

Emergency Procedures

Index

1. INTRODUCTION	2
2. THE EMERGENCY PROCEDURES PLAN	2
2.1 OBJECTIVES	2
3. DEFINITIONS	2
4. POLICY AND GUIDING PRINCIPLES	3
5. EMERGENCY PROCEDURES.....	Error! Bookmark not defined.
5.1 KEY PERSONNEL WHEN A EMERGENCY / EMERGENCY OCCURS.....	4
5.2 EMERGENCY LEVELS	5
6. EMERGENCY PROCEDURES TEAM.....	7
6.1 THE ROLES	7
6.2 EPT ORGANIZATIONAL FLOWCHART	10
7. EMERGENCY CONTROL ELEMENTS	12
7.1 EMERGENCY CONTROL ROOM	12
7.2 GRAB-AND-GO BAG	12
8. INCIDENT REPORTING & ADMINISTRATION.....	13
9. FINANCE AND BUSINESS CONTINUITY.....	14
APPENDIX A – CHECKLIST FOR INCIDENT MANAGER .	Error! Bookmark not defined.
APPENDIX B – CHECKLIST FOR POLICY DIRECTOR	Error! Bookmark not defined.
APPENDIX C – CHECKLIST FOR ON-SITE INCIDENT MANAGER.	Error! Bookmark not defined.
APPENDIX D – CHECKLIST FOR FAMILY LIAISON	Error! Bookmark not defined.
APPENDIX E – CHECKLIST FOR MEDIA & PR PERSON	Error! Bookmark not defined.
APPENDIX F – CHECKLIST FOR THE TRAVELLING TEAM	Error! Bookmark not defined.
APPENDIX G – CHECKLIST FOR SYSTEMS / COMMUNICATIONS TEAM.....	Error! Bookmark not defined.
APPENDIX H – CHECKLIST FOR SUPPORT / ADMIN TEAM	Error! Bookmark not defined.

1. INTRODUCTION

This document outlines the emergency procedures in place on all tours operated by The Learning Adventure and Latitude Group Travel, brands owned and operated by Transforma Travel Group. For ease, The Learning Adventure (TLA) is used throughout.

The Learning Adventure is committed to being a good corporate citizen and acting responsibly to all its stakeholders. It acknowledges its duty to provide safety leadership across our range of worldwide services. To ensure safety and security of both its staff and clients, The Learning Adventure has designed a set of Emergency Procedures which provides guidelines in response to any emergency that may occur.

2. THE EMERGENCY PROCEDURES PLAN

The Emergency Procedures Plan is designed to provide a framework for the management of a security incident at The Learning Adventure. The plan defines the roles necessary for the management of an emergency. It gives guidelines for mobilizing a Emergency Procedures team and for the practical management of an emergency.

2.1 Objectives

The objective of the Emergency Procedures Plan is to prepare our company in the best possible way in case of any emergency. Through this document and additional training, everybody is aware on why it is important to be prepared, as well as knowing what their role is in case we have to deal with emergencies.

Creating the plan made it necessary to identify each employees' abilities and skills and create an organizational structure that can easily be implemented when needed.

Finally, the plan is essential for us to prove to any insurance company, booking agent, school, or concerned (parent of) customer, to show we are ready and customers are safe to travel with us. Failing to handle an emergency well can lead to unsafe situations for both our Adventure Leaders and travellers and cause serious harm to our reputation, financial situation and thus have a major impact on The Learning Adventure.

3. DEFINITIONS

Emergency

An emergency can be an issue or event that has the potential to impact the organization in terms of safety of life, impact on the environment, continuity of business or damage to reputation where there is a degree of complexity so that it is unclear what action should be taken and where extraordinary resources are required to bring the situation under control and manage it to a satisfactory outcome. This may include, but is not restricted to, incidents such as a senior resignation/dismissal, death or serious injury, an infectious disease outbreak on a national or international level, loss of a major contract, region-wide IT failure, terrorism, regional conflict, or other security threats.

Emergency

A sudden, unexpected event requiring immediate action due to the potential threat to health and safety, the environment, security or property.

Incident

Any event which is not part of The Learning Adventure's standard operation or service and which causes, or may cause, an interruption to, or a reduction in, the quality of operation of an organisation or service.

Issue

A genuine or potential risk to The Learning Adventure's reputation. Something that, if not properly managed, could develop into a serious challenge to our 'license to operate' – legal, regulatory or social.

Emergency Procedures Team (EPT)

The team that provides indirect support to the operational response to any emergency. This team is responsible for managing internal and external stakeholders and maintaining communication between various elements and units within the business.

Emergency Procedures Plan (EPP)

The plan details how The Learning Adventure will respond to an emergency in an effective, timely manner, to protect life, the environment, assets and reputation. The CMP guides communication with external stakeholders including appropriate authorities, media, as well as internal audiences.

4. POLICY AND GUIDING PRINCIPLES

To minimize all risk of an incident, we created our own Safety Management System (SMS). This includes risk assessments of all general & high-risk activities, safety audits of accommodation & transportation as well as safety (and first aid) training to our staff worldwide. This system gets updated at least once a year.

This emergency procedures plan forms part of the Safety Management System. In addition, we ensure to have all necessary emergency numbers of local contacts ready when needed. Those contacts include embassies, local agents, hospitals and of course our staff on the ground.

In case of emergencies, we have a force majeure policy, which means The Learning Adventure will pay up to an amount, equal to that of the budget for the original itinerary. Our policy is to charge customers for any additional costs which can later be reimbursed by their travel insurance. We also have an emergency budget ready, which will be described in chapter 9 of this document.

Finally, this document provides the principles of how to manage a emergency. Not just by identifying the members of the Emergency Procedures Team, but also some guidelines for different types of crises.

In addition to complying with local legislation, we adhere to safety standards or other specific client requirements, promoting continual improvement in operational health and safety risk reduction, hence retaining the trust of our stakeholders.

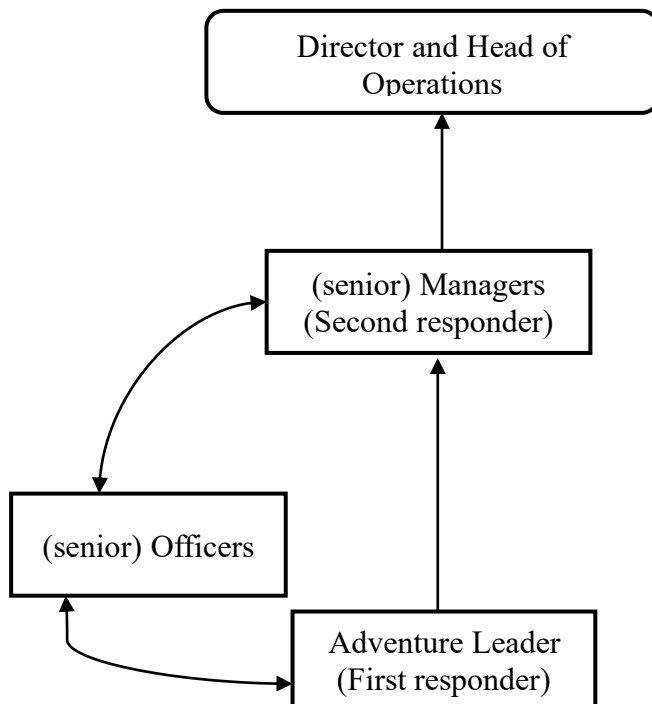
5. Emergency Procedures

5.1 Key Personnel when an emergency / emergency occurs

During a regular workday, this is the simplified structure we have at The Learning Adventure:

- **First Person on Scene (first responder)** Normally this would be our Adventure Leader, but in case he/she is involved in the incident and unable to do the job, it could also be an employer of the hostel, a traveler/teacher from the group, somebody from the local DMC or whoever informed us about the incident and is on scene. He/she is the first point of contact to the group in case of an emergency.
In case the Adventure Leader or other local representative is unavailable, somebody should get to the scene ASAP to replace the first person on scene on behalf of the company. He/she is responsible for managing the practical emergency response in the country program affected. He/ she activates networks on the ground and undertakes logistical coordination while ensuring the projects are not adversely affected by the emergency.
- **(Senior) Officers** Will get delegated with supportive tasks in order to assist in any emergency and may have the ability to replace the incident manager as long as the emergency is ongoing.
- **(Senior) Managers (second responder)** experienced member of the staff such as the Operations Manager who is available 24 hours a day with the emergency number to advise and support First Responders as required. Will contact the third responder when required or when in doubt about a situation.
- Within TDT we rotate the emergency phone among around 20 experienced employees.
- **General Manager / Director / Head of Operations (third responder)** These experience staff members are available to advise and support First and Second Responders as required. They are responsible for managing the response. They are removed from the immediacy of the management of the incident with the time to analyze, reflect and define the strategic direction of a emergency response. The directors deal with broader organizational issues arising as a result of the emergency such as risk, reputation and resourcing.

In this very simple way, the company structure can best be visualized in this way:



The Learning Adventure has established protocols for ensuring the customers' and its staff's safety.

5.2 Emergency levels

As every situation is different, staff and regional teams are encouraged to raise the matter with any member of their respective regional EPT if in any doubt and to use The Learning Adventure Emergency Procedures structure to escalate the issue for attention.

The Learning Adventure has adopted the following level of emergency classification and management in line with best practices. We created 4 levels of seriousness for incident that could possibly occur on the ground. Each of these incidents require a different level of response.

Level 1: minor – non severe injuries or incidents

Level 2: serious injuries or near miss

Level 3: Very serious emergencies

Level 4: World events

In the event of a non-serious emergency or near miss (GREEN):

Examples: Minor wounds, customers' Diarrhea, multiple bites, minor disputes, short delays, loss of possessions.

- 1) Deal with the incident to the point where everyone is safe
- 2) Adventure Leader to inform his/her line manager – during regular office hours
- 3) The Manager will complete the Incident Report

In the event of a serious emergency or near miss (YELLOW):

Examples: Substantial wounds, suspected fractures, significant illness, transport failure, violence.

- 1) Contact the relevant Emergency Assistance Provider (EAP) if a visit to a medical facility or other assistance is required from the insurers
- 2) Request assistance from a 2nd responder – Use the Emergency Number (out of office hours/weekend) or contact line manager when during office hours.
- 3) Second responder will notify a 3rd Responder – who will decide to get involved or not, based on the size of the emergency.
- 4) Second responder or regional manager to complete the incident report.

In the event of a very serious emergency or near miss (RED):

Examples: Life-threatening event or fatality, sexual assault, missing person, terrorist attack (basically any incident only related to 1 specific group)

- 1) Contact the relevant Emergency Assistance Provider (for example 911)
- 2) Request assistance from 2nd responder – Use the Emergency Number!
- 3) 2nd responder will notify the 3rd Responder
- 4) Record all details and liaise with the wider **Emergency Procedures Team**
- 5) Notify the incident manager for the Incident Report to be logged in

World events (BLUE)

Examples: Sudden negative travel advice, pandemic, war, political unrest, earthquake, tsunami etc...

(Basically any incident/event that has also impact on other groups)

- 1) Contact the relevant Emergency Assistance Provider (for example 911)
- 2) Request assistance from 2nd responder – Use the Emergency Number!
- 3) 2nd responder will notify the 3rd Responder
- 4) Record all details and liaise with the wider **Emergency Procedures Team**
- 5) Notify the incident manager for the Incident Report to be logged in
- 6) In case other trips or regions are affected by this event, also other regions must be informed.

The level of emergency will be declared by the second or third responder. In case of doubt, the second responder should always discuss with the third responder to make the final decision on this. Most times the emergency phone rings, it will be a yellow situation which can often be solved without the third responder or Emergency Procedures Team.

In case of a **red** or **blue** event, the third responder will decide who will be taking which position in the Emergency Procedures Team. Initially the third responder will deal with the situation together with the first and second responder until more members of the EPT are assigned and available.

Some criteria for declaring the emergency level can include (but are not limited to):

- i. An incident resulting in the death or serious injury of a customer or staff members
- ii. Kidnap of The Learning Adventure customer or staff member
- iii. An incident resulting in the complete suspension of The Learning Adventure project activities
- iv. Action on the part of The Learning Adventure staff member or partner involving the death or serious injury of a customer

- v. Incident involving The Learning Adventure that could have negative implications for and cause possible retaliation against the company
- vi. Incident involving gross mismanagement of funds
- vii. Incident that may have legal repercussions for The Learning Adventure
- viii. Incident resulting in negative coverage in the media
- ix. Outbreak of conflict in a The Learning Adventure program area
- x. Natural disaster
- xi. Scenarios laid out in country security plans

6. Emergency Procedures Team

The Learning Adventure has established a Emergency Procedures team that includes key personnel who are responsible for managing the emergency. This team includes representatives from different departments, such as operations, customer service, public relations, and legal. Each member of the Emergency Procedures team has a clearly defined role and set of responsibilities. This will ensure that everyone knows what they need to do during an emergency.

6.1 The roles

Within the Emergency Procedures Team, we identify the following roles:

Incident manager

An experienced, (senior) manager from the company that can step out his daily tasks to be fully available to handle the emergency. He or she will delegate tasks, keeps everybody in the EPT updated, and get the ability to manage a team and make fast decisions. This person stays calm under pressure.

Another person in the company (manager or senior officer) should be ready to take over his/her regular duties.

Initially the person holding the emergency phone will be the incident manager, until the policy director has assigned another person to manage the incident and this person is available. During the midnight or out-of-office hours it may take some time before the assigned incident manager is available and take over the position.

Tasks include, but are not limited to:

- Removes himself from day job to handle the emergency
- Conductor of the event
- Central point of contact
- Best person for the job
- Instigates procedures
- 'hands on' decision making
- Effective delegation – tasks get done
- Ensure log is kept by all teams for legal / insurance purposes
- Establishes nota's
- Holds incident meetings
- Keep everyone informed of actions

Policy Director / Business Continuity director

A director within the company who is available to set the policy to follow for each emergency. He will assist the incident manager and be in charge of press & PR as well (role 5). Main tasks are to keep the company running.

Policy directors should not be 'hands on' dealing with the incident as they should be ensuring normal business is maintained. They may be required to travel to the scene, deal with the press, discuss the policy with investors, insurers etc... The incident manager is the main controller of the incident.

Tasks include, but are not limited to:

- Ensure normal business is maintained
- Liaison with booking agents / legal / insurers / investors etc...
- Policy Maker
- Attends incident meetings only
- Can also be Main Press / PR person
- Main communications person
- Should be 'hands on'

On-Site Incident Manager (or first responder)

As mentioned above: Normally this would be our Adventure Leader, but in case he/she is involved in the incident and unable to do the job, it could also be an employee of the hotel or hostel, a traveler/teacher from the group, somebody from the local DMC or whoever informed us about the incident and is on scene. He/she is the first point of contact to the group in case of an emergency.

In case the Adventure Leader or other local representative is unavailable or unsuitable for the job, somebody should get over ASAP to replace the first person on scene on behalf of the company. He/she is responsible for managing the practical emergency response in the country program affected. He/ she activates networks on the ground and undertakes logistical coordination while ensuring the projects are not adversely affected by the emergency.

Tasks include, but are not limited to:

- Ensure safety of all involved
- Advise head office and await reinforcements
- Open communication to head office
- Be the "face" of the company until help arrives
- Complete forms / take pics / collect statements etc....
- Look after any unaffected customers
- Secure the scene if possible
- Hospital visits
- Organizational skills – practical / sympathetic help

School Liaison

The main task of this person is to deal with the staff from the school, who in turn liaise with families of students. Providing them with practical information and latest updates. Also ensuring authorities get informed to make sure next of kin get informed in the right ways. This person also deals with medical information, undertakers, insurers etc.... This job must be done by a good listener who's not afraid to make difficult phone calls and deal with emotional reactions from stakeholders. It's a preference to have this person based in the same time zone as the school.



Anyone suffering recent bereavement or trauma in their own lives should not be asked to do this at the time of an incident.

Tasks include, but are not limited to:

- Customer Service Skills
- Sympathetic / caring
- Taken out of normal job
- Can be traumatic – robust staff
- Tough job: deal with all calls from families, friends & relatives, undertakers, insurers, hospitals, medical assistance companies etc...
- Communicate code words/reference numbers to next of kin

Press & PR

A sympathetic and authorized person in the company, most likely a director or General Manager who is the face toward the media. He/she prepared statement templates, makes sure marketing knows what's to be done.

This role is most suitable for the Policy director (role 2)

Tasks include, but are not limited to:

- PR responsibility
- Website updates
- Press calls / interview requests
- Overseas media / suppliers
- Social media / marketing
- Maintain log of contacts
- Enforce company policy on press
- Monitor Press (online, papers, TV, etc.)

Travelling Team

This can be 1 or more trained managers or officers who live nearest to the emergency or are most suitable to head over. They are there to replace or assist the on-site manager and be the company's ears and eyes on the ground, managing the situation. The travelling team will consist of sufficient members and depends on the size, scale and nature of the incident. In addition, there can be external Health & Safety experts, legal, medical or accident investigators added to the team. When required send trauma specialists.

Media issues as well as language skills can determine who will travel out to the incident. It's always good to send at least 1 native speaker.

Tasks include, but are not limited to:

- Go to scene asap if required
- Take command
- Set up on site HQ
- Liaise with local authorities, hospitals, suppliers
- Deal with affected customers
- Feedback to EPT

- Refer (local) media to Media representative

Systems / Communications

The person holding this role has to assure that at any given moment, the headquarters & systems are ready for operations to deal with any emergency. During the emergency he/she takes care of IT, making sure systems keep running and connections can be made

Tasks include, but are not limited to:

- Incident room set up in advance or virtual room
- Phone lines / conference calls / emergency numbers
- Internet / Computers / clocks / wipe boards
- Update website – out of hours
- Change voicemail messages
- Spare mobile phones – charged
- Satellite phone ready (if applicable)

Support / Admin tasks

This can be a (group of) officers, to assist on all of the above tasks. During an emergency there are a lot of administrative tasks to be done, as well as things to be prepared. Think of hotel bookings, logging, name lists, etc... Depending on which region, the corresponding officer can take this position.

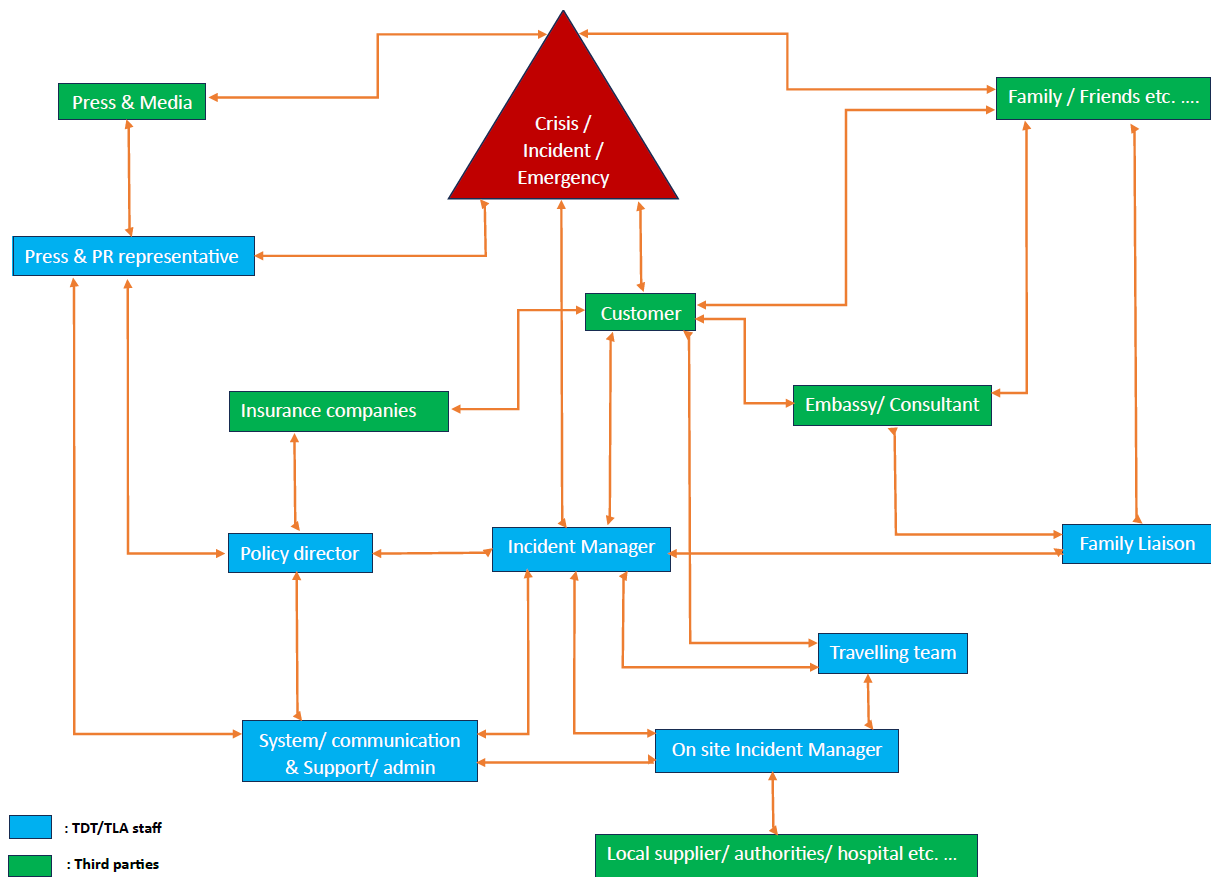
- Basically “runners”
- Transport arrangements
- Client list / info / Next of kin
- Future bookings
- Meet & Greet
- Secretarial support
- Work out rotation schedules
- Food!! (in office)

3rd party support

Deals with 3rd parties, for example; competitors, embassies, agents, insurers. Mostly for practical matters. This can be 1 specific person dealing with all of them. But also, each of the roles mentioned above, can be linked to 1 or more 3rd parties to be the direct contact person. This can be decided case-by-case by the incident manager & policy director. For 3rd parties, clarity is important so they know who to reach out to within The Learning Adventure in times of emergency.

6.2 EPT organizational flowchart

In order to get a clearer idea of how these roles are connected to each other, and which place third parties have in an incident, we created the following organizational chart. Keep in mind this structure can be different for different incident, this just gives a good general idea on how we cooperate in a emergency. Communication between parties is not limited to the arrows in the schedule below, although they do represent the main communication lines.



7. Emergency control elements

7.1 emergency control room

In case of a big emergency, it's important to have most members of the emergency procedures team (EPT) in 1 location, for direct communication, quick decision making and the ability to share all vital information with each other directly. From here the incident manager will oversee the emergency.

To be prepared for any emergency this are the essentials to have at the (local) headquarters when solving them:

- Meeting table
- Mobile phones & laptops. Option to have a (international) conference calls.
- Headsets to have (private) phone calls with 3rd parties
- Back-up laptops/mobile phones & chargers
- Access to SharePoint & Salesforce on laptops/phones to access important documents, such as detailed itineraries, name lists etc.... – for this a good internet connection is vital! In case of no Wi-Fi, should have the ability to use mobile data and open a hotpot.
- Safe with cash & emergency credit cards + access to digital credit cards such as Airwallex
- Access to radio & television to stay updated on latest news
- Flip charts, stationary, notebooks etc....
- At least 2 clocks: 1 to set on local time and 1 on the time zone of the incident – may also use mobile phone app to do so
- Printer
- Detailed maps of destinations (offline & online)
- Emergency Contact information
- Fridge, stocked with refreshments, drinking water & coffee machine, nearby supermarket or option to have food delivered
- Toilet

7.2 GRAB-and-go bag

In case a member of the EPT or travel team has to travel to the place of incident, it's important to have all important documents and items ready on 1 central place, so nothing can be forgotten. These items must be prepared beforehand, as it may cost unnecessary valuable time which can be spent on dealing with the emergency. A Grab-and-Go Bag should hold the following:

- Copy of this Emergency Procedures Plan
- Printed out & up to date emergency contact information of all TLA/TDT contacts in all regions
- Blank copies of important forms (incident form, fatality form etc....)
- Mobile phone with charger & camera – Ability to buy e-sim to have mobile access at the destination. To be bought at <http://esim.holafly.com> – use voucher code DRAGONTRIPS at checkout for a 5% discount on the cost of the esim.
- Blank TDT/TLA headed writing paper
- Pencils, clipboards & stationary
- Blank business cards
- High-vis vests

- Laptop with internet connection to access SharePoint, Salesforce etc....

Make sure the Grab-and-Go Bag is stored at safe location that can be reached at any time in the event of an incident.

The sheets with all emergency contact information of all TLA contact information should be printed and reviewed at least every 6 months to make sure all information is accurate and up-to-date at all times. These contact information sheet has all contact numbers of essential TLA staff per region, local national emergency numbers, dmc's, hotels, main suppliers, hospitals, embassies & consulates. For some regions they even include our main competitors. In times of emergency, we can forget about our competition and ask them to assist us, like we would them.

8. Incident reporting & administration

During an emergency it is very important to document everything well. This is important both for our own business administration, but can also be of use at a later time for any insurance or law enforcement. Good logging is important and in order to get all accurate information, several other forms are designed. We distinguish the following types:

Initial Incident report file

This file has all the initial information and should be filled out directly or soon after an emergency call comes in. It's the first log of the incident and the base to keep logging any further updates on an e-mail thread after that. This file is a webform only, and can be found at: <https://forms.office.com/r/vjwQ8tMA48>

The following forms are all stored on [SharePoint](#), each form contains a link to the webform as well

Final Incident report file

This file logs all basic information about an incident. How did it occur, who was involved, were there any eyewitnesses? What initial actions were taken and similar questions like that. Any incident, even the smallest, can be logged through this incident report file. This report should be written once all is resolved, by a the incident manager.

customer information form

A form to keep track of all information of all customers & staff involved into the emergency. It contains all valuable information such as emergency & insurance details. It's a good way to keep track of everything, including for example hospital information, local contact number or general status of the customer. This form will be used when multiple people are involved, and you'll use 1 form per involved customer.

Customer injury/illness form

In case a customer is hospitalized for something that cannot be cured directly, it's important to fill out this form. Besides essential customer information, we use it to keep track of latest diagnosis, forecast and other details (E.g. Name of treating doctor or repatriation details. Some information is similar to the General customer information form, so for this form just need to fill out the additional questions and attach them together.

Customer enquiry record

In case a family member, customer or other 3rd party involved in a emergency contact us, we should fill out this form. It keeps a log of the things discussed in the call and which appointments are made. This form is very useful for the family Liaison person.

Fatality form

In case of fatality, this form contains all important information both of the customer, but also the undertaker, mortuary, insurance etc....

What are code words?

On each form, you are asked to fill out a reference number or code word. This can be used to communicate with next of kin. For example, if anybody calls to obtain more information about an incident or the current status of their next of kin, we can use this codeword to verify if it's really a close relative. Sometimes it's a journalist that wants more information or another interested party. By using code words, we ensure vital information only gets shared with those who have the right to get informed. The family Liaison is responsible for creating the code words and communicate them in a confidential way to the next of kin. As long as no code word was created, we can use the Salesforce booking reference number.

9. finance and business continuity

The Learning Adventure reserves a yearly budget which is available at any moment in the event of emergency. These resources become available through (digital) credit cards such as Airwallex, which are accessible for all our office members. Besides we have a coverage through our Emergency Procedures Insurance of up to 30 days, for Emergency Procedures through Travel Risk Professionals at Jensten Insurance Brokers. When additional budget is required, approval should be asked to The Learning Adventure directors. A yearly budget of 10,000 GBP is reserved yearly by TDT, which is split up under each own departmental /operations budget. This amount will be available directly in case of any emergency situation. During and after a emergency it is important to get back into business as soon as possible. If a emergency only affects 1 region or trip, the staff, that's not in the EPT, should be able to run the company's business as usual. Once resolved, evaluation with all parties involved should be a priority. What went well, what did go wrong? When needed update the Emergency Procedures plan by implementing all lessons learned. For this reason, logging all steps taken during the emergency is essential. Taking care of the staff's wellbeing is important, as dealing with a emergency can have a big impact on somebody. Reward or acknowledge exceptional performances of the team after a emergency. But also offer trauma counselling when needed. Then it is time to start the focus again, set new goals and continue **expanding minds through transformative travel experiences!**