

# Crisis management policy

## Group-wide guidelines for how to act during crises

### DEFINITION

Crisis occurs when a serious, difficult-to-manage event affects Ramudden's operations. Crisis management is a collective term for actions to be taken when some form of crisis happens. It can, for example, occur in connection with accidents, fire, robbery, or extensive, rapid changes. The important thing is to have thought through various scenarios and steps in advance, so that it's easier to make the right decisions when a crisis is a fact.

### BACKGROUND

All workplaces, regardless of size, must have crisis management strategies, processes, and procedures in place. A good strategy can mitigate effects of a crisis on individual employees and reduce harmful effects on the organization and the operations. Ramudden have certain common guidelines described here. Each country's crisis management plan contains more detailed processes and procedures for different crises.

### AIM

Guidelines that address crisis management give employees, partners, suppliers, customers, and other stakeholders clear messages about how to act in various situations and which rules and regulations apply. These guidelines aim to make every individual a good citizen and to strengthen Ramudden as a company. And each employee can feel secure regarding what applies.

### CRISIS MANAGEMENT GUIDELINES

Ramudden follow laws and regulations that apply in each country regarding crisis management. By following these guidelines, we ensure that we manage a crisis in the best possible way to minimise its harmful effects:

- **Each country must establish detailed crisis management procedures.** They must contain (i) names and contact details for responsible persons within Ramudden and (ii) more specific plans for managing different crisis scenarios. The document must be regularly updated so that contact lists are always current.



**Not sure what's applicable?**  
On the detail level, rules, guidelines, and procedures might vary among countries.

If you're not sure what applies, contact your immediate manager, your CEO, or read more in country-specific documents.



**The Ramudden spirit**  
We all adhere to the Ramudden spirit, i.e., we focus on customers, prioritise our employees' health and safety, and strive to be the best at what we do. This spirit also permeates professional encounters with everyone we meet.

Consequently, all employees must at all times follow the laws and guidelines to which our business is subject – in every assignment and in every encounter – inside and outside the office.

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Local responsibility includes ensuring that (i) employees are trained for their roles and responsibilities during crisis management and first aid administration, (ii) equipment used during a crisis is in good condition, and (iii) employees are aware of existing action plans for different situations.

- **Overall risk assessment.** We analyse risks that can cause crises regarding (i) employees' health and safety and (ii) types of crises that can affect production and customer-delivery capabilities. There are also events that can directly damage Ramudden's reputation. Commonly identified crises, e.g., are deaths, accident-triggered personal injuries, serious and acute illness, fire, electrical incidents, traffic accidents, threats and violence, mistreatment, closure of parts of our operations, environmental emissions, break-in/theft, IT failure, data breach, internal crime, and weather-related crises.
- **Education and preparation.** All persons in the company with personnel responsibility must have relevant crisis management training. Knowledge levels must be annually followed up and evaluated. The HR manager has responsibility for crisis-management education and capabilities.
- **Crisis team set-up in each country.** A major emergency crisis (e.g., fire) sets Ramudden's crisis organization in motion. The CEO or his/her deputy convenes all or parts of the central crisis group – depending on the event's nature and extent.
- **Information and communication during crises.** Concern among affected persons easily arises in connection with an ongoing crisis. So it's important to have coordinated communication. Everyone must get the right information delivered in the right way at the right time.

–To prevent disinformation, all information to customers, employees, suppliers, authorities, the press and the media must be communicated through the CEO or his/her deputy during a crisis. The CEO can then further delegate tasks.



**Always check your local plan!** For many of the crises mentioned here, Ramudden produced specific action plans in each country.

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–Contact relatives as soon as possible. Note: Police officers or doctors are the only persons allowed to give information to relatives about death or serious injury. We must never communicate this kind of information. Always hand over this task to qualified professionals.

–If a crisis occurs, immediately convene the staff for a briefing. It is important to avoid rumours and unnecessary worry. The CEO and crisis management group are responsible for convening a meeting.

- **Documentation in case of crisis.** When major crises and accidents occur, it is important to document them. What happened? What was done? When? It's important to keep people informed and also to be able to draw conclusions and consider improvements for future crises.
- **Crisis follow-up.** In a crisis situation, keep the group affected together and ensure that no one is left alone. Everyone affected by a crisis needs support and help – even those who may seem composed or unaffected. Make sure everyone gets an opportunity to express their feelings about what has happened.

## RESPONSIBILITY

All employees are personally obliged to follow the laws, regulations, regulatory requirements, and guidelines associated with crisis management.

Noncompliance with the guidelines can lead to disciplinary sanctions.

Ultimately, Ramudden's managers are responsible for ensuring that the guidelines have been communicated to employees and to relevant external parties to promote broader knowledge and use of the guidelines.

**Do you suspect that Ramudden do not comply with these guidelines? Then contact your immediate manager, your CEO, or the personnel department.**



### IMPORTANT for serious crises or accidents:

- Immediately contact the Ramudden board in each country if a serious accident or crisis occurs; it's ultimately the CEO's responsibility.
- The CEO in each country must also immediately inform Triton's management.
- Also consider reporting to the board if Ramudden is indirectly exposed in connection with a crisis or accident.