Global Policy

Crisis Management

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1 Executive Summary

A crisis is a sudden internal or external event or set of circumstances which has the potential, especially if not properly and timely addressed, to significantly affect an organization and inflict serious harm to the well-being, credibility, reputation, and possibly even the existence, of a business. Three elements are common to a crisis: a threat to the organization, the element of surprise and a short decision time, and - this may be the fourth defining quality of a crisis - the need for change.

Envu has established a situation-based lean and effective Crisis Management process that includes clear roles and responsibilities and process-related organizational requirements company-wide. Crisis Management includes actions in four areas: crisis prevention, crisis assessment, crisis handling and crisis termination. The aim of this Crisis Management Policy is to be well prepared for any crisis and to ensure a rapid and adequate response to the crisis, maintaining clear lines of reporting and communication in the event of crisis and agreeing to rules for crisis termination and moving back to a normal state of business or moving to a business continuity program.

Our Crisis Management Plan is designed to allow the organization to address a sudden internal or external event / crisis that requires immediate execution / action for the organization. The Business Continuity Management planning that is in place at the sites, etc. is the ongoing operational preparation, training, execution or response measures that are developed for risks pre-defined by the organization that will be helpful in the event of a crisis.

2 Purpose Statement

2.1 Policy Rationale

Envu is exposed to many possible crises that may occur at anytime, anywhere. Envu has therefore set clear rules and guidelines on how a crisis shall be handled with the goal of mitigating or even eliminating the crisis's detrimental effects. The main objective of a Crisis Management team, policy and process is to limit the negative impact on people, assets, business operations and reputation and ideally restore, or even, improve the pre-crisis situation.

2.2 Risks to be mitigated

The aim of the Envu Crisis Management Policy is to mitigate or eliminate all detrimental effects of any event that meets the three elements mentioned in Section 1 above, such as, for instance, natural disasters, accidents, strikes, boycotts, product liability, cybercrimes, pandemic event, critical compliance case, third party issue, supply chain interruption, global conflict, etc.

2.3 Groups Affected

As threats and risks may apply to the entire Envu organization and all operations at any time all the functions of Envu must be aware of the existence of the present Crisis Management Policy and must know what steps are necessary by them and their groups in the event of a crisis occurring.

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3 Policy Content

3.1 Policy Statement

A crisis may come in many forms. In order to be able to react successfully to crises, it is necessary to anticipate relevant risks that could pose a threat to Envu and to assess the possible effects.

Immediate reporting process:

When an employee suspects a crisis has occurred or may occur, he or she should contact his or her manager or higher leadership at their site or within their function or as an alternative, the Risk Management department. This Leader should then contact the appropriate Envu Leadership Team (LT) member. LT member(s) can take any immediate steps or decisions which could mitigate the crisis or the threat of a crisis, involve Communication and evaluate any necessary insurance step, if applicable.

Crisis Reaction Plan:

The LT member(s) shall decide whether to convene the Crisis Management Core Team (CMCT) and to institute a crisis reaction plan at any time based on the relevance or severity of the current situation.

All members of the CMCT shall be convened as quickly as possible. The CMCT is composed of all the LT members, the General Counsel, the Chief of Staff, the Head of Internal Audit and Risk Management, the Global Communication Manager, the Risk Manager, and the Global QHSE Lead. At this stage of a crisis, in addition to the CMCT, the LT members may add additional members based on the elements of the crisis. Third parties external to Envu may also be appointed, such as a public relations agency, which would work directly with the Communication Leaders on the team.

As a first step action, the CMCT will decide on the composition of the specifics of the Crisis Management Team (CMT) and decide on who will be the Crisis Leader(s).

Throughout the crisis the appropriate Stakeholders both Local, Regional and Global should be communicated with as needed. This will help to prevent unnecessary contact / discussions with the CMT working on the crisis. All internal and external communication on the crisis should be aligned with the Communication Leaders.

In addition to the Envu Crisis Management Policy, additional files are available for the CMCT in the Crisis Management Teams site, including the detailed Crisis Management Process Flowchart attached hereto in annex 1.

Recovery and rebuilding stage:

The goal of the recovery phase is to return to a state of normalcy, which does not necessarily mean a return to the previous state, or to move to a business continuity program. This phase offers the opportunity to critically question old structures, arrangements, or previous approaches and, if possible, to make necessary adjustments.

Learn and maintain stage:

The debriefing of drills and successfully mastered crises is an integral part of a comprehensive crisis management process. Therefore, the process ends with a review and evaluation of the responses, plans and procedures in order to identify potential areas for improvement.

Envu's organization will perform a periodic exercise or simulation in order to quickly execute a crisis management plan during a crisis and to identify strengths as well as gaps in the level of preparedness. The crisis management plan may then be updated to take into consideration these strengths and gaps.

3.2 Roles and Responsibilities

The Envu Crisis Management Process flow chart outlines the entire Envu Crisis Management Process that will be used in the event of a crisis taking place. In all crisis instances, the first step is for the individual(s) or team reporting the crisis to enact all safety precautions to protect people, the environment, assets of Envu and follow / enact appropriate local site procedures and other HSE guidelines or company or local regulations needed to help to address the crisis. Communication plays a key role at every stage of the process in managing internal and external communication.

3.3 Implementation, Training and Control

Global IA&RM and Communication will ensure the awareness and training of the members of the CMCT and of the employees the more likely to be exposed to risks.

4 Appendix

4.1 Definitions and Abbreviations

CMCT: Crisis Management Core Team

CMT: Crisis Management Team

CMP: Crisis Management Plan

LT: Leadership Team

HSE: Health, Safety & Environment

IARM: Internal Audit & Risk Management

4.2 References

As threats and risks may apply to the entire Envu organization and all operations, crisis management is relevant cross functionally. Subsequently, crisis management is linked to and has interfaces with:

- Business Continuity Management Policy # 1.13

- Compliance Management Policy # 1.09

- Internal & External Communications Policy # 4.04

- Risk Management Policy # 1.03

- Health / Workplace Safety & Environmental Management Policy # 3.01

- IT Governance Policy # 5.01

- Insurance processes and procedures

4.3 Change Log

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Annex 1: Crisis Management Process Flowchart

Triggering event

Evaluation of a possible Crisis Management / LT / Risk Mgmt.

1 Person in charge

2 Person in charge (PIC)
Emergency measures put in place if needed

Crisis exists?

No → End of Crisis

Yes

Crisis Mgmt. Core Team (CMCT) convened

3 CMCT + PC

4 CMCT + PC
CMCT decides on the composition of the specific Crisis Mgmt. Team (CMT), resources and Crisis Leader

CMT evaluates the situation, assesses the options and makes decisions

5 CMT

CM Team site Tools and Templates

CMT implements and controls measures

6 CMT

7 CMT
Cooperation with local operational staff (site focal points)

(if necessary)

Crisis resolved?

No

Yes

Finalize Crisis Process

8 CMT & RM

End of Crisis

(if necessary)

Transition to Business Continuity Plan

9 CMT

Communication to stakeholders

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