key personnel for mobilization of Recovery Teams.

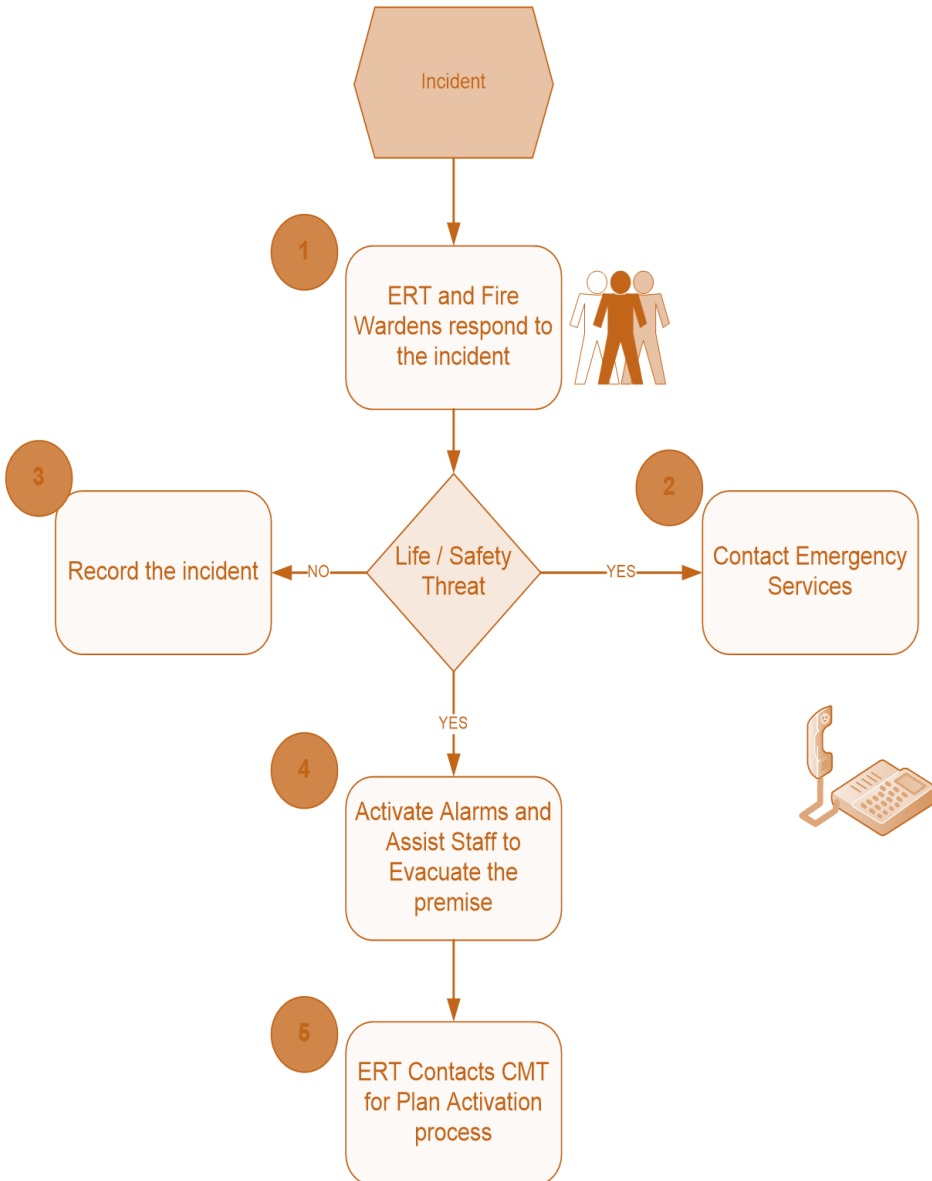
9.3.2 Prerequisites

Following prerequisites should be met before the emergency response procedure is implemented:

- Evacuation procedure should be pre planned;
- Staff should be adequately trained and proper knowledge transfer has been completed;
- Agreed procedure should be confirmed in writing;
- These emergency procedures should be at least practiced twice a year;
- A fire drill exercise that also includes people/staff in need of special care and attention should be carried out at least once a year; and
- Evacuation procedure for people should start immediately after the alarm is raised.

Please refer following section for the **Emergency Response process**

9.3.3 Emergency Response Process



- 1 Emergency Response Team (ERT) immediately responds upon the incident is reported
- 2 If there is a threat to the life safety, ERT contacts the Emergency services for the professional assistance e.g. Ambulance, Police etc.
- 3 If there is no threat to the life safety, ERT records the incident in a log for future reference and inform the relevant parties as per the incident reporting procedures.
- 4 If there is a threat to the life safety at the premise, ERT activates the alarms and assist staff to evacuate the premise as per the **Emergency Evacuation Procedures** in the **Section 11.4** and move to the 'Muster Point'.
- 5 ERT contacts the Head of Crisis Management Team to begin the plan activation process

9.4 Emergency Evacuation Procedures

Emergency evacuation procedures are designed to ensure that people exit a building safely during an emergency. An emergency can be defined as any pending, present or imminent event, natural or man-made, which risks endangering the lives of people or damage to property and requires an immediate response. During an emergency, QCC's priority is the safety of its staff and visitors.

All employees are responsible for familiarizing themselves with the emergency information regarding their work areas. This includes the building exits, alternate routes of egress, portable fire extinguishers and respective ***Muster Point*** (a location for evacuees to assemble upon exiting their building). Further, Emergency Response Team (ERT) is responsible for ensuring the evacuation of all personnel from the building and reached to the Muster Point.

Following procedures shall be followed in case of an emergency:

In case of fire:

Anyone discovering a fire, smoke, strong smell of burning or of an unusual nature, should immediately:

- Pull the fire alarm trigger;
- If it is safe and you are trained to do so, use the correct fire extinguisher to put out the fire;
- Begin evacuation procedures as described below; and
- Once evacuated, inform IRT of the location and nature of the fire, the unsafe exits, persons requiring assistance, and other pertinent details.

In the event of a fire alarm in your building:

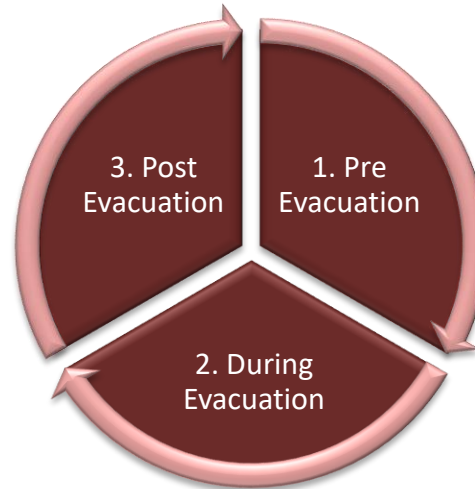
- Perform any required equipment shutdown procedures if permitted by time;
- Evacuate the premises in a swift, orderly fashion using the nearest safe exit;
- Follow the instructions of ERT and Fire Wardens;
- Provide assistance to persons with disabilities or with special needs;
- Move completely away from the building. Go to the designated Muster Point (refer Muster Point section below), as directed by IRT, or move at least 100 meters away from the building; and
- When you are away from any danger, call **999** and/or the Fire station and/or the Police Station (Please refer **Section 11.9**– Call Card for emergency contact numbers).

9.5 Emergency Roles & Responsibilities

Roles	Responsibilities
Business Continuity Manager (BC Manager)	<ol style="list-style-type: none"> 1. Define, change, update and maintain this procedure on an ongoing basis. 2. Ensure all employees are aware of the emergency evacuation procedure 3. Ensure designated Fire Wardens, Emergency Response Team members get trained on the use of fire suppression systems, general evacuation process, medical safety process and evacuation of special cases such as injured/sick/disabled personnel. 4. Supervise the overall evacuation process in case of any actual emergency or drill. 5. Provide guidance and support to FW's while handling any damages/casualties 6. Provides update on the potential damages to the Crisis Management Team (CMT) and the BCP/DRP Steering Committee and work in coordination with CMT support teams to find possible workarounds
Emergency Response Team (ERT)	<ol style="list-style-type: none"> 1. Act as the single point of contact for the QCC Head office in dealing with emergency situation 2. Be the direct contact point for the Fire Wardens in emergency evacuation situation 3. Ensure all personnel are reached to the Muster Point and coordinate with Emergency Support Team to transport relevant personnel to the Business Continuity Site. 4. In coordination with BC Manager, conduct periodic evacuation drills.
Fire Warden (FW)	<ol style="list-style-type: none"> 1. Acts as a single point of contact for their respective departments in terms of an actual emergency situation or drill exercise 2. Be knowledgeable in evacuation and first aid procedures 3. Be accountable for safe evacuation of all personnel from their respective departments in case of an actual emergency situation or drill exercise 4. Be responsible to use the fire suppression systems (if necessary), provide first aids, and evacuate injured/sick/disabled personnel 5. Report any incident of non-conformity against the standard terms of this procedure to the Business Continuity Manager. 6. For each department of QCC Head Office, one of the FW will act as the coordinator, reporting to Business Continuity Manager.
Employees	<ol style="list-style-type: none"> 1. Notify the FW in case of any incident that may require evacuation 2. If the Fire Warden or his/her alternate is not available, then employee should use the hotline number (<i>To be updated</i>) and emergency email (<i>To be updated</i>) (e.g. xyz@servicedesk.QCC.com.qa) to report the same 3. Be aware of all terms of this procedures and ensure adherence to it 4. Be aware of all safe practices

9.6 Detailed Emergency Evacuation Procedures

This Emergency Evacuation Procedure provides details that should be adopted to ensure protection of life and property. Emergency Procedures in general are implemented in different phases listed below.



9.6.1 Pre Evacuation

Pre-Evacuation section of this procedure is mainly concerned with the proactive preparations to handle an emergency/drill evacuation. This section is divided into pre-arrangements for an emergency and drill planning that need to be put in place to effectively handle an emergency evacuation or a drill exercise.

9.6.2 Pre-Arrangements

1. Emergency phone numbers should be identified and listed in appropriate places in all departments across QCC premises. Emergency phone numbers should include QCC Emergency Hotline number, civil defense number, medical authority's number and other [important numbers of Qatar](#).
2. Fire alarms should be configured in all departments to alert employees in case of an emergency. This may include audio alarms, highly visible lights, and/or a public address system. Management and employees must be aware of the actions that needs to be taken when an emergency alarm is activated
3. If the fire sprinkler system or hose reel system is used, all critical instructions should be clearly identified and posted on easily visible positions.
4. All kinds of building security systems such as water sensor, fire alarms, smoke detectors, fire extinguisher etc. must be tested on a regular basis. It is recommended to conduct a preventive maintenance every 1 month

5. Diagrams should be visibly displayed at appropriate places in QCC premises for critical information such as signage of evacuation routes, exit doors, fire extinguishers, and other critical elements. The evacuation route diagrams should show the current position of employees in the premise.
6. Employees must be made aware of the signage. All employees must receive a guided tour of evacuation routes and emergency exits during orientation
7. First aid medication should be made available in all departments of QCC premises
8. Safe assembly areas should be established and communicated to all employees. All assembly points should be established at safe distances from primary building to avoid same threat impacting both the sites.
9. Procedures for shutting down critical equipment's during emergencies should be established. Equipment operators must know the proper actions to take during an emergency.
10. A list of contractors/service providers who can provide equipment's and services during an emergency should be identified
11. A command structure should be communicated to all employees to ensure coordinated and organized actions.
12. Each department of the QCC premises should identify at least 2 Fire Wardens (FW) who will be responsible for safe evacuation of all personnel in their respective departments.
13. The contact details of all Fire Wardens should be available with Emergency Response Team and the Business Continuity Manager.
14. Business Continuity Manager should ensure that the Fire Wardens have undergone adequate trainings and hands on exercises to equip themselves with the required knowledge to act in their designated roles.
15. Such trainings should include knowledge on how to handle an emergency/drill evacuation, use of fire extinguishers and other safety procedures.
16. All FW's should have a paper based list of all employees who should normally be present on their respective departments and this list should be updated on a regular basis. In case of an emergency, FW's should use this list to track the people who should be present in the premise but are found missing. Such check help ensure safe evacuation of all people.
17. Emergency Response Team should identify a place for each department in the Muster Point. This will assist in organized gathering of all staffs. Spots can be identified either with a banner or poster that marks a specific place for a department.

9.6.3 Emergency Evacuation Drill Planning

18. Emergency evacuation drills must be conducted to ensure employees are knowledgeable and trained on emergency evacuation procedure.
19. Emergency evacuation drill should be planned by the CMT after discussion with the Business Continuity Manager and Emergency Response Team. All necessary details of the drill should be filled in the drill plan as per the template attached in the **Annexure E – Emergency Evacuation Drill Schedule**.
20. The plan should be reviewed by the BCM Steering committee and approved at least 15 working days ahead of the actual drill date.
21. Once the plan is approved by the BCM Steering Committee, all employees should be communicated about the proposed drill through an official circular from the BCM Steering Committee at least 7 working days before the actual drill.
22. Time to time, BCM Steering Committee may plan to conduct a surprise drill to assess employees readiness and reacting to sudden emergency situations. In such cases, employees will not be informed about the drill beforehand, and the plan is only confided to the FW level.
23. FWs should identify persons handicapped or physically disabled and provide such details to the ERT Leader that evacuation for such persons can be planned accordingly.

24. Emergency Response Team should perform the following pre-requisites at least 3 days prior to conducting the drill:
- a) Contact civil defense authorities to pre-notify them about the drill and to facilitate a demo on safe evacuation practices.
 - b) Contact service provider of the fire suppression system to ensure all equipments are under operating condition and to demonstrate the use of fire extinguishers to all employees.
 - c) Contact service providers of the lifts and building maintenance systems to disable the elevators and physical access system during the drill and be present for any other support.
 - d) Contact local hospital(s) with which QCC has official relation for notification and any necessary support.
25. ERT should arrange with the Civil defense authority and local hospital to provide fire brigades, fire personnel, ambulances and hospital staff for demonstration on safety and first aid as part of the evacuation drill.
26. In view of the proposed drill date, business departments and their staff should plan their work in such a manner that there is minimized impact to the operations.
27. FW should ensure that the emergency exit areas and the Muster Point area are free of any obstructions and ready to be used for the drill.

9.6.4 During Evacuation

This section covers the actions that need to be taken as part of an actual emergency/drill exercise.

9.6.4.1 Actual Emergency

1. Upon hearing the fire alarms systems, all personnel including employees, customer, visitors, contractors etc. should stop their work at once and evacuate the building through the nearest emergency exit.
2. All staff and contractors should ensure that they secure their work before evacuating the place to avoid any unwanted loss of information/organization assets.
3. FW's should also ensure that they assist the visitors and customers to evacuate the premises immediately.
4. FW's should help any physically challenged or disabled personnel during the evacuation and ensure their safe exit out of the premises.
5. FW's should ensure that people maintain calm while evacuating the premises and should not rush or create any panic.
6. FW's should coordinate with physical security and facilities management department to ensure that lifts & physical access control systems are deactivated immediately.
7. FW's should ensure that all personnel use the staircases for a safe exit to the designated assembly/muster point and follow the approved emergency evacuation guidelines.
8. FW's should ensure that all staffs of their respective departments are evacuated and assembled at the designated Muster Point within shortest possible time.
9. FW's should tally the number of personnel evacuated against the pre-defined lists such as attendance list of employees and visitors list of their departments to ensure all are evacuated safely

9.6.4.2 Emergency/ Evacuation Drill Exercise

10. FW's should take account of all the staffs, contractors, visitors and customers etc present in their respective departments 1 hour before the scheduled drill time. This ensures that FW's are aware of the number of employees, customers, visitors, and contractors etc that are present in their departments just before the drill.
11. Upon hearing the fire alarm, FW's should provide direction to all personnel present in their respective department to start the process of evacuation.
12. FW's should ensure that all customers and visitors are also evacuated out of the premises as part of the drill process.

13. While evacuation, FW's should ensure that people do not use the lifts and should walk down the stairs without creating any rush.
14. FW's should help any physically challenged or disabled personnel during the evacuation and ensure their safe exit out of the premises.
15. As part of evacuation check, FW's should go around the department to ensure a clean sweep, thus ensuring all personnel are evacuated safely.
16. FW's should ensure that all personnel from their respective departments are assembled at the designated Muster Point within shortest possible time.
17. FW's should tally the number of personnel evacuated against the pre-defined lists such as attendance list of employees and visitors list of their departments to ensure all are evacuated safely
18. Emergency Response Team should arrange with personnel from the Civil defense authority and local hospital for a short briefing and demo on the safety and first aid practices as part of the evacuation drill.
19. Only after approval from Business Continuity Manager on the adequacy of the drill exercise, all personnel should be allowed to reenter the premises.

9.6.5 Post Evacuation

This section covers the actions that need to be taken as part of a post actual emergency or drill exercise.

9.6.6 Post Actual Emergency

1. Future course of actions after the evacuation is decided based upon the plan invocation process of QCC and decision from the CMT.
2. Only after instruction from CMT, the personnel should be allowed to reenter the disrupted premises as part of day to day work

9.6.7 Post Drill

3. The FW's from each department should fill the *FW report* as attached in the **Annexure F Fire** Wardens Emergency Drill Report of this document.
4. The *FW report* should include the following details:
 - a) Date and time of the drill
 - b) Time taken to evacuate all the personnel from the facility.
 - a) Any deviation from the standard practices observed during the drill
 - b) Any other issues
 - c) List of staff or contractors who required to assemble in the muster point but are absent and the reason for the same
5. Once FW reports are received from all FW's, Business continuity manager will review the same and finally prepare the Drill Report. The drill report template is attached as part of the **Annexure G** Emergency Evacuation Drill Report of this document.
6. The drill report should include the following details:
 - a) Summary of the drill
 - b) Key observations
 - c) Time of arrival and support provided by the civil defense and hospital personnel.
 - d) Any issues raised by the regulatory authorities
 - e) Recommendations
 - f) Attachment of all FW report
7. Business Continuity Manger should prepare the corrective and preventive action report as may be required, The corrective and preventive action report template is attached as a part of **Annexure J – Corrective & Preventive Action Report** of this document

8. Business Continuity Manager should submit the final drill report along with the Corrective & Preventive Action (CAPA) report to the BCM Steering committee.
9. Once approved, the Business Continuity Manager should communicate the action items of the CAPA report to the ERT and FW's and work closely with them to get them implement and close them
10. The final reports should be archived for audit and documentation purposes.

9.7 Muster Point

Muster point also known as an assembly point is the safe area identified and marked outside the premises for all personnel to assemble in the event of a disaster. The muster point provides:

- Safety by keeping personnel away from the affected location; and
- A common meeting area from which a headcount can be taken, and further instructions can be received.

9.8 Call Tree

The Call Tree is a structured chart of staff contact details, which help to ensure that all staff are contacted and informed that the business continuity plan has been activated, if the disaster occurs on a non-working day or after normal business hours.

The purpose of the call tree is to have an efficient method to ensure that each staff member will be accounted for during a crisis or disaster. Call trees also provide an effective mechanism for contacting BCM teams during a crisis. BCP/DRP Steering committee should ensure update of the call trees on a regular basis or as and when the changes occur. Head of CMT will begin the call tree by calling the next person on the tree. That person will then contact the next person on the tree and so on.

When contacting assigned staff, each person should communicate the following:

- his or her own status and the status of those before him or her
- any damage or injury the staff person or those before him or her have experienced and/or what assistance they may need
- how the staff person can be reached if it has changed from what he or she originally provided prior to leaving the office. (i.e. if they changed locations, their cell phone is not working, or picked up by anybody other than the staff etc.).

9.8.1 Calling procedure

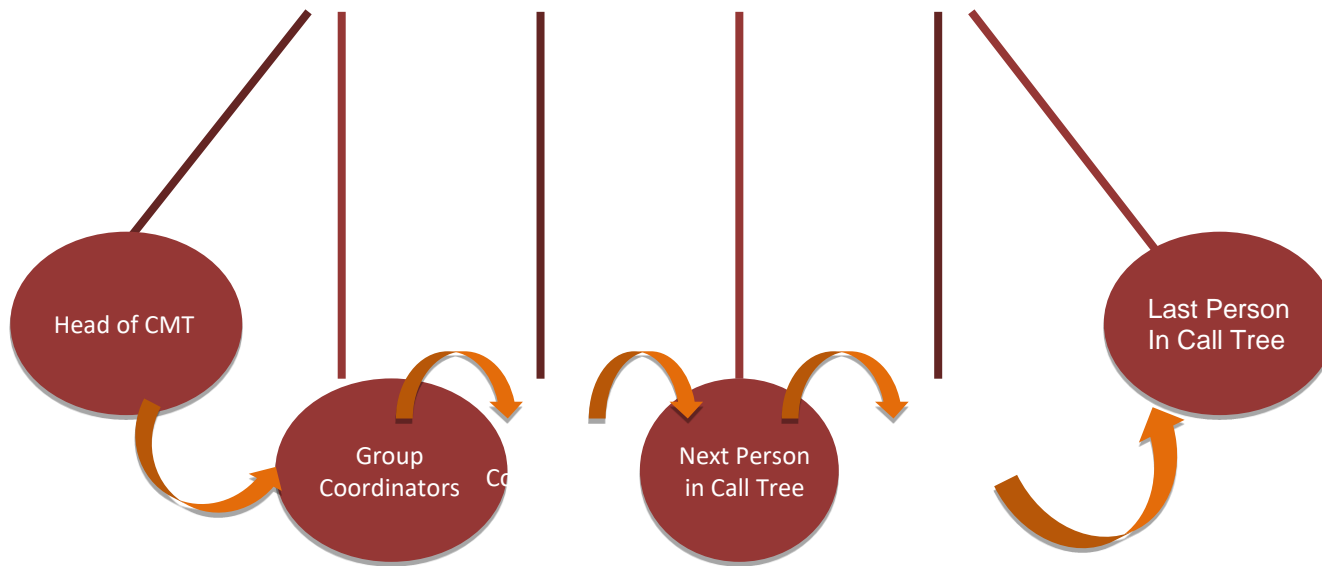
Initiate the call by saying “**May I speak with (Individual)?**”

1. If available, provide the following information:
 - Brief description of the problem;
 - Location of the initial meeting place;
 - Telephone number at the initial meeting place;
 - Any immediate action requirements;
 - Remind personnel to make NO public statements regarding the situation.
 - Remind personnel not to call fellow employees and to advise their family NOT to call other employees.

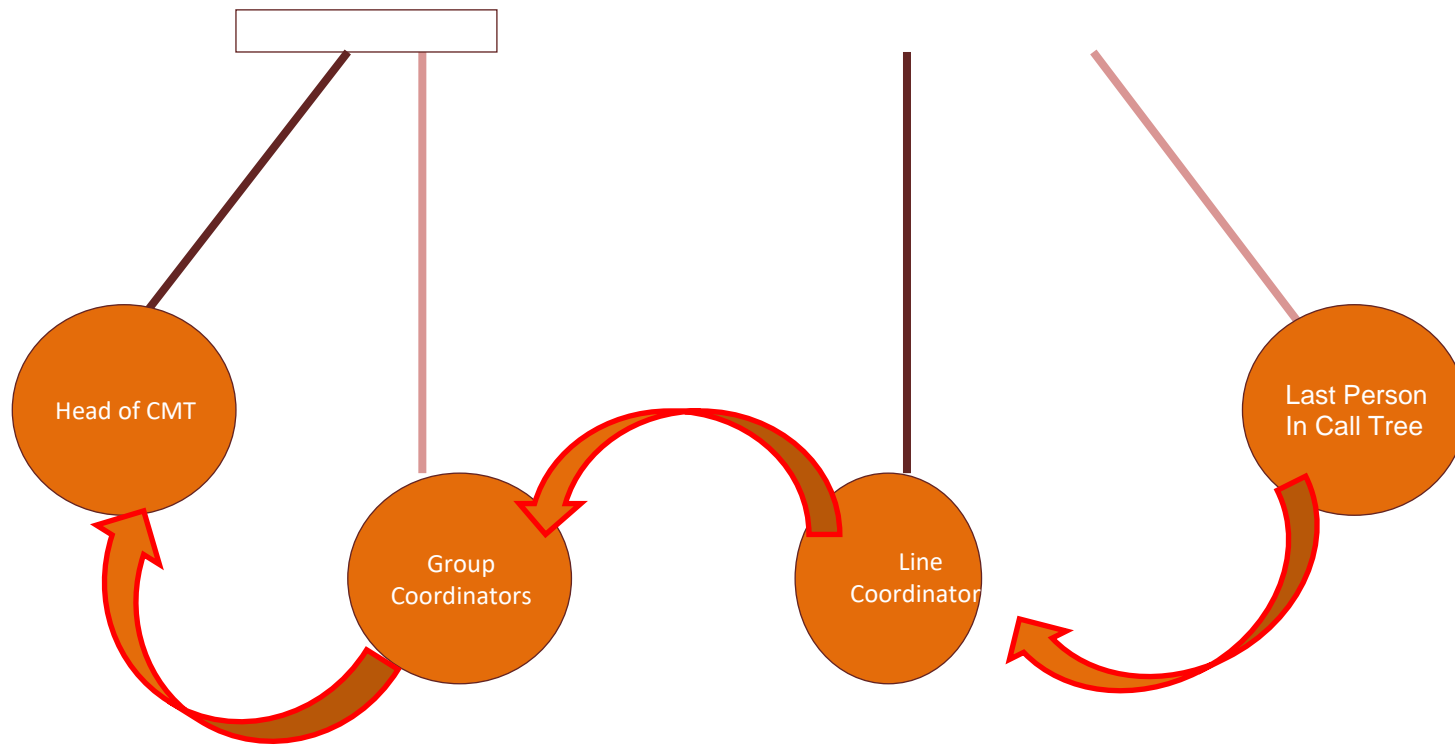
2. If not available, Say, “**Where may I reach (Individual)?**”

- If at any location other than work, obtain the number, make the call and provide the above information.
- If individual is at work, indicate you will reach the individual at work. (Do not discuss the situation with the person answering the phone)
- Record the information in the Result of Call column on the Personnel Alert Checklist and notify the Head of Communications immediately.

IMPORTANT NOTE - BY USING THE ABOVE INSTRUCTIONS, YOU SHOULD NOT ALARM MEMBERS OF EMPLOYEE’S FAMILY UNNECESSARILY. DO NOT DISCUSS THE SITUATION WITH MEMBERS OF THE FAMILY. THIS IS MOST CRITICAL WHEN CALLING THE HOMES OF PERSONNEL BELIEVED TO HAVE BEEN PHYSICALLY AFFECTED BY THE DISASTER.



Head of CMT will be initiating the call to the respective 'Group Coordinators'. Thereafter, Group Coordinators will be contacting the 'Line Coordinators', who will be heading each line or team. When the Line Coordinators contact the next person in the call tree, he/she should call the next person in the call tree they belong to. The procedure iterates until the last person of the line is reached.



Once the 'Last call link' of the particular line is reached. He/She should call back the Line Coordinator to ensure that the tree is completed and that the message was accurate. Once this is done, Line Coordinators shall report the result back to the Group Coordinator, who will in turn report to the Head of CMT.

If a staff person cannot reach the next person on the tree, he or she should then contact the next person until he or she has a live call with someone. If a staff person only reaches voicemail, he or she should leave a message, but call the next person on his or her tree until he or she speaks live to someone. If a staff person is unable to make contact with any staff members, he or she should contact Head of CMT or Business Units Coordinator.

Please refer **Annexure A** for the Call Tree Structure

9.8.2 Call Tree Testing

When performing the Call tree testing, it is imperative that the each member of the call tree have a record log of all the calls he or she initiated. Therefore following template shall be used when initiating and contacting the call tree members;


Person Contacted	Time Contacted	How contacted H - Home phone M - Mobile phone P - Pager T - Text message	If not contacted, what happened N - No answer W - Wrong number CB – Call Back ML – Message Left

Further upon completion of the testing, Group Leaders and Line Coordinators shall use the following template when recording the results of Call Tree test:

Testing date
Person initiating call down procedure
Time call down initiated
Time notification of staff completed
Percentage of staff contacted
Time in minutes for response
Notes

9.9 Emergency Contact Card

Following emergency contact card should be distributed to all QCC staff to be used in case of an emergency;



Emergency Call Card

Emergency Contacts		QCC BCP Team Contacts	
Ambulance	999	Head of CMT	XXXXXXXX
Police	999	Head of ERT	XXXXXXXX
Fire Station	999	Head of EST	XXXXXXXX

999 should be used only for emergency calls for police, fire services or ambulance. When the operator answers, respond by saying; "POLICE", "FIRE" or "AMBULANCE" (as applicable). Please note that an unnecessary/false emergency call may hold up an emergency call on which someone's life depends.

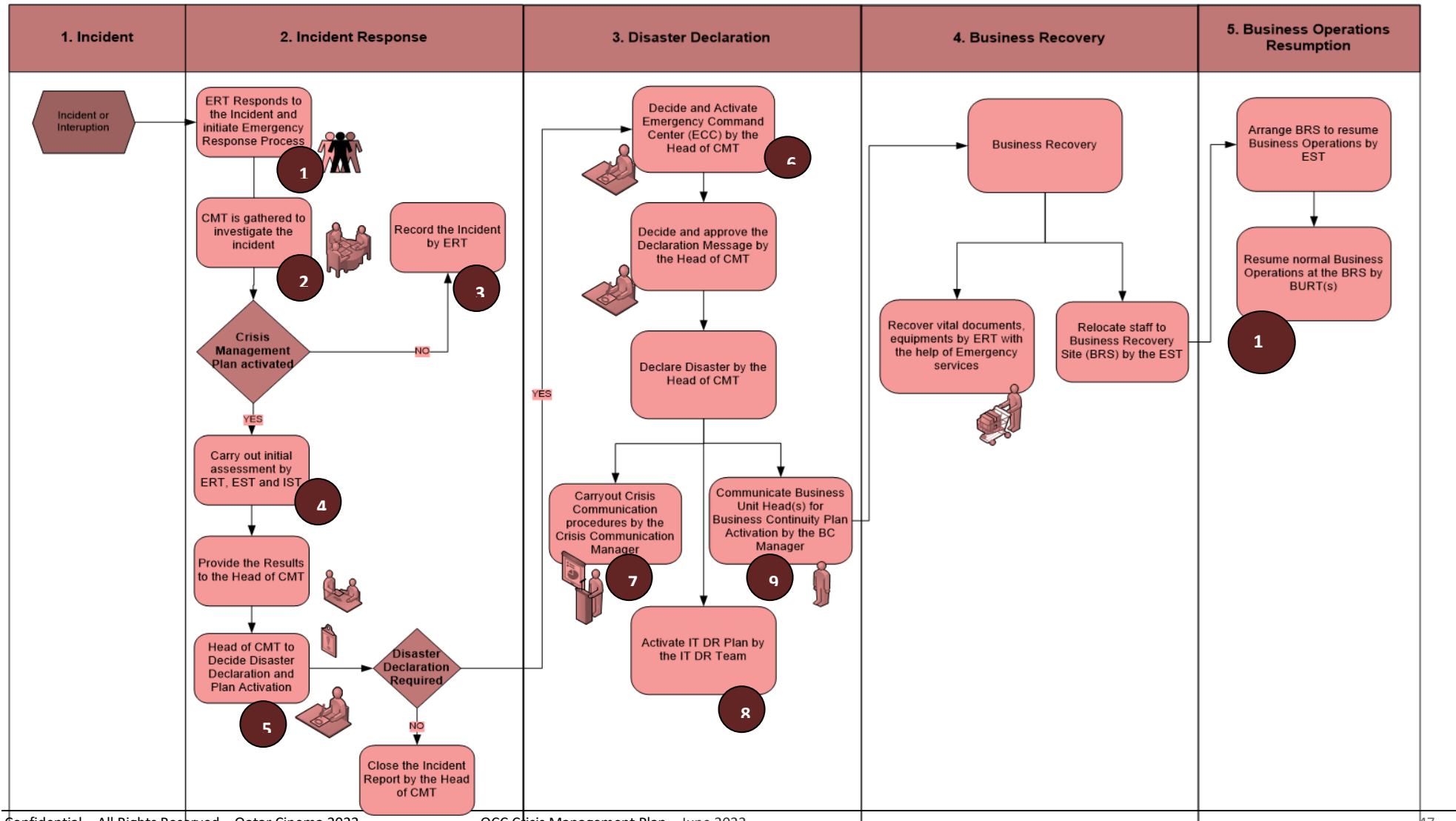
10. Plan Invocation

10.1 Determining Disaster Declaration

Determining a disaster is the most critical decision to be made by the CMT. Head of CMT must make a judgment call, upon the initial evaluation of ERT, IST and EST. Please refer **Annexure B** for the Disaster Declaration Checklist.

10.2 Plan Invocation Process

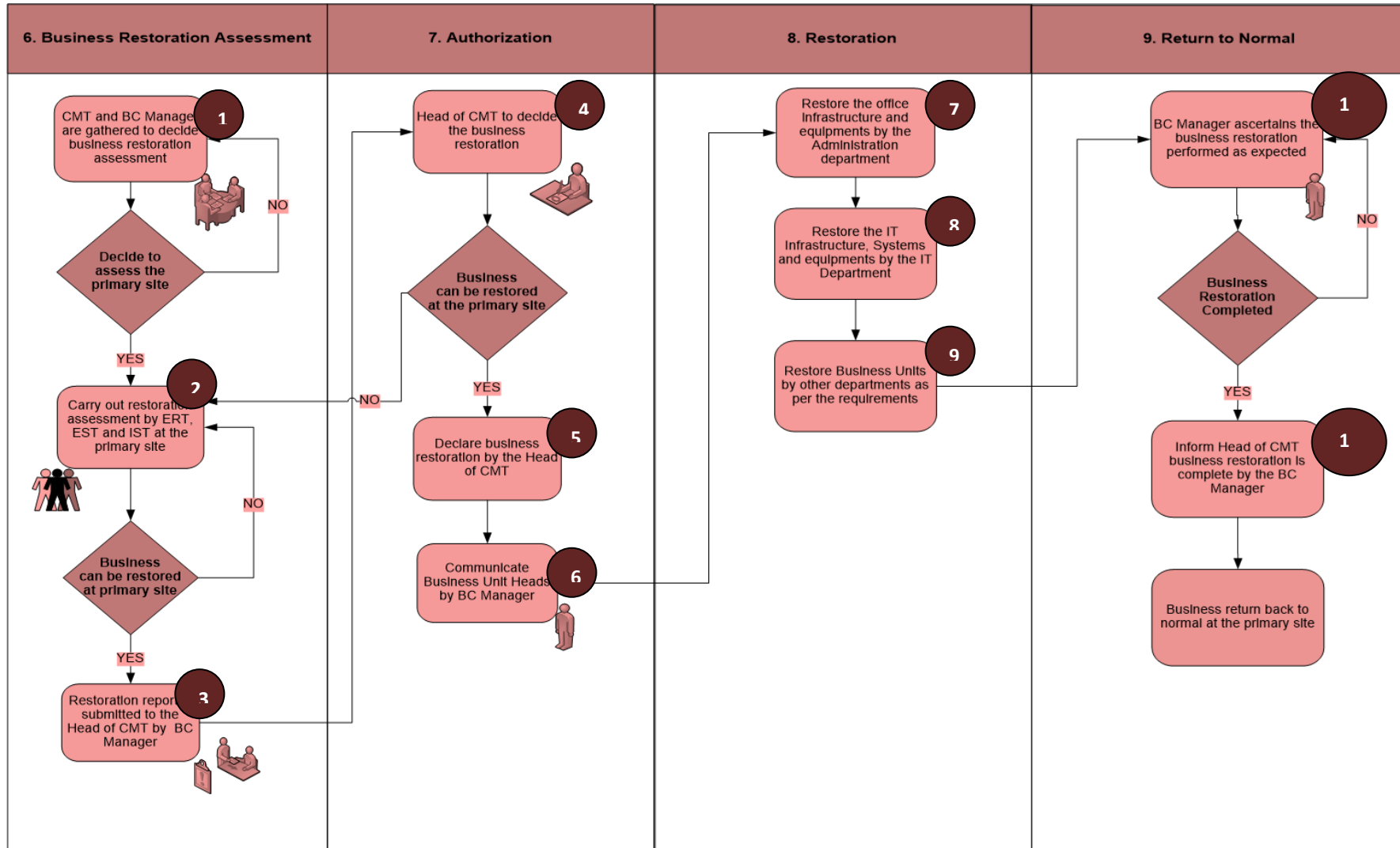
The plan invocation process flow is described below;



1	Upon an incident, Emergency Response Team (ERT) will respond to the incident and initiate the emergency response process described in the section 10.3.3
2	Crisis Management Team will gather to investigate the incident, based on the level of disasters described in the section 10.2 Levels of Disaster
3	If the incident does not warrant to be a disaster to QCC, incident details will be recorded and kept for future reference by the ERT
4	If the incident poses a potential disaster, CMT decides to activate the Crisis Management plan, and carry out the initial assessment in order to decide on the disaster declaration. Please refer Annexure B for Disaster Declaration Checklist
5	Upon receiving the results of Disaster Declaration Checklist from ERT, EST and IST, Head of CMT decides whether QCC is in a Disaster situation
6	Head of CMT decides on the Emergency Command Center (ECC). Please refer section 11.3 for the ECC details
7	Upon declaration of disaster, Crisis Communication Manager carries out the crisis communication procedures. Please refer section 9
8	IT DR Team activates the IT DR plan and IT DR site. Please refer QCC IT DR Plan
9	Business Continuity Manager communicates the disaster declaration to the Business Units' Heads and activation of the Business Unit BCP.
10	Business Units Recovery Teams (BURT) resumes the normal business at the Business Recovery Site (BRS)

10.3 Business Restoration Process

Business restoration at the primary site of QCC is described below;



1	Crisis Management Team and BC Manager is gathered to decide whether to conduct an assessment on restoring the business at the primary site
2	Upon confirmation of the decision, CMT support teams (Emergency Response Team, Emergency Support Team, IT Support Team) carries out an assessment at the primary site
3	Upon successful assessment at the primary site, report is submitted to the Head of CMT to decide the business restoration at the primary site
4	Based on the assessment report, Head of CMT will decide the business restoration at the primary site
5	Head of CMT will formally declare the restoration of business at the primary site
6	BC Manager will communicate the formal declaration of business restoration to all Business Units Heads
7	Upon receiving the formal communication, Administration department will begin the restoration of office infrastructure and equipments at the primary site
8	IT department will begin the restoration of IT infrastructure, systems and equipments once the office infrastructure is in place
9	Business Units are responsible for restoring the respective departments according to their specifications and requirements
10	BC manager will ascertain that the restoration of the business is complete successfully
11	Head of CMT will be informed about the completion of the restoration of business at the primary site

10.4 Emergency Command Center (ECC)

The Emergency Command Centre (ECC) is the central command and control location for QCC's response, recover & restore operations and where Crisis Management Team (CMT) meets during an emergency. In a situation of emergency, the CMT selects one of the following options based on its suitability for handling the situation:

No	ECC Options	Address
1.	Primary Location	TO BE UPDATED
2.	Secondary Location	TO BE UPDATED
3.	Secondary Location - Alternate	TO BE UPDATED

1. Primary ECC Location

Following table will detail the resource requirements at the ECC;

Serial NO	Resource Item	Minimum cumulative quantity required in each time frame						
		1 day	2 days	7 days	10 days	20 days	30 days	>30 days
1.	Seats (assume 1 per person)	7	7	7	7	7	7	
2.	PC / Laptops (with Internet Connection)	7	7	7	7	7	7	
3.	Printer	1	1	1	1	1	1	
4.	Telephone (local and IDD)	3	3	3	3	3	3	
5.	Satellite Phone	1	1	1	1	1	1	
6.	Fax	1	1	1	1	1	1	
7.	White Board	1	1	1	1	1	1	
8.	Stationary Bundle	5	5	5	5	5	5	
9.	USB	5	5	5	5	5	5	
10.	Television (with satellite connection of NEWS channels)	1	1	1	1	1	1	
11.	Radio	1	1	1	1	1	1	
12.	NEWS paper	1	1	1	1	1	1	
13.	Stamps	1	1	1	1	1	1	
14.	Letterheads bundle	1	1	1	1	1	1	
15.	Racks	1	1	1	1	1	1	
16.	Photocopier	1	1	1	1	1	1	
17.	Binding Machine	1	1	1	1	1	1	
18.	First Aid kit	1	1	1	1	1	1	

BC Manager, Emergency Support Team (EST) along with IT Support Team (IST) responsible for checking and ensuring the ECC is maintained and readily available for staff relocation. Please refer **Annexure C** for ECC Readiness Checklist

11. Plan Administration

BC Manager is held responsible for the administration of this plan. Further he/she will ensure that corporate standards and procedures are included to address needs of plan administration.

As custodian and administrator of the business continuity plan, the BC Manager is required to have a thorough knowledge of this plan. As a further safeguard, the alternate BCP Maintenance Coordinator will also be a participant in all recovery plan maintenance and testing activities.

Responsibility for maintaining all Business Continuity Plan, which includes ensuring the changes are applied in timely manner by triggering the BU Management, surface any issues to the BCP/DRP steering committee, issuing the updates, will reside with the BC Manager. He will ensure compliance with the documented procedures for recovery plan administration.

11.1 Procedures for Administration of the Plan

The objective of developing procedures for administration of the disaster recovery plan is to keep the plan updated by promptly processing the changes necessary for maintaining a workable disaster recovery plan. Specific plan administration activities ensure that the plan is updated and include:

- Updating of the Business Continuity and Disaster Recovery Plan by the BCP Manager
- Developing administrative procedures to control changes within the Business Continuity and Disaster Recovery Plan and controlling distribution of the plan
- Providing the necessary standards and procedures, which ensure compliance with plan requirements
- Developing a training program to include all executive management, recovery teams and the user community
- Instituting procedures for planning, developing, scheduling, and executing tests of the Business Continuity and Disaster Recovery Plan including the evaluation of test results
- Assisting internal audit in the performance of compliance audits, to ensure overall compliance with recovery plan administration procedures that guarantee the viability, accuracy, and currency of the disaster recovery plan
- Maintaining the disaster recovery plan in electronic format for ease of maintenance

Plan maintenance consists of two general categories: scheduled and unscheduled. Scheduled maintenance is essentially time-driven, while unscheduled maintenance is event-driven.

11.1.1 Scheduled Maintenance

Scheduled maintenance occurs as a result of a scheduled review of the BCP and DRP. Reviews are scheduled at periodic intervals. The purpose of a plan review is to determine whether a change is required. Business Recovery Team Members are required to attend the scheduled reviews. Other QCC staff members may also be invited to satisfy the needs of specific review sessions.

The BC Manager, who is also responsible for resultant updates to the plan, initiates scheduled plan reviews. **Refer Annexure D - BCP Change Request Form** for this purpose.

The following actions should be performed as part of the maintenance process:

- Update list of critical business application systems and their associated maximum acceptable downtime.
- Confirm that emergency command centre location(s) and recovery location(s) are available and details updated.
- Review and update contact lists (employees, vendors, etc.) and contact numbers.
- Maintain recovery team job descriptions.
- Review recovery procedures and update as necessary

11.1.2 Unscheduled Maintenance

Certain maintenance requirements are unpredictable and cannot be scheduled. The BCP Manager is responsible for carrying out changes to the recovery plan resulting from unscheduled maintenance. Refer **Annexure D BCP Change Request Form** for this purpose.

Items that may cause unscheduled maintenance to the plan may include:

- Changes in business application systems
- Changes in the communications network design
- Changes in offsite storage facilities
- Improvements or physical change of the business premises
- Transfer, promotion or resignation of individuals in the team rosters
- Discontinuance of an existing business application system
- Acquisition of, or merger with, another company, etc

11.2 Procedures for Testing the Plan

To ensure that their BCM capability continues to reflect the nature, scale and complexity of the organization it supports, it must be current, accurate, complete, exercised and understood by all stakeholders and participants. The objective, periodic testing, updating, maintaining of this plan is to achieve the following:

- To examine that the plan is robust enough to ensure responding to a emergency situation and continuity of critical business activities at the time of disaster;
- To review the plans and to improve them over a period of time;
- To verify that the procedures in the plan ensure recovery of critical functions at the time of a disaster;
- To verify the components of the Crisis Management Plan (CMP) and verify that they are current and valid; and
- To test the backup retrieval and restoration capability.

11.2.1 Scheduling Tests

Business Continuity Management (BCM) capability cannot be considered reliable until it has been exercised (tested). An Exercise Program should focus on maximizing business benefits while minimizing business disruption. A planned Exercise Program is required to ensure that all aspects of the plans and personnel have been exercised over a period of time, avoiding disruption to the whole business.

Testing can take various forms, including technical tests, desktop walkthroughs and full live rehearsals. No matter how well designed a BCM Strategy is, a series of robust and realistic exercises will identify issues and assumptions that require attention. Time and resources spent exercising the CMP are crucial parts of the overall process as they develop competence, instill confidence and impart knowledge that are essential in times of crisis.

Validating technical recovery capabilities is an important part of an exercise program but an equally key element is the role of people. The program should ensure that their skill levels, knowledge of their role, management capability and decision-making are exercised in a safe environment. While a service may be outsourced, the accountability for Business Continuity cannot. The organization outsourcing the service must ensure that the suppliers can cope with disruption. Ideally, BCM will form a part of the outsourced contract and will include a shared exercise program relevant to the recovery objectives of the customer.

The following considerations are made with regards to scheduling of the CMP tests:

- The Business Units Recovery Teams, CMT and support teams will arrange and coordinate scheduled and unscheduled tests of the plan to ensure adequacy of coverage;
- The IST Teams (i.e. Network Recovery, Application Recovery, Systems Recovery) will participate in the scheduled plan tests, which will be conducted as per schedule;
- CMT, BURT and IT DR team will record evaluations of the test results and integrate the test results in to the Continuity/IT DR Plan within 30 days; and
- CMT & BC Manager will develop a schedule for training personnel in Emergency/Recovery procedures. Training dates will be scheduled within 30 days of each plan revision and the scheduled plan test.

11.2.2 Test Execution

CMP testing should start at integral levels and gradually reach the complex testing scenarios including stress and volume testing of business activities. A number of different types of tests are shown in **Annexure J – Test Types** of this plan.

The exercise programme should include suitable activities to exercise the various elements of the BCM strategies adopted. These may include:

- Technical – does the equipment work?
- Procedures – are the procedures correct?
- Logistical – do the procedures work together in a logical manner?
- Timeliness – can the procedures achieve the required Recovery Time Objective (RTO) for each activity?
- Administrative – are the procedures manageable?
- Personnel – are the right people involved and do they have the required skills, authority and experience?

The process to execute a test schedule is as follows:

- Discuss with Top Management any perceived areas of weakness that would benefit from the visibility an exercise provides
- List all recovery processes linked with the activities that will be tested (e.g. resource allocation, contact sheet, relocation)
- Decide on suitable type of exercise activity for each process
- If exercises have been conducted in the past, review the supporting documentation to avoid a replication of scenario or people, and to identify the activity that requires further exercising
- List all personnel or groups involved in each process
- Devise a timetable of exercise activities that ensures that, over a period, all relevant personnel take part in the exercise

The following elements are taken into consideration when scheduling BCP tests at QCC:

11.2.3 Test Schedule

IT DR Tests should be carried out annually or by annually based on the test type. Tests should be scheduled as such that they result in minimum disruption to the business operations. Please refer **Annexure J – Test Types** for test schedule for each test type

11.2.4 Documentation of Results

After the execution of the tests, test results are documented to verify if the tests were successful and whether RTO's, RPO's and MTD's are met for individual processes, and applications. Such results should be reviewed by the BCM Steering committee, the head of CMT and BC Manager. Any short falls recorded should be rectified prior to the next scheduled test and verified.

11.2.5 Training

Training of personnel with business continuity / disaster recovery responsibilities should complement testing. Training should be provided at least annually; new employees who will have business continuity responsibilities should receive training shortly after they are hired. Ultimately, the organization business continuity team members should be trained and also cross-trained to the extent that they are able to execute their respective recovery procedures without aid of the actual document. This is an important goal in the event that paper or electronic versions of the plan are unavailable for the first few hours resulting from the extent of the disaster.

Recovery personnel should be trained on the following plan elements:

- Purpose of the plan
- Cross-team coordination and communication
- Reporting procedures
- Security requirements
- Individual responsibilities
 - Procedures to develop emergency notifications
 - Preparation of various recovery checklists for the office
 - Preparation of recovery test strategies
 - Explanation of the plan maintenance triggers

Annexure A – Disaster Declaration Checklist

Disaster Declaration Checklist			
Head of CMT (or delegate):			Date:
			Time:
Location:			
Area	Checklist Item		Comments
People	QCC employees impacted by the incident	Y <input type="checkbox"/> N <input type="checkbox"/>	
	Level of personnel damage	Minor injury <input type="checkbox"/> Major injury <input type="checkbox"/> Death <input type="checkbox"/>	
	Number of impacted employees		
	Loss of Key Personnel	Y <input type="checkbox"/> N <input type="checkbox"/>	
	Threats to personnel or operations continue to exist	Y <input type="checkbox"/> N <input type="checkbox"/>	
	Response at scene available	Y <input type="checkbox"/> N <input type="checkbox"/>	
Process	Is major processes/departments (e.g. Cash, Dealings, Remittance) unavailable?	Y <input type="checkbox"/> N <input type="checkbox"/>	
	processes/departments could be up and running using normal operational workarounds	Y <input type="checkbox"/> N <input type="checkbox"/>	
	Major processes/departments downtime	Y <input type="checkbox"/> N <input type="checkbox"/>	
	Is the unavailability of service likely to have a significant impact on the reputation of BSI	Y <input type="checkbox"/> N <input type="checkbox"/>	
Facility	Can the facility be accessed by the staff through the main entrance?	Y <input type="checkbox"/> N <input type="checkbox"/>	
	Major parts of the facility or workspace has been affected by the incident	Y <input type="checkbox"/> N <input type="checkbox"/>	
	IT and communication facilities cannot be accessed by the IT staff	Y <input type="checkbox"/> N <input type="checkbox"/>	
	Emergency evacuation of the facility is required	Y <input type="checkbox"/> N <input type="checkbox"/>	
Technology	Complete destruction or disruption of critical systems	Y <input type="checkbox"/> N <input type="checkbox"/>	
	Complete destruction or damage to technical infrastructure	Y <input type="checkbox"/> N <input type="checkbox"/>	
	Complete destruction or loss of critical data/information	Y <input type="checkbox"/> N <input type="checkbox"/>	
	Complete unavailability of network communication	Y <input type="checkbox"/> N <input type="checkbox"/>	
	Complete telecommunication is down	Y <input type="checkbox"/> N <input type="checkbox"/>	
	IT Disaster Recovery Plan needs to be activated	Y <input type="checkbox"/> N <input type="checkbox"/>	
Result	Full BCP activation required	Y <input type="checkbox"/> N <input type="checkbox"/>	

Annexure B – ECC Readiness Checklist

Item	Available in Primary Location	Available in Secondary Location	Available in Alternate Secondary Location
Space to accommodate XX no of staff	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>
Voice, Data, and Internet Connectivity	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>
Copies of Crisis Management Plan, Business Continuity Plans, and IT Disaster Recovery Run Book	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>
Television with access to news channels	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>
Radio	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>
NEWS paper	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>
Video conferencing facilities	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>
PCs and other accessories (e.g. USB)	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>
Printer	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>
Fax Machine	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>
Photocopier	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>
White Board	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>
Stationary	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>
Racks	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>
Binding Machine	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>
First Aid kit	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>	Y <input type="checkbox"/> N <input type="checkbox"/>

Annexure C – BCP Change Request Form

BCP Change Request	
Date of request	
Requestor name	
Type of Change	<input type="checkbox"/> Addition of Sections <input type="checkbox"/> Modification <input type="checkbox"/> Deletion
Reason for change	
Description of the change	
Impact	<< Mention the impact of change, impact if not changed etc>>
Priority	<input type="checkbox"/> Minor <input type="checkbox"/> Major <input type="checkbox"/> Emergency
Change required by (Date and Time)	
Change approved by CRO Change approved (Date and Time)	
Communication of change to relevant parties	<input type="checkbox"/> Yes <input type="checkbox"/> No

Annexure D – Emergency Evacuation Drill Schedule

DRILL SCHEDULE

Plan date and time		
Planned Drill Date	Planned Start Time	Planned End Time
Place Details		
Team (Please include the Fire Wardens' details)		
Name	Department	Contact#
Drill Schedule (Please list down the activities that are planned during the drill)		
Activity	Responsibility	Time
Reviewed & Approved By		
Name	Role	Signature & Date:

Annexure E – Fire Wardens Emergency Drill Report

Evacuation Drill - FW Report					
Department		Premise:		Name of the FW:	
Planned Drill Date		Planned Drill start Time		Planned Drill End time	
Actual Drill Date		Actual Drill Start Time		Actual Drill End time	
Time taken to evacuate all personnel:					
Issues & Observations					
Absence list					
Serial No.	Name of Staff	Contact details	Reason for absence		
1					
2					
3					

Annexure F – Emergency Evacuation Drill Report

Drill Details					
Planned Date		Planned Start Time		Planned End Time	
Actual Date		Actual Start Time		Actual End Time	
Drill Agenda					
Drill Observation					
People movement:					
Total number of people present:					
Total number of people evacuated:					
Reason for any delay in completion of the drill					
Key instructions from Civil defense personnel					
Key instructions from Hospital personnel					
Any other observations					
Recommendations (Points of improvement)					
Prepared by:					
Name	Role	Signature & Date			

Annexure G – Fire Wardens’ Contact Details

BCP Team Role	Name	Department/Area	Telephone	Alternate Telephone
Fire Wardens	1. Wala Saied	Ground Floor	XXXXXXXXXX	XXXXXXXXXX
	2. Osama Yousif	1 st Floor	XXXXXXXXXX	XXXXXXXXXX
	3. XXXXXXXXXXXXX	1 st Floor	XXXXXXXXXX	XXXXXXXXXX
	4. XXXXXXXXXXXXX	1 st Floor	XXXXXXXXXX	XXXXXXXXXX
	5. XXXXXXXXXXXXX	1 st Floor	XXXXXXXXXX	XXXXXXXXXX
	6. XXXXXXXXXXXXX	Mall Cinema	XXXXXXXXXX	XXXXXXXXXX
	7. XXXXXXXXXXXXX	R. Plaza Cinema	XXXXXXXXXXXXXX	XXXXXXXXXXXXXX
	8. XXXXXXXXXXXXX	Qattara Cinema	XXXXXXXXXXXXXX	XXXXXXXXXXXXXX
	9. XXXXXXXXXXXXX	Gulf Cinema	XXXXXXXXXXXXXX	XXXXXXXXXXXXXX

Annexure H – Corrective & Preventive Action Report

Corrective & Preventive Action Details				
Action Type	<input type="checkbox"/> Corrective Action		<input type="checkbox"/> Preventive Action	
Description of Finding:				
Root Causes:				
Action Needed	Responsibility	Target Date	Sign.	Actual Date
Evidence of taking action				
Verification by QCC Internal Audit department				
Action Implemented and Finding Closed:	Comments: <input type="checkbox"/> Yes <input type="checkbox"/> No			

Annexure I – Test Types

	Test Name	Test Description	Participants	Responsible Person	Test benefits	Recommended Frequency
1.	Call Cascade	This test confirms the contact details (Call Tree) of various BCP teams	All members of the CMT, support teams, IT DR team and BURT Business Continuity Manager	Business Continuity Manager	<ol style="list-style-type: none"> 1. Confirms that the contact details of all BCP team members are current 2. Confirms that all responsible people are aware of whom to contact as part of a call cascade 3. Familiarizes all members with the standard protocols of communication that needs to be used during an actual crisis 	Twice a Year
2.	Table Top Test/Dry Run	This test validates the Crisis Management plan by performing a dry run inside a closed room using a specific scenario of disaster without any actual mobilization. *Note: Such a test for Crisis Management plan would highly depend on testing of other BU wise BCM plans	All members of the CMT, support teams, IT DR team and BURT Business Continuity Manager	Business Continuity Manager	<ol style="list-style-type: none"> 1. Introduces all members to the overall crisis management procedures 2. Familiarizes all members with the roles and responsibilities 3. Familiarizes all members with all proceedings as per this plan 4. Demonstrate that this plan is fit for purpose to handle a specific scenarios 	Twice a Year
3.	Independent Live Run	This test validates the Crisis Management Plan through a live test using a simulated environment. *Note: Such a test for Crisis Management plan would highly depend on independent live testing of other BU wise BCM plans	All members of the CMT, support teams, IT DR team and BURT Business Continuity Manager	Business Continuity Manager	<ol style="list-style-type: none"> 1. Hands on experience for all members with a simulated live test 2. Impregnate the roles and responsibilities among all members 3. All members familiarizes with the detailed proceedings as per this plan 4. Help identify any discrepancies in the plan with live results 	Once a Year
4.	Integrated Live Run	This test validates the Crisis Management Plan through a live test using a simulated environment. *Note: Such a test for Crisis Management plan would highly depend on integrated live testing of other BU wise BCM plans	All members of the CMT, support teams, IT DR team and BURT Business Continuity Manager	Business Continuity Manager	<ol style="list-style-type: none"> 1. Hands on experience for all members with a simulated live test 2. Impregnate the roles and responsibilities among all members 3. All members familiarizes with the detailed proceedings as per this plan 4. Help identify any discrepancies in the plan with live results 	Once a Year

Contents

1. Introduction	6
2. Scope	7
3. Assumptions	8
4. Plan Activation and Responsibilities	9
5. Plan Distribution	10
5.1 Responsibility	10
5.2 Procedures	10
6. CMP Structure and Linkage to Business Units Recovery	11
7. Crisis Management Governance Framework	12
7.1 Overall Recovery Objective	12
7.2 Crisis Management Phases	13
7.3 Crisis Management Organization	14
7.4 Business Continuity Teams Role Assignment	14
7.5 Roles and Responsibilities	15
8. Crisis Communication	23
8.1 Managing Crisis Communication	23
8.2 Authority	25
8.3 Sample Script	25
9. Incident/Emergency Management	26
9.1 Disaster Categorization & Levels	27
9.2 Disaster Levels	30

9.3	Emergency Response	32
9.3.1	Objectives	32
9.3.2	Prerequisites	32
9.3.3	Emergency Response Process.....	33
9.4	Emergency Evacuation Procedures	34
9.5	Emergency Roles & Responsibilities	35
9.6	Detailed Emergency Evacuation Procedures	36
9.6.1	Pre Evacuation.....	36
9.6.2	Pre-Arrangements.....	36
9.6.3	Emergency Evacuation Drill Planning	37
9.6.4	During Evacuation.....	38
9.6.5	Post Evacuation	39
9.6.6	Post Actual Emergency	39
9.6.7	Post Drill.....	39
9.7	Muster Point	41
9.8	Call Tree	41
9.8.1	Calling procedure	41
9.8.2	Call Tree Testing	44
9.9	Emergency Contact Card	45
10.	Plan Invocation	46
10.1	Determining Disaster Declaration	46
10.2	Plan Invocation Process	47
10.3	Business Restoration Process	49
10.4	Emergency Command Center (ECC)	51
11.	Plan Administration.....	53

11.1	Procedures for Administration of the Plan	53
11.1.1	Scheduled Maintenance.....	53
11.1.2	Unscheduled Maintenance.....	54
11.2	Procedures for Testing the Plan	55
11.2.1	Scheduling Tests.....	55
11.2.2	Test Execution.....	56
11.2.3	Test Schedule.....	56
11.2.4	Documentation of Results	56
11.2.5	Training	57
	Annexure A – Disaster Declaration Checklist	58
	Annexure B – ECC Readiness Checklist.....	59
	Annexure C – BCP Change Request Form.....	60
	Annexure D – Emergency Evacuation Drill Schedule	61
	Annexure E – Fire Wardens Emergency Drill Report	62
	Annexure F – Emergency Evacuation Drill Report.....	63
	Annexure G – Fire Wardens’ Contact Details	64
	Annexure H – Corrective & Preventive Action Report	65
	Annexure I – Test Types	66