



# EUROPE



## Emergency Response Plan

## APPROVAL PAGE

We, undersigned state that this manual and its contents comply with TM CAD, EASA, IATA and other relevant, applicable national and international regulations.

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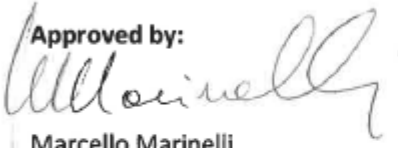
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## 0. ADMINISTRATION and CONTROL:

### 0.1. Foreword:

CORENDON AIRLINES EUROPE is the Trade Name in the Republic of Malta of TOURISTIC AVIATION SERVICES Ltd with its principal office address and legal address at:

Level 3, Skyparks Business Centre  
Malta International Airport  
Triq Hal Far –LUQA  
LQA-4000 - MALTA

TOURISTIC AVIATION SERVICES Ltd dba CORENDON AIRLINES EUROPE is part of TOURISTIK HAVA TASIMACILIK A.S. dba CORENDON AIRLINES based in Antalya Turkey and CORENDON DUTCH AIRLINES B.V. based in Amsterdam Holland.

As part of its activity as an Airline CORENDON AIRLINES EUROPE is required to prepare this E.R.P. (Emergency Response Programme) for handling various emergency events involving its aircraft according to the laws of the State of Malta, Malta being the ultimate responsible authority for handling an aviation disaster in accordance with all rules and regulations that direct and control the actions, affairs, policies and functions of the International Air Transport.

### PURPOSE OF THE PROCEDURE

In order to define uniform and clear method for the three companies (Corendon Airlines, Corendon Dutch Airlines and Corendon Airlines Europe) departments for handling an aviation emergency.

To assimilate all terms related to events of aviation emergency, in order to establish uniform terminology within the Group.

To determine the positioning of Company managers and Executives at the different focal points of activity during an aviation emergency.

To define the modus operandi, responsibilities and authorities of different functionaries while handling an aviation emergency.

This procedure applies to all the Companies' departments.

### OCC responsibility

OCC of CAI will be the first to raise the alarm in such a situation and it is their responsibility to make the necessary contacts with other Departments and Managers. The first contact will be with CD of CXI and CD of CAI. The CD of CAI once informed will immediately set up the ERP support organization in accordance with the gravity of the incident. This is done in consultation with the CD of CXI.

Safety is a primary responsibility and a core business function. However, experience has proven that an emergency can occur at any time, and it is vital that Corendon Airlines responds to a crisis in a professional and caring manner.

**0.2. Table of Contents:**

<b>0. ADMINISTRATION and CONTROL:</b> .....	<b>III</b>
<b>0.1. Foreword:</b> .....	<b>III</b>
<b>0.2. Table of Contents:</b> .....	<b>IV</b>
<b>0.3. Distribution List:</b> .....	<b>VIII</b>
<b>0.4. List of Effective Pages:</b> .....	<b>IX</b>
<b>0.5. Record of Revisions Page:</b> .....	<b>XI</b>
Appendix 2, Go Team Members.....	XII
<b>0.6. Definitions:</b> .....	<b>XIV</b>
<b>0.7. Abbreviations:</b> .....	<b>XVII</b>
<b>0.8. System of Amendment and Revision:</b> .....	<b>XIX</b>
<b>1. CRISIS MANAGEMENT POLICY:</b> .....	<b>1-1</b>
<b>2. GENERAL</b> .....	<b>2-2</b>
<b>2.1. Overview:</b> .....	2-2
<b>2.2. Confidentiality and Disclosure Notice:</b> .....	2-2
<b>2.3. Review and Revision of ERP:</b> .....	2-2
<b>3. REGULATIONS:</b> .....	<b>3-1</b>
3.1. Governing Laws and Regulations for Investigations: .....	3-1
3.2. Local Incident Plans (LIPs): .....	3-2
3.3. Agreements with Local Authorities: .....	3-2
3.4. Contact Information of Local Facilities:.....	3-2
<b>4. SCOPE:</b> .....	<b>4-1</b>
4.1. Definition of Crisis: .....	4-1
4.2. Phasing of Crisis:.....	4-2
<b>5. CORENDON CRISIS ORGANIZATION:</b> .....	<b>5-1</b>
5.1. Managerial Structure of Crisis: .....	5-1
5.2. Centers Established for Crisis Management: .....	5-3
<b>6. ROLES AND RESPONSIBILITIES:</b> .....	<b>6-1</b>
6.1. Crisis Management Team (CMT): .....	6-1
6.2. OCC: .....	6-1
6.3. CMC Liaisons:.....	6-1
6.4. Go Team: .....	6-8
6.5. Service Center: .....	6-10
<b>7. NOTIFICATIONS:</b> .....	<b>7-1</b>
7.1. Reporting an Accident or Major Incident .....	7-1
7.2. Initial Information to be Collected by OCC:.....	7-1
7.3. Immediate Action Steps for OCC:.....	7-2
7.4. Follow-Up Actions by OCC:.....	7-3
7.5. Company Information Flow in Crisis Conditions: .....	7-4
<b>8. INITIAL RESPONSE:</b> .....	<b>8-1</b>
8.1. Callout Plans: .....	8-1
8.2. State Authorities: .....	8-2
8.3. Insurance Companies: .....	8-4
8.4. Local Emergency Response Services: .....	8-4
8.5. Next of Kin (NOK) of Victims: .....	8-4

8.6. Turkish Representatives in Foreign Countries:.....	8-5
8.7. Owner of Aircraft:.....	8-5
8.8. Tour Operators: .....	8-5
8.9. Company Personnel: .....	8-5
<b>9. ADDITIONAL ASSISTANCE:.....</b>	<b>8-1</b>
9.1. Kenyon Emergency Services:.....	8-1
9.2. Insurance Companies: .....	8-3
9.3. Other Corendon Companies:.....	8-3
9.4. Ground Handling Companies: .....	8-3
9.5. PR Agencies: .....	8-3
<b>10. DOCUMENTATION: .....</b>	<b>8-1</b>
10.1. Correspondence:.....	8-1
10.2. Records:.....	8-1
10.3. Update of Documents: .....	8-2
10.4. Security of Documents: .....	8-3
<b>11. INCIDENT SITE:.....</b>	<b>8-1</b>
11.1. Management of Incident Site:.....	8-1
11.2. Company Representative: .....	8-1
<b>12. CRISIS COMMUNICATION and PUBLIC RELATIONS (CC&amp;PR):.....</b>	<b>8-1</b>
12.1. Organization: .....	8-1
12.2. Responsibilities:.....	8-1
12.3. The Timing and Content of the Company's Statements: .....	8-2
12.4. Facilities:.....	8-3
12.5. Services Provided by Third Parties: .....	8-3
12.6. Company Statements: .....	8-4
<b>13. SPECIAL ASSISTANCE:.....</b>	<b>8-1</b>
<b>13.1. Corendon Special Assistance Team (CSAT):.....</b>	<b>8-1</b>
<b>13.2. Centers for Special Assistance:.....</b>	<b>8-1</b>
<b>13.3. General Responsibility: .....</b>	<b>8-1</b>
13.4. CSAT Organizational Structure: .....	8-1
13.5. Meeting Point of CSAT: .....	8-2
13.6. Duties and Responsibilities of CSAT Members:.....	8-2
13.7. SA Document:.....	8-4
13.8. Implementation of Special Assistance Process: .....	8-5
13.9. CSAT Meetings:.....	8-5
13.10. Transportation/Accommodation of CSAT Members:.....	8-5
13.11. Special Assistance Service Period:.....	8-6
<b>14. INVESTIGATION and REVIEW:.....</b>	<b>8-8</b>
14.1. In-house Investigation:.....	8-8
14.2. Post-Occurrence Organization and Review:.....	8-8
14.3. Rescue of Aircraft: .....	8-8
<b>15. ERP PROMOTION: .....</b>	<b>8-1</b>
15.1. ERP Training:.....	8-1
15.2. ERP Review Meetings: .....	8-1
<b>16. EXERCISE: .....</b>	<b>8-1</b>
16.1. Objectives:.....	8-1

16.2. Responsibilities:	8-1
16.3. Period and Method:	8-1
16.4. Communication:	8-2
16.5. Time Setting:	8-2
16.6. Execution:	8-2
16.7. Records:	8-2
16.8. Post-Exercise Organization and Review:	8-2
<b>17. APPENDICES:</b>	<b>8-1</b>
APPENDIX-1: CMC MEMBERS Malta	8-1
APPENDIX-1a: CMC MEMBERS Antalya	8-2
APPENDIX-2: GO TEAM MEMBERS	8-4
APPENDIX-3: CSAT MEMBERS	8-5
APPENDIX-4: EMERGENCY CONTACT LIST	8-7
APPENDIX-5: CRISIS DOCUMENT LIST (CDL)	8-10
APPENDIX-6: OCC ACTION CHECKLIST	8-12
APPENDIX-7: CD ACTION CHECKLIST for CMC	8-13
APPENDIX-8: ERM ACTION CHECKLIST for CMC	8-14
APPENDIX-9: FLIGHT OPS ACTION CHECKLIST for CMC	8-15
APPENDIX-10: TECHNICAL ACTION CHECKLIST for CMC	8-16
APPENDIX-11: SECURITY ACTION CHECKLIST for CMC	8-17
APPENDIX-12: CC&PR ACTION CHECKLIST for CMC	8-18
APPENDIX-13: CSAL ACTION CHECKLIST for CMC	8-19
APPENDIX-14: GROUND OPS ACTION CHECKLIST for CMC	8-20
APPENDIX-15: HR ACTION CHECKLIST for CMC	8-21
APPENDIX-16: QUALITY ACTION CHECKLIST for CMC	8-22
APPENDIX-17: FINANCE/ INSURANCE ACTION CHECKLIST for CMC	8-23
APPENDIX-18: CREW PLANNING ACTION CHECKLIST for CMC	8-24
APPENDIX-19: COMMERCIAL ACTION CHECKLIST for CMC	8-25
APPENDIX-20: CUSTOMER CARE ACTION CHECKLIST for CMC	8-26
APPENDIX-21: LEGAL ACTION CHECKLIST for CMC	8-27
APPENDIX-22: IT ACTION CHECKLIST for CMC	8-28
APPENDIX-23: ACTION CHECKLIST for SERVICE CENTER	8-29
APPENDIX-24: SUPPORT TEAM ACTION CHECKLIST for CMC	8-30
APPENDIX-25: GO TEAM DIRECTOR ACTION CHECKLIST	8-31
APPENDIX-26: GO TEAM FLIGHT OPS ACTION CHECKLIST	8-33
APPENDIX-27: GO TEAM TECHNICAL ACTION CHECKLIST	8-34
APPENDIX-28: GO TEAM GROUND OPS ACTION CHECKLIST	8-36
APPENDIX-29: CORENDON INVESTIGATION TEAM (CIT)	8-37
APPENDIX-30: SAT/CSAT MEMBERS ACTION CHECKLIST	8-37
APPENDIX-31: CMC FACILITY CHECKLIST (Malta)	8-39
APPENDIX-32: GO TEAM / SAT KIT CHECKLIST	8-40
APPENDIX-33: ACTION LOG	8-41
APPENDIX-34: KENYON INCIDENT UPDATE	8-43
APPENDIX-35: GENERAL INCIDENT ACTIVATION INFORMATION	8-44
APPENDIX-37: CREW INFORMATION FORM	8-48
APPENDIX-39: AIRCRAFT INFORMATION FORM	8-49

APPENDIX-40: DOCUMENT CONTROL LOG .....	8-50
APPENDIX-41: EQUIPMENT/DOCUMENT DELIVERY RECORD .....	8-51
APPENDIX-42: REPLACEMENT ROSTER .....	8-52
APPENDIX-43: HANDOVER RECORD .....	8-53
APPENDIX-44: PASSENGER REGISTRATION FORM (YOLCU KAYIT FORMU) .....	8-54
APPENDIX-45: RECORD of STATEMENT .....	8-55
APPENDIX-46: POST INCIDENT REPORT .....	8-56
APPENDIX-47: COMMUNICATION PLAN .....	8-57
APPENDIX-48: ERP TRAINING SYLLABUS .....	8-72
APPENDIX-49: IMMEDIATE REPORT .....	8-74
APPENDIX-50: INCIDENT/ACCIDENT NOTIFICATION FORM: .....	8-75
APPENDIX-51: CRITICAL ITEM LIST .....	8-77
APPENDIX-52: KICC ACTIVATION PROCESS .....	8-78
APPENDIX-53: CLIENT FAMILY MEMBER CONTACT FORM .....	8-80
APPENDIX-54: CLIENT AUTHORIZATION TO CALL FORM .....	8-81
APPENDIX-55: RESPONSIBILITY MATRIX.....	8-83
APPENDIX-56: ERP SCENARIOS AND ALERT CODES.....	8-84
APPENDIX-55: ALERT COLOR CODES .....	8-85

**TABLE of FIGURES and TABLES**

Figure 1: Chain of Command .....	5-1
Figure 2: Generic Deployment Plan.....	5-3
Figure 3: Handover Flow .....	5-5
Figure 4: Structure of CMC.....	5-6
Figure 5: CMC Layout .....	5-7
Figure 6: Kenyon Deployment Plan.....	5-9
Figure 7: Go Team .....	6-8
Figure 8: Information Flow Diagram for Service Center .....	6-12
Figure 9: Information Flow in Crisis.....	7-4
Table 1: Corendon Hotel List .....	3-2
Table 2: Snap Decision Points.....	4-1
Table 4: Callout Plan Decision Authority.....	8-1
Table 5: Kenyon Services.....	8-1
Table 6: Company Statement Plan .....	8-2
Table 7: Pressroom Facilities .....	8-3

### 0.3. Distribution List:

This document is available via digital library on Company network. For more information, consult Documentation Unit.

\* Handling Companies shall have the current version of Corendon Airlines ERP Manual in usable format at each location where our operations are conducted. ERP Manual shall be downloaded from Corendon Airlines web page address (<http://handling.corendonairlines.com>) as soon as they are informed about the new revision. It is Corendon Airlines responsibility to add these documents to the system within 2 days. Password will be given by Corendon Airlines Ground Operation Department separately. ([groundoperation@corendon-airlines.com](mailto:groundoperation@corendon-airlines.com))

When a third party does not download the documents via <http://handling.corendonairlines.com> within 4 working days, a reminder e-mail should be sent to the related parties until the third party download the document. Finally, if the third party still does not download the document within 3 weeks, Ground Operations Department will review the contract and decide whether we should continue to work with this company or not. The decisions will be sent to the third party and corrective actions may be requested.

Department managers are responsible to distribute related parts of this Manual to their personnel.

### 0.4. List of Effective Pages:

PAGE	REV. NO.	REV. DATE	PAGE	REV. NO.	REV. DATE
ERP-II	07.04	13.04.2026	ERP-17-81	07.04	13.04.2026
ERP-IV	07.04	13.04.2026	ERP-17-82	07.04	13.04.2026
ERP-V	07.04	13.04.2026	ERP-17-83	07.04	13.04.2026
ERP-VI	07.04	13.04.2026	ERP-17-84	07.04	13.04.2026
ERP-VII	07.04	13.04.2026	ERP-17-85	07.04	13.04.2026
ERP-IX	07.04	13.04.2026	ERP-17-86	07.04	13.04.2026
ERP-X	07.04	13.04.2026			
ERP-XI	07.04	13.04.2026			
ERP-XII	07.04	13.04.2026			
ERP-XVII	07.04	13.04.2026			
ERP-XVIII	07.04	13.04.2026			
ERP-1-1	07.04	13.04.2026			
ERP-5-5	07.04	13.04.2026			
ERP-6-12	07.04	13.04.2026			
ERP-7-2	07.04	13.04.2026			
ERP-8-1	07.04	13.04.2026			
ERP-8-6	07.04	13.04.2026			
ERP-10-1	07.04	13.04.2026			
ERP-17-1	07.04	13.04.2026			
ERP-17-2	07.04	13.04.2026			
ERP-17-3	07.04	13.04.2026			
ERP-17-4	07.04	13.04.2026			
ERP-17-5	07.04	13.04.2026			
ERP-17-6	07.04	13.04.2026			
ERP-17-36	07.04	13.04.2026			
ERP-17-44	07.04	13.04.2026			
ERP-17-45	07.04	13.04.2026			
ERP-17-47	07.04	13.04.2026			
ERP-17-72	07.04	13.04.2026			
ERP-17-73	07.04	13.04.2026			
ERP-17-80	07.04	13.04.2026			

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### 0.5. Record of Revisions Page:

REV. NO.	EDITED/AMENDED PAGE(S)	REVISION DATE
01	Complete Revision	29.08.2017
01-01	Revised Logo and Contact Numbers	07.11.2017
02	<p>Complete Revision. Main Changes include:</p> <ol style="list-style-type: none"> <li>1. Notification to Local Authority, TMCAD and BAAI of accident, dangerous goods on board and pax list within 2 hours Para 8.2.1/8.2.2 (Pg 8-1/8-2), App 7 Pg 17-11</li> <li>2. Obligation by Tour operator / sales outlet to obtain and supply a list of Next of Kin in case of an accident. Para 8.2.2 (pg 8-1) Para 8.5 (Pg 8.3)</li> <li>3. Typo/grammar corrections throughout document.</li> </ol>	14.08.2018
03	Complete revision of Section 14 – Internal Investigations Other minor issues.	30.11.2018
04	Changed Floor Layout ERP-5-5	25.03.2019
05	<p>Complete Revision. Main Changes include:</p> <ol style="list-style-type: none"> <li>1. Overall FAC terms are changed as SAC and CFSAC terms are changed to CSAC in manual.</li> <li>2. Family &amp; Friends Reception Centers. Para 5.2.5 (pg 5-8)</li> <li>3. Interaction between Corendon Airlines and Corendon Airlines Europe. Para 5.2.6 (pg 5-9) has been added.</li> <li>4. Coordination cell for wet lease operation (if necessary) and other parties. Para 5.2.7 (pg 5-9) has been added.</li> <li>5. Crisis Management Team. Para 6.1 (pg 6-1)</li> <li>6. Special Assistance Liaisons. Para 6.3.7 (pg 6-3)</li> <li>7. Corendon Airlines Turkey (CAI) has been added. Para 9.2.1 (pg 9-3)</li> <li>8. Corporate Communication Specialist is changed as Corporate Communication Manager. Para 12.2.1 (pg 12-1)</li> <li>9. CSAT. Para 13.1 (pg 13-1)</li> <li>10. Special Assistance Team Organizational Structure Para 13.4 (pg 13-2)</li> <li>11. Meeting point of CSAT. Para 13.5 (pg 13-2)</li> <li>12. CMC Special Assistance Liaisons (CSAL). Para 13.6.1 (pg13-3)</li> <li>13. Go Team Special Assistance Member title is changed as CSAT Members. Para 13.6.2 (pg 13-4)</li> <li>14. Special Assistance Document Officer. Para 13.6.3 (pg 13-5)</li> <li>15. SA Document Kits. Para 13.7 (pg 13-7)</li> <li>16. Special Assistance Service Period. Para 13.10 (pg 13-7)</li> <li>17. Responsibilities. Para 15 (pg 15-1)</li> <li>18. Appendix-1a CMC Members (pg 17-2)</li> <li>19. Appendix-2 Go Team Members (pg 17-3)</li> <li>20. Appendix-4 Insurance Company Contact Information</li> </ol>	26.11.2019

	(pg 7-5)	
<b>6</b>	<p>Complete revision. Main Changes include:</p> <ol style="list-style-type: none"> <li>1. Record and Revision</li> <li>2. List of Effective Pages</li> <li>3. Distribution List</li> <li>4. Figure 1: Chain of Command</li> <li>5. Figure 7: Go Team</li> <li>6. Table 3: Initial Callout</li> <li>7. Table 4: Callout Plan Decision Authority</li> <li>8. Chapter 9.1 Kenyon Emergency Services</li> <li>9. Chapter 9.2 Procat Call center is added</li> <li>10. Chapter 12.5.2 Insurance Companies is added</li> <li>11. Chapter 13.4 CSAT Organization Structure</li> <li>12. Chapter 16 Exercises</li> <li>13. Chapter 15 Trainings</li> <li>14. Appendix-1 CMC Members are revised</li> <li>15. Appendix-1a CMC Members Antalya is revised</li> <li>16. Appendix-2 Go Team is revised</li> <li>17. Appendix-3 CSAT is revised</li> <li>18. Appendix-4 Emergency Contact List is revised</li> <li>19. Appendix-5 Crisis Document list is revised</li> <li>20. Appendix-23 Procat Checklist is added</li> <li>21. Appendix 52-53-54 are added</li> </ol>	16.10.2020
<b>6a</b>	<p>0.1 Foreword: Company address is revised. 5.2.2.1 Facility is revised. Figure-5: CMC Layout is revised.</p>	15.02.2021
<b>7</b>	Complete revision.	22.04.2024
<b>7.01</b>	Complete revision	17.07.2024
<b>7.02</b>	Appendix 2, Appendix 4	24.10.2024
<b>7.03</b>	Appendix 2, Go Team Members	03.01.2025
<b>7.04</b>	<p>Significant Revision of the manual:</p> <p>0.6 Definitions 1 Crisis Management Policy 2.3 Review and Revision of ERP: 3 Regulations - Applicable International Regulations, Standards and Guidance Materials have been added 4.1 Administrative update to Definition of Crisis paragraphs 4.2 Phases of the Crisis have been revised 4.2.1 Pre Crisis Phase 4.2.2 Initial Phase 4.2.3 Ongoing Phase 4.2.4 Post Incident Phase</p>	13.04.2026

4.2.5 Structure of ERP Manual

5.2 Centers Established for Crisis Management has been revised

Figure 1: Structure of CMC has been revised to add IT department, Quality changed to Compliance

Figure 2: CMC Layout – has been updated

7.1 Reporting and Accident or Major Incident has been revised.

Chapter

7.2. Initial Information to be Collected by OCC has been added.

7.3. Immediate Action Steps for OCC have been revised.

7.4. Follow-Up Actions by OCC have been added.

7.5. Company Information Flow in Crisis Conditions has been revised

8.1. Callout Plans have been revised.

8.1.1. Primary Method – InfoCall Automated Notification System has been added.

8.1.2. Secondary Method – Manual Notification Process has been added.

8.1.3. CMC Callout Plan has been revised.

8.1.4. Go Team Callout Plan has been revised.

8.1.5. CSAT Callout Plan has been revised.

8.1.6. Service Center Callout Plan has been revised.

8.1.7. CDL Callout Plan has been added.

8.2.1 The Regulatory Authority has been updated iaw. OAN05/17 Rev 6

8.2.3-8.5 Minor administrative updates

APPENDIX-1 CMC MEMBERS has been revised.

APPENDIX-1a CMC MEMBERS Antaly has been revised

APPENDIX-2: GO TEAM MEMBERS has been revised. APPENDIX-3: CSAT MEMBERS has been revised.

APPENDIX-5: CRISIS DOCUMENT LIST (CDL) has been revised.

APPENDIX-6: OCC ACTION CHECKLIST has been revised

APPENDIX-29: CORENDON INVESTIGATION TEAM (CIT) has been revised.

APPENDIX-32: GO TEAM / SAT KIT CHECKLIST has been revised

APPENDIX-35: GENERAL INCIDENT ACTIVATION INFORMATION has been reviewed

APPENDIX-48: ERP TRAINING SLLABUS has been revised. APPENDIX-51: CRITICAL ITEM LIST has been revised.

APPENDIX-53: CLIENT FAMILY MEMBER CONTACT FORM has been revised.

APPENDIX-54: CLIENT AUTHORIZATION TO CALL FORM has been revised.

APPENDIX-56: ERP SCENARIOS AND ALERT CODES have been added.

APPENDIX-57: ALERT COLOR CODES has been added.

## 0.6. Definitions:

NO.	TERM	DEFINITION	SOURCE
1	<b>Accident</b>	<p>An occurrence associated with the operation of an aircraft which, in the case of a manned aircraft, takes place between the time any person boards the aircraft with the intention of flight until such time as all such persons have disembarked, ..., in which:</p> <p>a) a person is fatally or seriously injured as a result of:</p> <ul style="list-style-type: none"> <li>— being in the aircraft, or</li> <li>— direct contact with any part of the aircraft, including parts which have become detached from the aircraft, or</li> <li>— direct exposure to jet blast,</li> </ul> <p>except when the injuries are from natural causes, self-inflicted or inflicted by other persons, or when the injuries are to stowaways hiding outside the areas normally available to the passengers and crew; or</p> <p>b) the aircraft sustains damage or structural failure which:</p> <ul style="list-style-type: none"> <li>— adversely affects the structural strength, performance or flight characteristics of the aircraft, and</li> <li>— would normally require major repair or replacement of the affected component, except for engine failure or damage, when the damage is limited to a single engine, (including its cowlings or accessories), to propellers, wing tips, antennas, probes, vanes, tires, brakes, wheels, fairings, panels, landing gear doors, windscreens, the aircraft skin (such as small dents or puncture holes), or for minor damages to main rotor blades, tail rotor blades, landing gear, and those resulting from hail or bird strike (including holes in the radome); or</li> </ul> <p>c) the aircraft is missing or is completely inaccessible.</p>	ICAO Annex 19
2	<b>Activation</b>	The formal initiation of emergency response actions, including the activation of the ERP and its components	IATA ERP Handbook
3	<b>Aeroplane</b>	A power-driven heavier-than-air aircraft, deriving its lift in flight chiefly from aerodynamic reactions on surfaces which remain fixed under given conditions of flight.	ICAO Annex 19
4	<b>Aircraft</b>	Any machine that can derive support in the atmosphere from the reactions of the air other than the reactions of the air against the earth's surface.	ICAO Annex 19
5	<b>Aircraft Accident Investigation Authority</b>	A government agency, body or commission that has the primary responsibility for the investigation of aircraft accidents, as per Annex 13.	Doc 9998
6	<b>Aircraft Tracking</b>	A process, established by the operator, that maintains and updates, at standardised intervals, a ground-based record of the four-dimensional position of individual aircraft in flight.	ICAO Annex 6
7	<b>Alerting</b>	The notification process used to inform relevant personnel or agencies of an abnormal or emergency condition.	ICAO Annex 11
8	<b>Command and Control</b>	The coordinated structure and authority responsible for managing, directing, and controlling emergency response activities.	IATA ERP Best Practices
9	<b>Crisis</b>	An inherently abnormal, unstable and complex situation that represents a threat to the strategic objectives, reputation or existence of an organization.	Kenyon
10	<b>Deactivation</b>	The formal termination of emergency response operations and transition to recovery or normal operation	IATA ERP Handbook
11	<b>Emergency</b>	A serious, unexpected, time-critical situation requiring immediate response	IATA ERP Best Practices

NO.	TERM	DEFINITION	SOURCE
12	<b>Emergency Phase / Response Phase</b>	The phase during which immediate actions are taken to mitigate the consequences of an emergency	ICAO ERP Guidance
13	<b>Emergency Response Plan (ERP)</b>	A written approach addressing the organizational structure, external/internal systems, responsible parties and their roles, communication procedures, safety, equipment, and actions to be taken in reacting to an occurrence, to ensure that there is an orderly and efficient transition from normal to emergency operations.	SM ICG
14	<b>Incident</b>	An occurrence other than an accident, associated with the operation of an aircraft, which affects or could affect the safety of operation. <i>Note. — The types of incidents which are of interest for safety-related studies include the incidents listed in Annex 13, Attachment C</i>	ICAO Annex 19
15	<b>Investigation</b>	A process conducted for the purpose of accident prevention which includes the gathering and analysis of information, the drawing of conclusions, including the determination of causes and, when appropriate, the making of safety recommendations.	ICAO Annex 13
16	<b>Next of Kin (NOK)</b>	Person's closest living blood relative or relatives.	Kenyon
17	<b>Occurrence</b>	An accident or incident or other undesired safety-related event.	SM ICG
18	<b>Family Assistance</b>	Support services provided to families of persons involved in an aviation accident.	Doc 9998
19	<b>Family Assistance Centre (FAC) / Crew Family Assistance Centre (CFAC)</b>	A facility established to provide support, information and assistance to family members of passengers or crew after an accident or major incident	Doc 9998
20	<b>GO Team</b>	A specialized rapid-deployment team assigned to respond at the incident site.	IATA ERP Handbook
21	<b>Investigation</b>	A process conducted for the purpose of accident prevention which includes the gathering and analysis of information, the drawing of conclusions, including the determination of causes and, when appropriate, the making of safety recommendations	ICAO Annex 13
22	<b>Providers of special assistance</b>	Entities having a role in providing special assistance to accident victims and their families, such as government departments and agencies of the State where the accident occurred; the air operator; the airport operators; third parties (such as nongovernmental aid agencies, commercial companies); and family associations	Doc 9998
23	<b>Recovery Phase</b>	The phase in which an organization transitions from emergency operations back to stable, normal operations	ICAO ERP Guidelines
24	<b>Safety Management System (SMS)</b>	A systematic approach to managing safety, including the necessary organizational structures, accountabilities, policies and procedures.	ICAO Annex 19
25	<b>Schedule</b>	Sequence of flights designed to meet operational requirements and effectively manage resources including crewmembers.	ICAO 9966
26	<b>Serious Incident</b>	An incident involving circumstances indicating that there was a high probability of an accident and associated with the operation of an aircraft which, in the case of a manned aircraft, takes place between the time any person boards the aircraft with the intention of flight until such time as all such persons have disembarked, <i>Note 1. — The difference between an accident and a serious incident lies only in the result.</i>	ICAO Annex 13

NO.	TERM	DEFINITION	SOURCE
27	<b>Serious Injury</b>	An injury which is sustained by a person in an accident and which: a) requires hospitalization for more than 48 hours, commencing within seven days from the date the injury was received; or b) results in a fracture of any bone (except simple fractures of fingers, toes or nose); or c) involves lacerations which cause severe haemorrhage, nerve, muscle or tendon damage; or d) involves injury to any internal organ; or e) involves second or third degree burns, or any burns affecting more than 5 per cent of the body surface; or f) involves verified exposure to infectious substances or injurious radiation.	ICAO Annex 19
28	<b>Service Provider</b>	An organization engaged in the delivery of aviation products or services. Preferred to synonym Product/Service Provider.	SM ICG
29	<b>Shift Work</b>	Any work pattern that requires crewmembers to be awake at a time in the circadian body clock cycle that they would normally be asleep. It is problematic because the circadian body clock is sensitive to light and tends to remain "locked on" to the day/night cycle rather than adapting to the work pattern. Shift work is usually associated with sleep restriction, together with a requirement to work during times in the circadian body clock cycle when performance and alertness are sub-optimal (for example, through the window of circadian low).	ICAO 9966
30	<b>State of Design</b>	The State having jurisdiction over the organization responsible for the type design.	ICAO Annex 13
31	<b>State of Manufacture</b>	The State having jurisdiction over the organization responsible for the final assembly of the aircraft.	ICAO Annex 13
32	<b>State of Occurrence</b>	The State in the territory of which an accident or incident occurs.	ICAO Annex 13
33	<b>State of Registry</b>	The State on whose register the aircraft is entered.	ICAO Annex 13
34	<b>State of the Operator</b>	The State in which the operator's principal place of business is located or, if there is no such place of business, the operator's permanent residence.	ICAO Annex 13
35	<b>Survivor</b>	A victim who is not fatally injured because of the aircraft accident.	Doc 9998
36	<b>Victim</b>	An occupant of the aircraft, or any person outside the aircraft, who is unintentionally directly involved in the aircraft accident. Victims may include the crew, revenue passengers, non-revenue passengers and third parties.	Doc 9998
37	<b>4D/15 Tracking</b>	The operator obtains four-dimensional (latitude, longitude, altitude, time) aircraft position information at 15-minute intervals or less.	ICAO Annex 6

## 0.7. Abbreviations:

NO.	ABBREVIATION	TERM
1	ADREP	Accident/incident Data Reporting (ICAO)
2	AIA	Accident Investigation Authority
3	AIB	Accident Investigation Board
4	AOC	Air Operators Certificate
5	BAAI	Bureau of Air Accident Investigation
6	C4	Command, Control, Co-ordination & Communication
7	CAA	Civil Aviation Authority
8	CC	Corporate Communication
9	CCC	Crisis Coordination Center
10	CD	Crisis Director
11	CDL	Crisis Document List
12	CEO	Chief Executive Officer
13	CFAC	Crew Family Assistance Center
14	CIT	Crisis Investigation Team
15	CIR	Corendon Investigation Report
16	CSAL	CMC Special Assistance Liaison
17	CSAT	Corendon Special Assistance Team
18	CIC	Corendon Investigation Committee
19	CMC	Crisis Management Centre
20	CMT	Crisis Management Team
21	CVR	Cockpit Voice Recorder
22	DGCA	Director General of Civil Aviation
23	Doc	Document
24	DVI	Disaster Victim Identification
25	EOD	End of Day
26	ERM	Emergency Response Manager
27	ERP	Emergency Response Plan
28	FAC	Family Assistance Center
29	FDR	Flight Data Recorder
30	FFRC	Family & Friends Reception Centre
31	GDPR	General Data Protection Regulation
32	HQ	Headquarter
33	IAW	In Accordance With
34	ICC	Incident Control Centre
35	IIC	Investigator in Charge
36	IMC	Incident Management Centre
37	LIP	Local Incident Plan
38	MOR	Mandatory Occurrence Report
39	NAA	National Aviation Authority
40	NOK	Next of Kin
41	PR	Public Relations
42	QAR	Quick Access Recorder
43	RUA	Reunion Area
44	RUC	Reunification Centre
45	SA	Special Assistance
46	SADO	Special Assistance Document Officer
47	SAR	Search and Rescue
48	SAT	Special Assistances Team

<b>49</b>	<b>SDR</b>	Special Drawing Right
<b>50</b>	<b>SERA</b>	Safety Event Reporting and Analysis
<b>51</b>	<b>SMM</b>	Safety Management Manual
<b>52</b>	<b>SRC</b>	Survivor Reception Centre
<b>53</b>	<b>TMCAD</b>	Transport Malta Civil Aviation Directorate
<b>54</b>	<b>WQAR</b>	Wireless Quick Access Recorder
<b>55</b>	<b>4D</b>	Four-dimension (latitude, longitude, altitude, time)

### 0.8. System of Amendment and Revision:

- This document has been prepared by the coordination of the departments of concern, reviewed by Compliance Monitoring Manager (OPS), approved by Accountable Manager.
- The page number, revision date and number are included in the header of each page.
- This document may be amended by two means;
  - ✓ By the directives from Accountable Manager and as a result of regulatory changes or,
  - ✓ By request/need of concerned parties, following the steps below:
    - Any plan user may propose an amendment to ERM by any means.
    - ERM prepares amendment draft.
    - Quality Department reviews the amendment draft and ensures that it is coordinated with all the departments to be affected due to the revision.
    - Amendment draft is presented to the Accountable Manager for approval.
- This document becomes effective after Accountable Manager approval.
- When an amendment is approved by Accountable Manager, Documentation Unit;
  - ✓ Replaces the digital copies of the document on both servers at Company Headquarters and Airport Facilities,
  - ✓ Publishes the current revision on the digital library,
  - ✓ Prints and distributes controlled copies of document to the addresses listed on Distribution List.
- Holders of the document are responsible to insert amended pages in the document and record it to the revision page as soon as practicable.
- Amendments must include the following information, if applicable:
  - ✓ Revision date and number
  - ✓ Numbers of the pages to be replaced with the new ones
  - ✓ Numbers of the pages to be removed
  - ✓ Numbers of the pages to be added

## 1. CRISIS MANAGEMENT POLICY:



# CORENDON AIRLINES EUROPE CRISIS MANAGEMENT POLICY

Corendon Airlines Europe is committed to set up and maintain An Emergency Response Plan to effectively deal with crisis situations which can be faced by the Airline. Crisis situations can take various forms such as accidents, serious IT system failures, and serious health occurrences.

Being effective and being prepared reduces the negative impacts of such occurrences including, at worst cases, saving lives in accidents and supporting / addressing grievances of survivors and next of kin.

The Company has entered into a Crisis Support Agreement with Corendon Airlines International to assist and provide man-power and technical assistance in crisis situations. CAI in turn has a support agreement with Kenyan for support, on and as required basis, with aircraft accidents. The Company has also recently introduced a crisis management app which immediately contacts all appointed ERP crisis support individuals notifying them of the prevailing crisis and through which Crisis Appointed Staff confirm their availability and time for them to reach their assigned crisis centres.

Corporate Commitments:-

- Be prepared for Crisis Management as per procedures documented in the ERP.
- Provide the necessary Human and Financial resources for the evaluation, setting up, and the training required to have the Company prepared to handle such situations.
- Appoint and equip staff for specific roles and responsibilities.
- Facilitate prompt contact with Crisis Appointed Staff once their immediate service is required.
- Equip crisis management centres with the required infrastructure, especially with respect to communication equipment. Having hot lines dedicated solely for crisis use.
- Provide regular training to appointed staff including regular joint exercises with CAI.
- Clearly set out a communication policy including communication procedures with the media.
- Communication to be such that business continuity and Company reputation are safe-guarded.
- Comply with regulatory and legal issues.
- Research and record possible support services including airports, hotels, security firms, handling agents and hospitals one may need at destinations the Company operates to.
- Provision for psychological support services to cover accidents.

  
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Accountable Manager

  
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## 2. GENERAL

### 2.1. Overview:

Safety is a primary responsibility and a core business function. However, experience has proven that an emergency can occur at any time, and it is vital that Corendon Airlines Europe responds to a crisis in a professional and considerate manner.

The aim of this Emergency Response Plan (ERP) is to ensure that our personnel are prepared for an event such as an aircraft accident or major incident and can react effectively when required. The ERP defines duties, responsibilities, instructions and guidance for Corendon Airlines Europe managers and other personnel in the event of an aircraft accident, incident, or other occurrence of a serious nature.

All Corendon Airlines Europe personnel should be familiar with the notification and communication procedures contained herein, and with the various checklists that are to be used for control purposes.

Main part of this ERP has been designed as a master crisis management manual and serves as a planning and training document for emergency response. On the other hand, appendices have been designed as a Quick Reference Handbook (QRH) and will be promptly used upon activation of CMC.

### 2.2. Confidentiality and Disclosure Notice:

This document is the property of Corendon Airlines Europe. It contains information that is valuable and confidential to Corendon Airlines Europe. Only authorized persons are allowed to gain access to this information and for disclosure of same.

### 2.3. Review and Revision of ERP:

ERP shall be reviewed at least once a year to ensure its accuracy, effectiveness, and compliance with ICAO, IATA, EASA and national regulatory requirements. All relevant personnel are responsible for reporting identified deficiencies or improvement needs immediately, without waiting for the periodic review cycle.

In addition to the annual review, the ERP shall also be reviewed whenever any of the following triggering conditions occur:

- ✓ Major incident, accident or serious safety event
- ✓ Significant organizational, operational, or structural changes
- ✓ Updates to ICAO Annexes, IATA guidelines, EASA regulations or SHGM/DGCA requirements
- ✓ Significant findings from internal or external audits
- ✓ Outcomes of full-scale or table-top emergency exercises
- ✓ Changes in Airport Local Incident Plans (LIPs)

#### 2.3.1. Means of Review:

- ✓ Meetings
- ✓ Training
- ✓ Exercises
- ✓ Audits

All means defined above are opportunities for reviewing the ERP. All participants are responsible to review their parts and prepare a proposal for amendment.

After evaluating the proposals for amendments, the revisions will be reflected to this plan by the ERM. The ERM is responsible for keeping the plan up to date.

### 2.3.2. ERP Meeting:

It will be held at least once a year. Accountable Manager chairs these meetings and Safety and Compliance Department serves as secretary.

Main subjects of these meetings are;

- ✓ to review ERP,
- ✓ to define deficiencies, lacking and outdated points,
- ✓ to evaluate current capability,
- ✓ to evaluate staffing,
- ✓ to review coordination procedures with third parties (Kenyon, PR Agency, Ground Handlers, etc.)

This agenda can be set according to the needs at the time. Emerging amendment needs will be processed and inserted into ERP by Safety and/or Compliance Department.

Safety and/or Compliance Department is the coordinating authority for all arrangements and preparations for these meetings.

Primary liaisons of CMC shall take part in ERP meetings. In their absence, secondary liaisons shall deputize for their position.

Each liaison is to pass information, which is shared in review meetings, with all related staff in his/her own department/unit. Meeting minutes will be shared with all stakeholders via "Meetings" module of SERA. Each stakeholder is to review meeting minutes and to take necessary action/s.

### 3. REGULATIONS:

Corendon Airlines Emergency Response Plan (ERP) is for central management and coordination means of all activities that is necessary to respond to a major aircraft accident or other operational event that results in fatalities, serious injuries, considerable damage and/or a significant disruption of operations.

This manual has been prepared in accordance with existing national and international legislation. It will be consulted to existing legislation listed below for issues not covered in this manual. SMS Department is responsible for following and making revision in the manual required by legislation.

#### 3.1. Governing Laws and Regulations for Investigations:

##### 3.1.1. International Civil Aviation Organization (ICAO):

###### 3.1.1.1. Annex 13- Aircraft Accident and Incident Investigation:

The purpose of this regulation is to organize all kinds of activities related to the reporting, declaring, investigation, examination, identification of results of accidents or incidents caused and faced by civil aircraft.

###### 3.1.1.2. Annex 9- Facilitation:

The purpose of this Annex is to establish international standards and recommended practices related to the facilitation of air transport, including the efficient management of passenger information, customs and immigration processes, and the handling of data required during an emergency. Annex 9 ensures that States maintain procedures enabling timely access to passenger and crew information, which is essential for crisis notification, Next of Kin (NOK) identification, and coordination with authorities following an accident or major incident.

###### 3.1.1.3. Doc 9973- Manual on Assistance to Aircraft Accident Victims and Their Families:

This manual provides operational guidance for organizing and delivering structured, timely, and compassionate assistance to aircraft accident victims and their families. It outlines recommended practices for information management, family support services, coordination with authorities, and integration of humanitarian assistance into the operator's emergency response framework.

###### 3.1.1.4. Doc 9998- Policy on Assistance to Aircraft Accident Victims and Their Families:

This material defines the fundamental principles and expectations for providing timely, coordinated, and compassionate assistance to aircraft accident victims and their families. It outlines requirements for notification, information management, psychosocial and humanitarian support, and multi-agency coordination, and serves as a primary reference for integrating family-assistance provisions into the operator's Emergency Response Plan (ERP).

### **3.1.2. European Aviation Safety Agency (EASA):**

#### **3.1.2.1. Regulation (EU) No 996/2010-Investigation and Prevention of Accidents and Incidents in Civil Aviation:**

This Regulation aims to improve aviation safety by ensuring a high level of efficiency, expediency, and quality of European civil aviation safety investigations, the sole objective of which is the prevention of future accidents and incidents without apportioning blame or liability, including through the establishment of a European Network of Civil Aviation Safety Investigation Authorities. It also provides rules concerning the timely availability of information relating to all persons and dangerous goods on board an aircraft involved in an accident. It also aims to improve assistance to the victims of air accidents and their relatives.

To allow passengers' relatives to obtain information quickly concerning the presence of their relatives on board an aircraft involved in an accident, Corendon airlines offers travellers the opportunity to give the name and contact details of a person to be contacted in the event of an accident. This information may be used by the airlines only in the event of an accident and shall not be communicated to third parties or used for commercial purposes.

#### **3.1.2.2. Regulation (EU) No 376/2014- Reporting, Analysis and Follow-Up of Occurrences in Civil Aviation**

This Regulation aims to improve aviation safety by ensuring that relevant safety information relating to civil aviation is reported, collected, stored, protected, exchanged, disseminated, and analysed.

### **3.1.3. International Air Transport Association (IATA):**

#### **3.1.3.1. Emergency Response Best Practices Handbook:**

This handbook provides industry best practice principles for establishing and managing an effective Emergency Response Program. It offers guidance on organizational structure, notification processes, crisis coordination, family assistance, communications, training, and continuous improvement. The material supports operators in aligning their ERP with international best practices and enhancing overall preparedness and response capability.

#### **3.1.3.2. Crisis Communication and Reputation Management in the Digital Age (2018):**

This guidance provides best-practice principles for managing crisis communication in modern digital environments. It outlines strategies for timely and accurate information delivery, social media management, stakeholder communication, and reputation protection during an aviation emergency. The material supports the operator in strengthening its communication framework and ensuring alignment with industry standards for transparent, coordinated, and effective crisis communication.

### 3.2. Local Incident Plans (LIPs):

Malta Airport is the main base for Corendon Airlines Europe, other bases include Rhodos, Heraklion, Tel Aviv, Hurghada, Cologne, Hannover, Munster, etc.. Most of Corendon Airlines Europe operation is performed at these airports. Corendon Airlines Europe is a partner of the "Malta Airport ERP" and is responsible for specific requirements of these plans. In this context, ERM is to build a bridge between these Local Incident Plans (LIPs) and Corendon practices.

In the event occurring outside the main base, action will be taken according to the relevant local authorities.

### 3.3. Agreements with Local Authorities:

CSAL (Cabin Crew Manager) is responsible for making necessary protocols with Corendon Hotels (listed in Table-1) which are planned to be used as a Special Assistance Center (FAC)/Crew Special Assistance Center (CFAC).

INCIDENT LOCATION	FAC		CFAC	
	FACILITY	ADDRESS	FACILITY	ADDRESS
Malta	Water's Edge Hotel	Summit Square Birzebbuga BBG 2310 MALTA	Water's Edge Hotel	Summit Square Birzebbuga BBG 2310 MALTA
Antalya	Grand Park Lara Hotel	Kemeragzı Tesisler Cad. No: 339 Lara- Aksu/ANTALYA	Grand Park Kemer Hotel	Çifteçeşmeler Mah. Atatürk Cad. No:195 Kemer/ Antalya

**Table 1: Corendon Hotel List**

In case of situations that may occur outside of the main bases, advice and guidance will be required from Kenyon or local contractor service providers.

Ground Ops Department is responsible for making necessary protocols/contracts with ground handling companies for temporary local staffing and support in case of crisis.

### 3.4. Contact Information of Local Facilities:

Please refer to Appendix-4: Emergency Contact List, which has been prepared as a quick reference. Latest information of local handling companies can be reached by "Aerodrome" module of SERA.

#### 4. SCOPE:

##### 4.1. Definition of Crisis:

Crisis is an inherently abnormal, unstable, and complex situation that represents a threat to the strategic objectives, reputation, or existence of an organization.

It is sure that there is no strict criteria to define the crisis. And each case must be considered within its own circumstances.

The following table can be used to make quick decisions in the initial stage. After the CMC gathered, it is possible to assess the situation and to take a new position.

NO	SNAP DECISOIN POINTS	YES	NO
1	Can occurrence be managed with current organization?		
2	Can occurrence be overcome with current capabilities?		
3	Can problem be solved with daily routine practices?		

**Table 2: Snap Decision Points**

If “no” response is given to any of these questions, the circumstances strongly suggest a possible crisis.

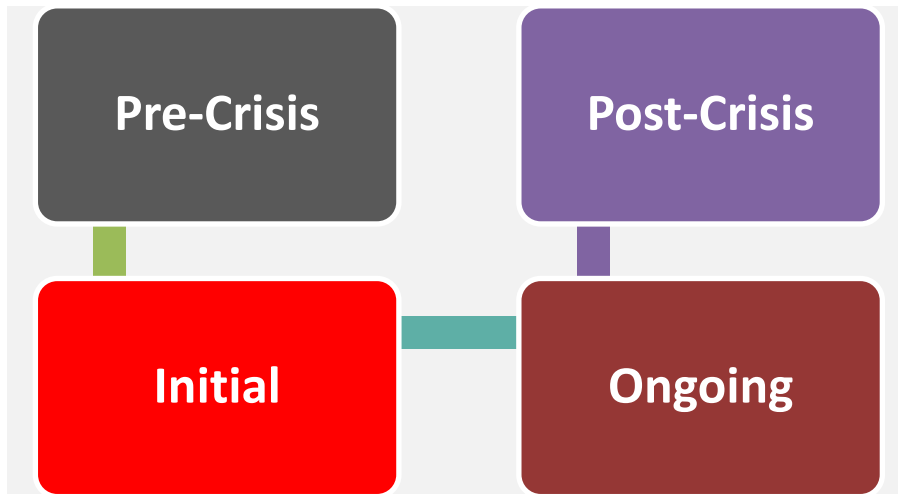
Typical crisis examples are:

- ✓ Catastrophic Aircraft Accident
- ✓ Highest Level Security Type Crisis
  - Real Bomb Threats and Explosions
  - Hijack
  - Sabotage
  - Terrorist Attacks
- ✓ Severe Disruption to Airline Operations
  - Natural Disasters
  - Severe Unrest
- ✓ Significant reputational or media crisis
- ✓ Severe Public Health Crisis
- ✓ Severe Ground Incidents
- ✓ Loss of automated tracking capability for any reason (Missed 4D/15 position report)

Refer to “SMM ACCIDENT-INCIDENT LIST” for generic detailed occurrence list, which can be used as a reference. It should be kept in mind that the crisis scenario is endless and this list can’t cover all possible crisis situations.

A crisis may require activation of part or all components of the Emergency Response Plan depending on scale and impact.

## 4.2. Phasing of Crisis:



### 4.2.1. Pre-Crisis Phase:

The pre-crisis phase is the most critical stage in successful crisis management. The development of a functional and effective Emergency Action Plan is only possible during this phase. All relevant personnel must understand their responsibilities and be familiar with the processes.

Familiarity with the plan should also be reinforced through training and drills. Department managers are responsible for completing the necessary preparations by conducting a task analysis.

### 4.2.2. Initial Phase:

The initial phase, characterised primarily by uncertainty and chaos, is the transition from normal operations to crisis management.

The ability to make and implement quick and accurate decisions in this phase is the result of preparations made during the pre-crisis stage. As soon as the crisis begins, relevant personnel will be notified via call plans and called to duty.

They are expected to prepare as quickly as possible, take up their positions and implement the requirements of the crisis action checklist. This phase is crucial for protecting brand value.

### 4.2.3. Ongoing Phase:

The ongoing phase is a relatively calm and stable period. Data collection should begin during this phase at the latest. Make sure that all the necessary measures have been taken to mitigate the effects of the crisis.

### 4.2.4. Post Incident Phase:

CMC will announce to the company that the crisis management has been terminated and normal operation has returned.

Two areas require consideration in the post-crisis phase. Firstly, the success of the crisis management response must be evaluated. This involves assessing the effectiveness of

the emergency action plan and the performance of crisis centres, as well as the processes themselves. Lessons learned should be reflected in future practices.

Secondly, the event that caused the crisis must be evaluated. This requires a root cause analysis to be conducted and preventive measures to be decided upon based on the lessons learned.

#### **4.2.5. Structure of ERP Manual**

ERP manual defines all organization, procedures and processes related to emergency issues. So, it's basic regulatory document regarding crisis management in Corendon Airlines Europe.

## 5. CORENDON CRISIS ORGANIZATION:

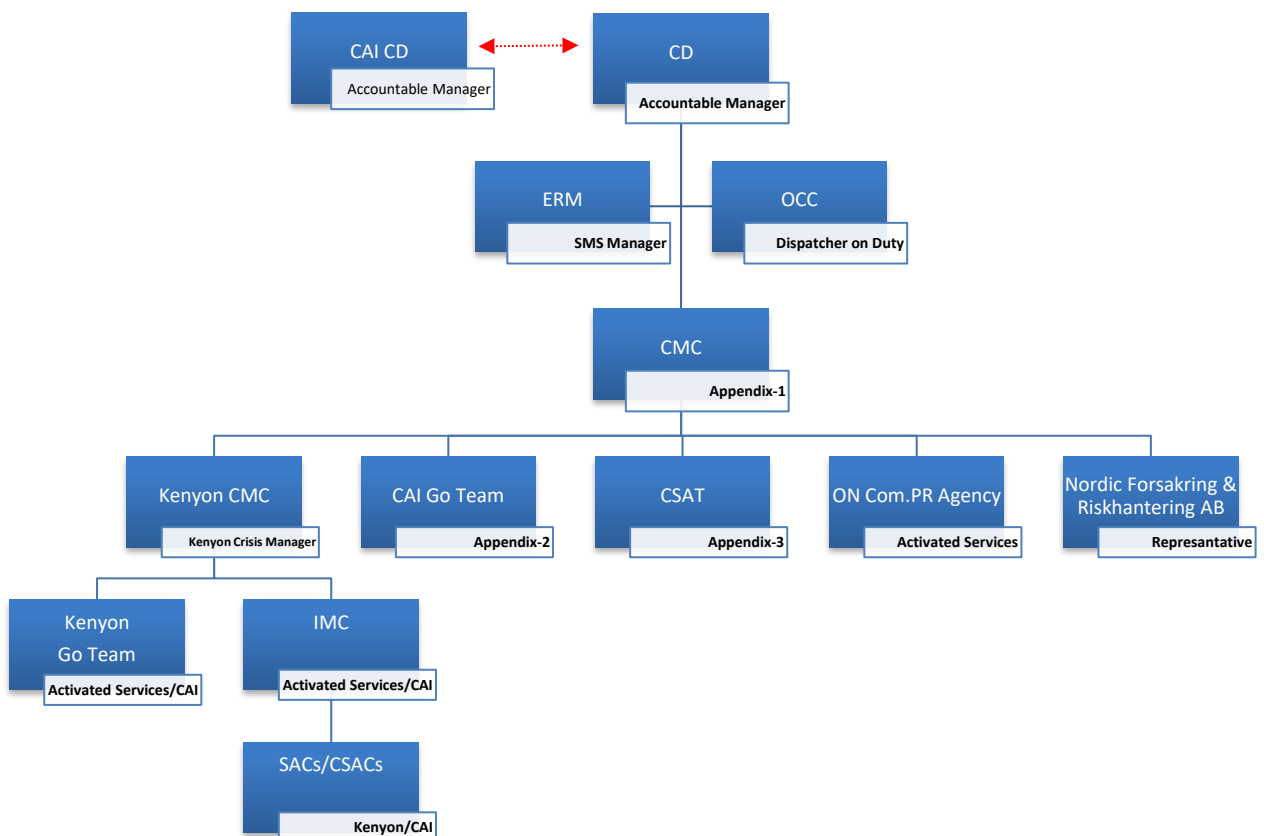
### 5.1. Managerial Structure of Crisis:

Crisis management organization and generic chain of command -given in Figure 1- is a temporary structure that will be founded upon need. The constitution and the termination of the organization is under the responsibility of CD.

When Corendon Airlines Europe experiences any crisis, full support will be provided by Corendon Airlines. In such a case, the crisis management center of both companies will be active, and the decisions will be taken in coordination.

Although the composition of personnel is stated in the beginning of this plan, depending on the nature of the crisis, it is possible to make changes. In this context, as the responsibility can be given to personnel not mentioned in the plan, given responsibility can be cancelled as well. Personnel changes in the organization can only be made with the approval of the CD.

While staff assigned in crisis, try to manage the crisis, to ensure that the daily operations is least affected by the crisis, the other staff's priority is the safety of daily operations and maintain its sustainability and to prevent the addition of a new crisis to crisis.



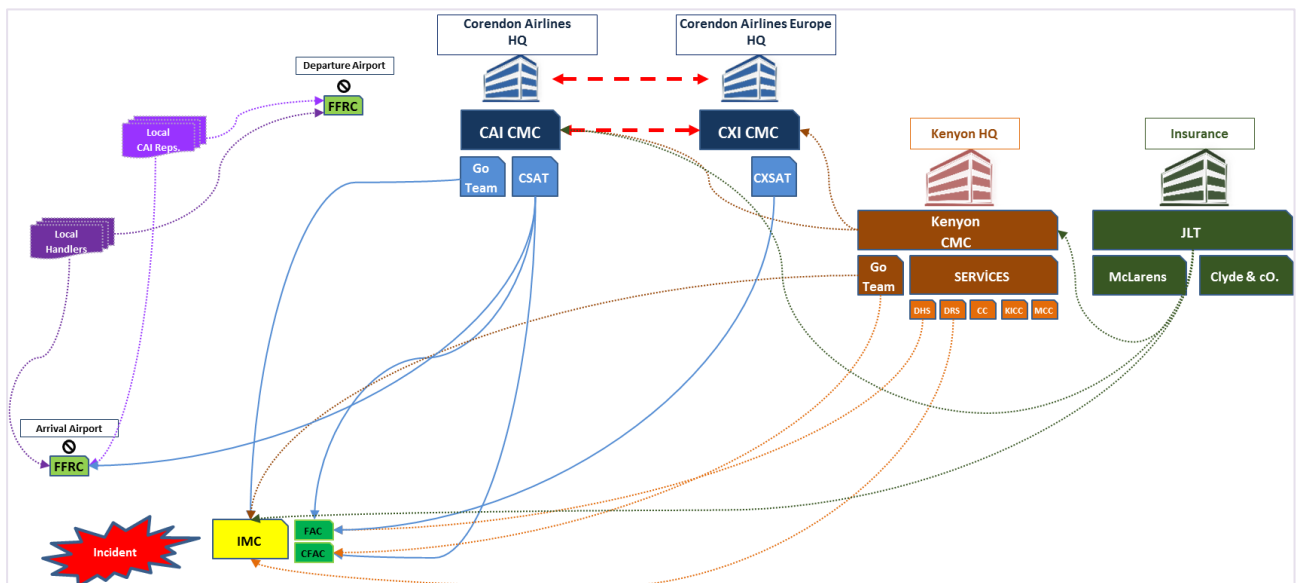
**Figure 3: Chain of Command**

Since the duration of the crisis is not certain, 12-hour shift system will be performed from the beginning. The first called CMC staff constitutes the first shift and the other personnel, who were determined for each shift position, constitutes the second shift group. In case of absence, appropriate staff from relevant departments will be assigned by related department directors/managers as soon as possible. Refer to Appendix-1 for CMC Members.

## 5.2. Centers Established for Crisis Management:

Centers, which will be established for emergency response, and generic deployment plan is given in Figure-2. Locations of sub-centers (IMC, FFRCs, FACs/CFACs, etc.) will be dictated by incident spot.

Continuity in staffing of all these centers are very crucial. In the initial phase, callout plans will be executed and all related staff to be called to duty. During the ongoing process, replacement should be handled from one center to avoid chaos. HR Liaison will be responsible for that. Each liaison/department director/manager will be responsible for passing all related information about staffing (current shift, coming shift, replacement options, backup plans, etc.) to the HR Liaison immediately. HR Liaison is to prepare and disseminate replacement rosters for cmt in the light of attained information. Rosters are to be delivered to all relevant parties via all possible means (e-mail, sms, phone, fax, etc.)



**Figure 4: Generic Deployment Plan**

The Crisis Management Center (CMC) shall be established and operated at the relevant company's headquarters by the representatives defined in the ERP. The CMC is responsible for managing the crisis at the strategic level.

The Incident Management Center (IMC) shall be established and operated by Go Team members to manage the incident at or near the scene at the tactical level. The pre-duty assembly area for IMC personnel is the second floor of the Corendon Headquarters building, unless otherwise directed based on operational requirements.

The Family and Friends Reception Center (FFRC) and the Family Assistance Center / Crew Family Assistance Center (FAC/CFAC) shall be established and operated by members of the Corendon Special Assistance Team (CSAT) to provide support to victims and their families. The pre-duty assembly area for these personnel is the second floor of the Corendon Headquarters building, unless alternative arrangements are required due to the nature or location of the incident.

Continuity in staffing of all these centres is very crucial. In the initial phase, callout plans will be executed and all related staff will be called to duty. Following the initial callout, personnel assigned to crisis management duties shall proceed to their designated staff meeting points, as defined in Figure 4.

During the ongoing process, personnel replacement shall be handled from a single coordination point to avoid disruption. The HR Liaison will be responsible for this process. Each liaison, department director, or manager shall immediately pass all relevant staffing information (current shift, upcoming shift, replacement options, backup plans, etc.) to the HR Liaison. Based on the information received, the HR Liaison shall prepare and disseminate replacement rosters for the Crisis Management Team (CMT).

Rosters shall be delivered to all relevant parties via all available means (e-mail, sms, phone, fax, etc.)

CENTER	STAFF		MEETING POINT	
	CAI	CXI	CAI	CXI
<b>CMC</b>	CAI_CMC	CXI_CMC	CAI HQ 4 <sup>th</sup> Floor	CXI HQ
<b>IMC</b>	GoTeam		CAI HQ 2 <sup>nd</sup> Floor	
<b>FFRC</b>	CSAT, GOP, Local Reps		CAI HQ 2 <sup>nd</sup> Floor	
<b>FAC/CFAC</b>	CSAT		CAI HQ 2 <sup>nd</sup> Floor	
<b>SER</b>	Service Center Agents		CAI Service Center	

### 5.2.1. Operation Control Center (OCC):

Normally, OCC is a standing center founded to follow-up ongoing operation rather than crisis management. However, it will serve as “Crisis Coordination Center-CCC” from the moment of the crisis until CMC takes over the command and control. It is typically taking around 30 to 60 minutes in a ‘best case’ scenario to quite a few hours or possibly more in a worst-case scenario.

When the first information concerning the crisis reaches the OCC, -after confirming the accuracy of the information- dispatcher on duty informs CD (in absence of him CFO) and ERM respectively. In accordance with instructions received from the CD, CMC (Appendix-1), Go Team (Appendix-2), Callout Plans will be implemented.

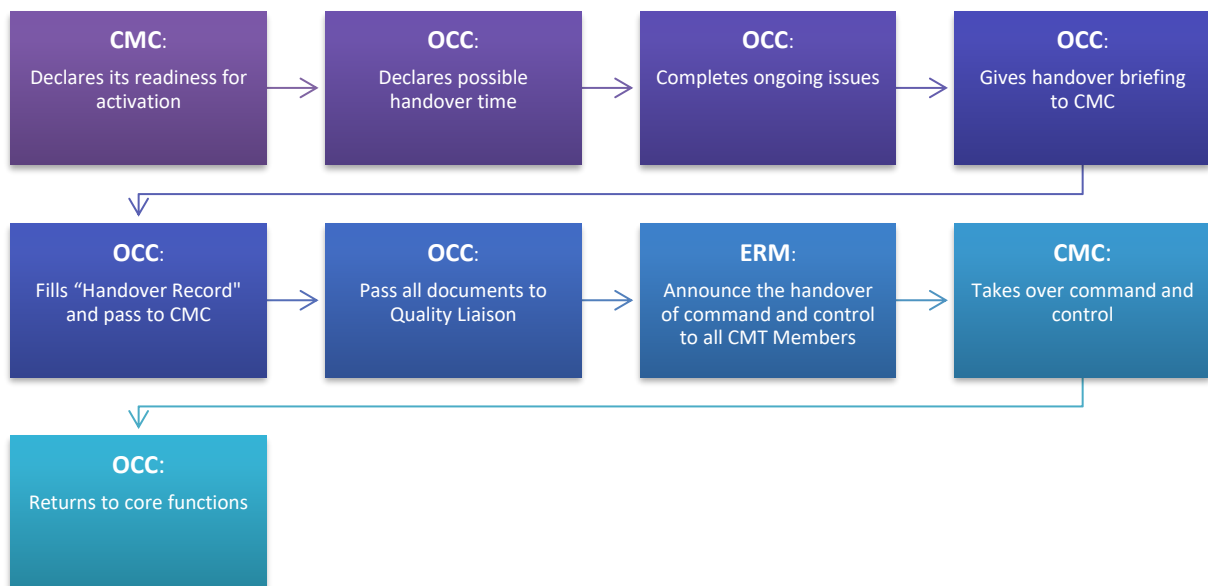
Since, reaction time is very important in the beginning of the crisis, OCC should be well organized and manage the time correctly by distribution of tasks until the CMC is established. OCC Manager is responsible for training the staff and providing the readiness of them.

During the initial crisis intervention, possible new accidents/crises should be avoided by paying attention to ongoing operations. In addition, after the CMC is established and transition period is completed, OCC should return to its core functions.

It is necessary to record all developments/decisions/transfections carried out in this period according to the format of “Action Log” given in Appendix-33 and this information should be transferred to the CMC as soon as it is activated.

### 5.2.1.1. Handover Process:

Handover of command control should be carried out streamlined. Otherwise, loss of information, lack of authority may prevent effective crisis management at that stage. Steps to be followed are defined in Figure-3.



**Figure 5: Handover Flow**

For the action checklist that need to be followed by OCC staff please refer to Appendix 6.

## 5.2.2. Crisis Management Center (CMC):

### 5.2.2.1. General:

The CMC is the heart of all Command, Control, Co-ordination & Communication (C4) operations in the Corendon HQ’s response to a major aircraft related emergency or similar severity crisis. The Decision to start and end the crisis is under the authority of CMC.

Detailed structure of CMC is given in Figure-3. It is aimed that all functions for crisis have been covered in this center. The CMC is headed by a “Crisis Director-CD” and operated by dedicated personnel.

Please refer to Appendix-1 for CMC Members. Personnel composition may be reviewed and revised after activation of CMC according to the nature of crisis.

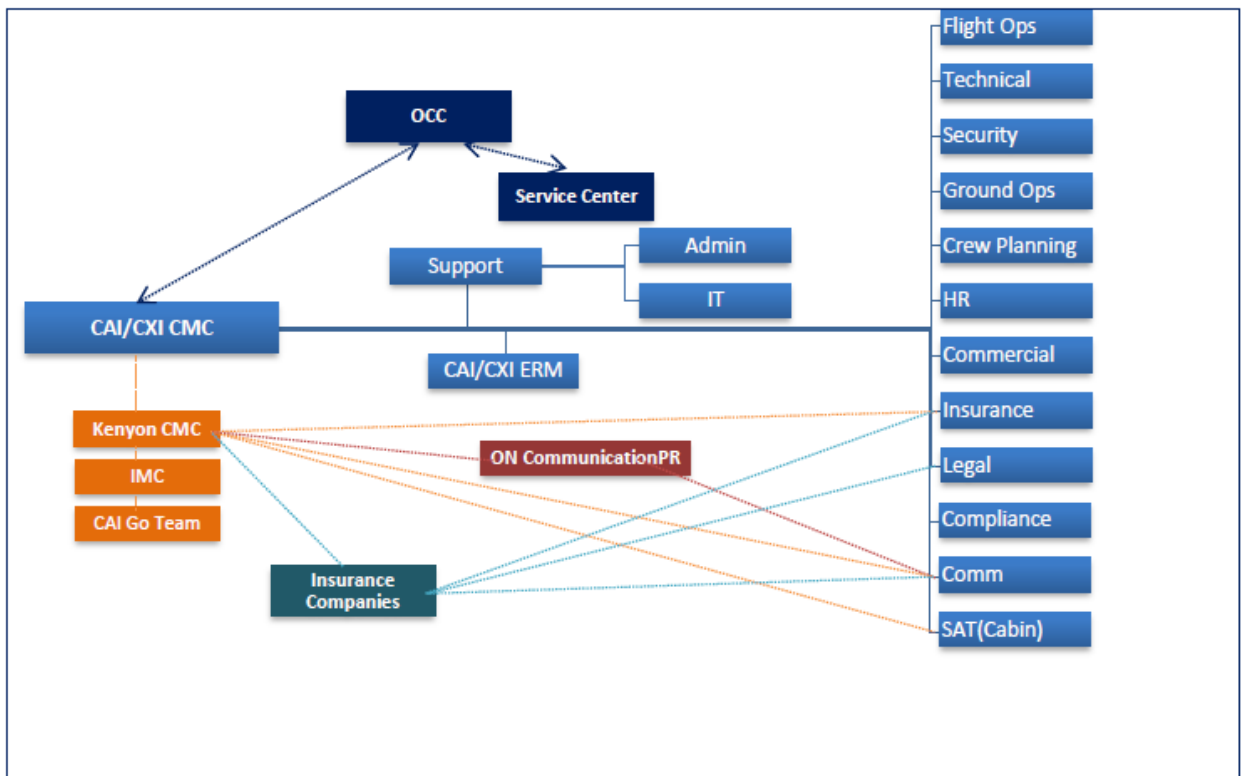
All other centers -including IMCs, FACs/CFACs, FFRCs, which might be activated worldwide during crisis-, are subordinate to the CMC. Final decision authority belongs to the CMC in all emergency response activities.

CMC and vicinity should be secured and isolated from distracting staff members and possible visitors by Admin and/or Security Manager immediately.

From the moment, CMC starts activities until its operation stops, all events/developments are to be recorded in format of “Action Log” given in Appendix-33.

The collecting, recording, and securing of all documents are the responsibility of Quality Liaison in CMC.

Generic structure is illustrated in Figure-4. Crew composition will be dictated by the nature of crisis.



**Figure 6: Structure of CMC**

### 5.2.2.2. Facility:

Board room in Corendon Airlines Europe HQ will be used as CMC unless another directive is given. This may change according to occurrence.

The training room in Airport Building (Antalya) will be used as alternate CMC.

Physical status of the CXI office plans are given in Figure-5. Refer to Appendix-31 for the need of fixtures (inventory) and supplies. This needs to be kept ready in the CMC determined by the Admin and IT Departments by providing pre-crisis period. After being called to open CMC, the support team is responsible for preparing the CMC for the crisis operation as soon as possible.

Responsible staff of Admin and IT Departments shall control the availability and functionality of required support items listed in CMC Facility Checklist (Appendix 31) and infrastructure issues of CMC and sign the checklist put in CMC at the end of each quarter. This undersigned control checklist will be checked regularly and archived by SMS Department.

A copy of this ERP and Kenyon Service Activation Manuals will be made available in the CMC by the SMS Department.

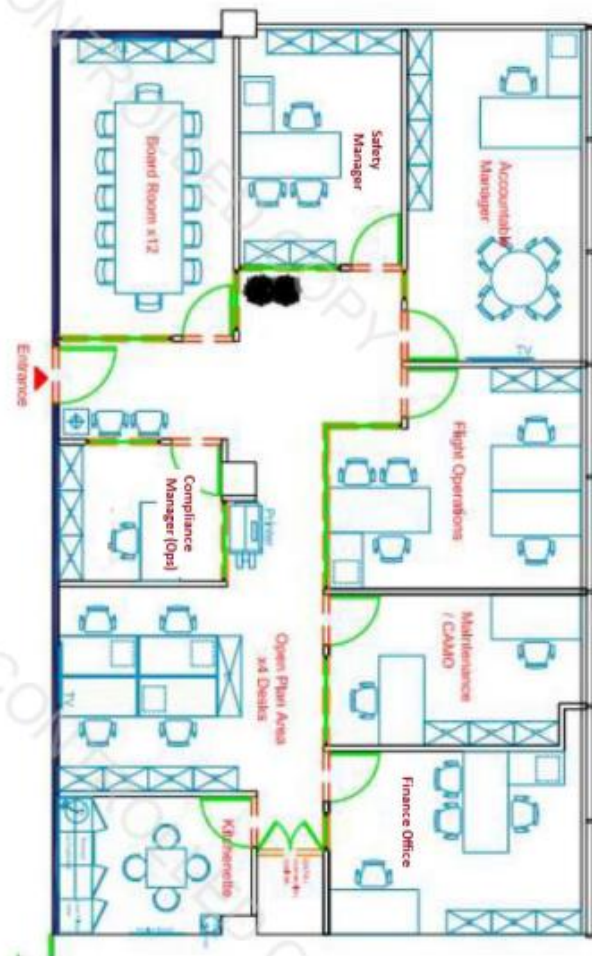


Figure 7: CMC Layout

### 5.2.2.3. Activation of CMC:

As IT and Admin support team receives call, it provides necessary facilities to activate the CMC. For IT and logistic needs refer to Appendix-31.

“Admin Support Team” supplies all facilities and supplies necessary for the CMC and keeps them ready in CMC as soon as possible. In addition, it is responsible for ensuring the needs of “Go Team” and “SAT” activation. For this reason, it participates in the first meeting to be held by Go Team Director and attains list of the needs.

Admin and/or Security Manager ensures the security of the entire building and CMC, as soon as possible. He/she controls access and prevents the entry of unauthorized persons to the CMC.

Called representatives are to proceed to the CMC by taking laptop/tablet PC (if any) and crisis folders containing their preparations.

When the working majority is reached, (it is on CD discretion) CMC takes over the management of crisis from OCC according to the “Handover Process”.

### 5.2.3. Incident Management Center (IMC):

IMC is the management center established in the incident area. It works under the command of CMC. The IMC runs the incident while the CMC is running the company and providing support to the IMC. The CMC runs the operation until the IMC staff are on the ground.

The IMC is built up and operated by the team (Kenyon or Corendon), which arrives first to the incident site initially. Final responsibility for operating IMC belongs to Corendon. Corendon Go Team is to work within the IMC and to fulfill consulting, controlling and coordination functions.

- ✓ In case of events occurring at Antalya Airport, unless stated otherwise, the Airport Building Training Room (2nd floor) will be used as the IMC. In coordination with the CMC, Corendon Go Team activates and control IMC. Kenyon team will be responsible for the Corendon Go Team.
- ✓ In case of event occurring at the Amsterdam airport, Corendon Dutch Airlines facilities - specified in the protocols- will be used as the IMC. In coordination with CMC, Corendon Dutch representative activates and controls IMC until Kenyon/Corendon team arrives.
- ✓ In case of event, occurring outside the main bases, Kenyon and/or local contractor service providers will be used as IMC. Once the Corendon Go Team arrives to IMC, take over command and control of IMC.

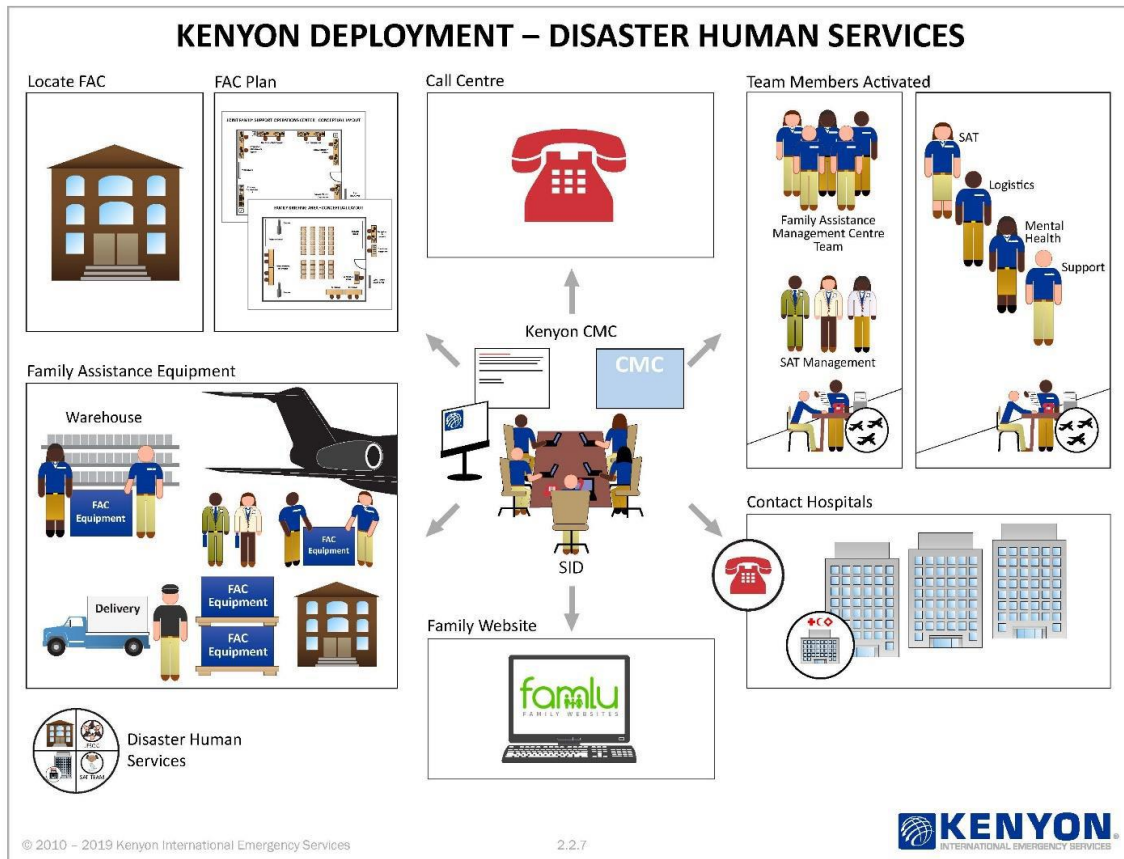
### 5.2.4. Crew/Family Assistance Center (FAC)/ (CFAC):

A FAC/CFAC is a facility that is established as the result of a mass casualty/fatality incident, wherein a significant number of victims and/or family members are expected to request assistance (medical, communication, accommodation, transportation, information, food, etc.). Its purpose is an organized, calm, professional, and coordinated method of assistance delivery in a safe and secure environment following an incident or accident.

The size and scope of a crisis influence the types of special assistance needed, as well as the amount of financial, personnel and equipment resources needed to provide adequate and

sufficient assistance. The scale of the special assistance response is directly related to the number of people affected.

FAC/CFAC will be established and operated inherently by Corendon. Deployment plan of Kenyon is shown in Figure-6. The size and duration are at Corendon’s discretion.



**Figure 8: Kenyon Deployment Plan**

The Special Assistance Team (SAT) of Corendon is responsible for establishing and operating FAC/ CFAC.

Refer Section 3 for Corendon Hotels, which are to be signed protocol in pre-crisis stage by CSAL.

### 5.2.5. Family & Friends Reception Centers (FFRC):

They will be built up both in departure and arrival airports or nearest airport to incident site. The purposes of these centers are;

- ✓ to provide initial assistance to victims and/or NOKs,
- ✓ to register them according to “Passenger Registration Form (Appendix-45)”,
- ✓ to transport to FAC/CFAC (when built up).

Staffing of these centers is under the responsibility of Ground Ops and Cabin Crew Department. In Antalya Ground Ops Liaison and FAC members activate the FFRC. In other airports, staff of contracted ground handling companies activate FFRC until the Kenyon built up FAC/CFAC.

Ground Ops department is to make protocol with relevant ground handlers for staffing issues for FFRCs, which will built up out of main base.

They have temporary functions in crisis management, and they will be deactivated after finishing their missions in coordination with CMC. Senior staff assigned to FFRC is to report to CMC about ceasing the operation and pass all document to both CMC and FAC/CFAC after deactivation of center.

### **5.2.6. Interaction between Corendon Airlines Europe and Corendon Airlines ERP:**

When Corendon Airlines Europe experiences any crisis, Corendon Airlines will provide full support for crisis management.

At the beginning of the crisis, the CEO and ERM of both companies will be informed and coordinated decisions will be taken. The Crisis Management Center will be opened in both companies. After this phase, decisions will be made by Corendon Airlines to shorten the reaction time, and Corendon Airlines Europe will be notified of the continual improvement through the crisis management center.

### **5.2.7. Coordination Cell for Wet Lease Operation (if necessary) and Other Parties:**

Any crisis in wet lease bases will be informed to OCC immediately by staff, who have the information. If there is an assigned wet lease coordinator, it will serve as a bridge between the two sides. OCC and CMC are constantly informed. If no coordinator is appointed, the most senior personnel or the person to whom the assignment is assigned shall fulfill this responsibility.

## 6. ROLES AND RESPONSIBILITIES:

### 6.1. Crisis Management Team (CMT):

CMT is a collective term used to include all of the Corendon Airlines' emergency response teams worldwide (CMC, IMC, FFRC, FAC/CFAC, Go Team, Crisis Support Units, Crisis Communications Team, Emergency Call Centre, directly or indirectly involved Station(s)/Destination Airport(s), etc.).

The term is also meant to include all other parts of the Corendon and appropriate representatives of the Corendon such as Station Ground Handling Agents/Supervisory Agents/Airline Representatives in general-together with and any contracted third parties providing emergency/crisis response services to the Corendon.

All members of CMT are;

- ✓ to make all the preparations before the crisis,
- ✓ to review ERP,
- ✓ to do crisis duties as soon as receive call,
- ✓ to ensure safety of the ongoing operation,
- ✓ to comply directives of CMC,
- ✓ to inform CMC frequently,
- ✓ to coordinate all issues with CMC and take an approval.

### 6.2. OCC:

OCC serves as a Crisis Coordination Center (CCC) in initial stage of crisis. Principal tasks are;

- ✓ to start emergency procedure if there is a missed 4D/15 position report issue which is detailed in OCC Procedure Chapter-13-Aircraft Tracking.
- ✓ to manage all communication among the related parties (CD, ERM, Procat, authorities, etc.)
- ✓ to carry out call out plans,
- ✓ to fill action log,
- ✓ to collect all relevant data/document and secure them,
- ✓ to make hand over briefing to CMC,
- ✓ to send all collected document Quality Liaison which is detailed in Appendix-5-Crisis Document List,
- ✓ to ensure safe continuation of rest of the operation.

Refer to Appendix-6 for OCC Action Checklist.

### 6.3. CMC Liaisons:

#### 6.3.1. Crisis Director (CD):

Accountable Manager (in absence of him CFO) serves as Crisis Director (CD). He is responsible for overall Command, Control, Co-ordination and Communication (C4) functions for crisis management in close coordination with CD of Corendon Airlines (likewise Corendon Airlines Europe Managers with their counterparts at Corendon Airlines)

Most critical role of CD in the beginning of crisis is that he must take a series of decisions in a short while without having enough time to consult the issue.

First thing to consider is to decide whether the “CMC”, “Go Team” “CSAT” and “Kenyon” will be activated or not. Second important thing is to communicate with government, media and families of victim in this phase of crisis.

The Accountable Manager may not be a permanent member of the CMC.

Refer to Appendix-7 for CD Action Checklist.

Refer to Appendix-51 for Critical Items List (CIL).

### **6.3.2. Emergency Response Manager (ERM):**

SMS Manager/dedicated Assistant SMS Manager serves as an ERM. Principal tasks are;

- ✓ to manage the CMC,
- ✓ to coordinate all actions of the CMC and lead all briefings,
- ✓ to ensure that the center runs smoothly and all functional teams are working together,
- ✓ to serve as liaison to the company investigation team,
- ✓ to advise the CMC on any immediate safety issues that may arise,
- ✓ to advise CMT on updates from the CMC,
- ✓ to inform and make essential correspondence with authorities,
- ✓ to call relevant staff for duty,
- ✓ to coordinate with Kenyon.

Refer to Appendix-8 for ERM Action Checklist.

### **6.3.3. Flight Operation Liaison:**

Flight Ops Manager/Chief Pilot serves as Flight Operation Liaison in CMC. Principal tasks are;

- ✓ to provide consultancy service to CMC about operational aspect of occurrence,
- ✓ to advise CMC for any additional irregular operations or changes to operations based on the loss,
- ✓ to advise flight or operations control on any decision or updates from the CMC,
- ✓ to bring up all issues regarding flight operation,
- ✓ to call relevant staff for duty,
- ✓ to send all collected document Quality Liaison which is detailed in Appendix-5-Crisis Document List,
- ✓ to develop alternative plans to lessen the effects of occurrence.

Refer to Appendix-9 for Flight Ops Liaison Action Checklist.

### **6.3.4. Technical Liaison:**

CAMO Manager/Engineering Manager serves as Technical Liaison in CMC. Principal tasks are;

- ✓ to provide technical advice to CMC,
- ✓ to preserve technical evidence,
- ✓ to liaise with manufacturers,
- ✓ to call relevant staff for duty,
- ✓ to send all collected document Quality Liaison which is detailed in Appendix-5-Crisis Document List,
- ✓ to inform owner of aircraft,

Refer to Appendix-10 for Technical Liaison Action Checklist.

### 6.3.5. Security Liaison:

Security Manager/Station Manager serves as Security Liaison in CMC. Principal tasks are;

- ✓ to make all necessary preparations and arrangements for security,
- ✓ to make protocols with relevant parties,
- ✓ to ensure that all related facilities of Corendon are secured:
  - Centers (CMC, FFRCs, FACs, etc.)
  - Buildings (HQ, etc.), Check-in Counters, Sales Offices, Station Offices etc.
- ✓ to advise the CMC on any immediate security issues that may arise,
- ✓ to call relevant staff for duty,
- ✓ to liaise and advise the investigation team in case of doubt about security related occurrences,

Refer to Appendix-11 for Security Action Checklist.

### 6.3.6. CC&PR Liaison:

Refer to Section-12(Corporate Communication Public Relations) for detailed information about CC&PR.

Refer to Appendix-12 for CC&PR Action Checklist.

### 6.3.7. Corendon Special Assistance Liaison (CSAL):

Refer to Section-13 (Special Assistance), for detailed information.

Refer to Appendix-13 for CSAL Action Checklist.

### 6.3.8. Ground Operations Liaison:

Ground Ops Manager/Station Manager serves as Ground Operations Liaison in CMC. Principal tasks are;

- ✓ to call relevant staff for duty,
- ✓ to make necessary protocols with handling agents about extra staffing in crisis conditions. These staff act on behalf of Corendon in the beginning of crisis in their own airports. They guide NOKs of victims to the FFRC and tackle the problems of them until Kenyon/Corendon staff arrive.

- ✓ To allocate FFRC in the events occurring in Antalya, direct relatives of passengers to these centers, response for passengers' need (food and beverages, communication, etc.) or pass them to CMC.
- ✓ to ensure the clear flow of relevant information to and from all stations and keep the CMC informed of the situation in the different stations.
- ✓ to instruct the stations directly involved in the emergency to lock passenger information in the reservations systems of both the operating and marketing carriers, call centers and, in the case of code sharing, to secure copies of appropriate passenger manifests.
- ✓ to send all collected document Quality Liaison which is detailed in Appendix-5-Crisis Document List,
- ✓ To prepare "Accident/incident notification form (Appendix-50)" including Passenger List and send to ERM. In absence of ERM or in case of delay he/she is to send this form to e-mail addresses (charles.pace@transport.gov.mt) and ([aviationsafety.tm@transport.gov.mt](mailto:aviationsafety.tm@transport.gov.mt)) of TM-CAD no later than one (1) hour.

Refer to Appendix-14 for Ground Ops Liaison Action Checklist.

### 6.3.9. Human Resources (HR) Liaison:

Chief HR Officer/Asst. HR Manager serves as HR Liaison in CMC. Principal tasks are;

- ✓ to call relevant staff for duty,
- ✓ to manage the care of the any employees who are directly affected,
- ✓ to inform company staff,
- ✓ to offer advice on morale and welfare of company employees,
- ✓ to collect data about current and coming shifts,
- ✓ to prepare and disseminate "Replacement Rosters" for cmt (CMC, Go Team, CSAT, other staff) as long as crisis management procedures are in place,
- ✓ to develop strategies to lessen the effects of occurrence in scope of staffing.

Refer to Appendix-15 for HR Action Checklist.

### 6.3.10. Compliance Monitoring Liaison:

CXI Compliance Monitoring Manager in coordination with Quality Manager/Asst. Quality Manager serves as Quality Liaison in CMC. Principal tasks are;

- ✓ to call relevant staff for duty,
- ✓ to collect crisis related documents given in Appendix-5 and secure them,
- ✓ to monitor all crisis actions comply with regulations,
- ✓ to assist ERM in scope of correspondence,
- ✓ to support Go Team in terms of documentation.

Refer to Appendix-16 for Quality Action Checklist.

### 6.3.11. Finance/Insurance Liaison:

The finance department is responsible for all financial matters relating to the incident and should establish a cost to allocate to the event. Assigned Finance Specialist/Euro Contract Manager serves as Insurance Liaison in CMC. Principal tasks are;

- ✓ to organize immediate financial assistance and issue dedicated budget,
- ✓ to assist Contract / Insurance in supporting all contracted service activations and any special accounts,
- ✓ to support the Go Team preparations which may require cash funding or other credit facilities,
- ✓ to support the Family Assistance Centre,
- ✓ to provide cash advances for passengers and/or their next of kin – in accordance with Insurance protocol.
- ✓ to enable any required cash advances for Head Office and Go Team
- ✓ to notify insurance broker,
- ✓ to work with brokers and insurers to ensure timely reimbursement,
- ✓ to build a contact between Kenyon and broker,
- ✓ to observe Kenyon operation in terms of expenses details,
- ✓ to send all collected document Quality Liaison which is detailed in Appendix-5-Crisis Document List,

Refer to Appendix-17 for Insurance Action Checklist.

### 6.3.12. Crew Planning Liaison:

Crew Planning Manager/Officer serves as Crew Planning Liaison in CMC. Principal tasks are;

- ✓ to develop a new strategy/plan for crew planning according to emerging situation,
- ✓ to advise CMC about scheduling and staffing,
- ✓ to call relevant staff for duty,
- ✓ to participate in the coordination meeting for “Go Team” and “SAT” and respond emerging needs of them (travel, accommodation, etc.) as soon as possible.
- ✓ to send all collected document Quality Liaison which is detailed in Appendix-5-Crisis Document List,

Refer to Appendix-18 for Crew Planning Action Checklist.

### 6.3.13. Commercial Liaison:

Chief Commercial Officer/Planning Specialist serves as Commercial Liaison in CMC. Principal tasks are;

- ✓ to call relevant staff for duty,
- ✓ to develop a new strategy/plan for scheduling according to emerging situation,
- ✓ to advise CMC about scheduling and destinations,
- ✓ to coordinate privileges will be provided to NOKs.

Refer to Appendix-19 for Commercial Action Checklist.

#### **6.3.14. Customer Care Liaison:**

Senior Service Centre Manager /Customer Care Officer serves as Customer Care Liaison in CMC. Principal tasks are;

- ✓ to follow customer complaint closely,
- ✓ to respond complaints, which results from crisis, immediately,
- ✓ to send all collected document Quality Liaison which is detailed in Appendix-5-Crisis Document List,
- ✓ to advice CMC on customer issues.

Refer to Appendix-20 for Customer Care Action Checklist.

#### **6.3.15. Legal Representative (when activated):**

Contracted company lawyer serves as Legal Representative in CMC. Principal tasks are;

- ✓ to represent the company in legal platforms,
- ✓ to work directly with the communications teams, corporate leadership, and third party legal counsel to protect the company while supporting transparent communications with families and those people directly affected,
- ✓ to advise CMC about legal issues,
- ✓ to get in contact with insurance companies

Refer to Appendix-21 for Legal Action Checklist.

#### **6.3.16. IT Liaison:**

Chief Information Officer serves as IT Liaison in CMC. Principal tasks are;

- ✓ to call relevant staff for duty,
- ✓ to ensure that IT facilities are ready to use and continuity of operation in CMC and Go Kits,
- ✓ to ensure that IT platform functions properly and efficiently during crisis,
- ✓ to ensure web dark site is activated,
- ✓ to supply IT needs of Go Team and CSAT without delay,
- ✓ to manage web site of Company.

Please refer to Appendix-22 for IT Action Checklist.

#### **6.3.17. Support Team of CMC:**

Support team comprises of dedicated staff of IT and Admin Departments (refer to Appendix-1). Support team will be called of first priority when the callout plan runs.

Responsibilities of these staff are:

- ✓ to cover needs of CMC in pre-crisis stage (Appendix-33),

- ✓ to check the support items are present/operative and undersign the CMC Facility Checklist (Appendix-33) at the end of each quarter,
- ✓ to convert meeting room to CMC as soon as possible when they receive a call,
- ✓ to respond emerging needs of “Go Team and SAT (if activated)” and let them move to incident site as soon as possible,
- ✓ to keep supporting CMC, Go Team, SAT uninterrupted as long as they remain active.

Refer to Appendix-24 for Support Team Action Checklist.

### 6.4. Go Team:

Corendon Go Team structure is shown in Figure-7 and team members are given in Appendix-2. This crew composition is generic one and it can be revised according to the nature/place/severity of crisis.

It should depart within 3-6 hours of after being alerted. Dispatching Go Team to the scene is under the authority of CMC.

Principal tasks of this team are;

- ✓ to reach the incident/accident area as soon as possible,
- ✓ to follow the developments there,
- ✓ to take events under control,
- ✓ to coordinate actions and to inform the CMC.
- ✓ to visit/inform to Turkish representatives in the countries, in which the occurrence happens.

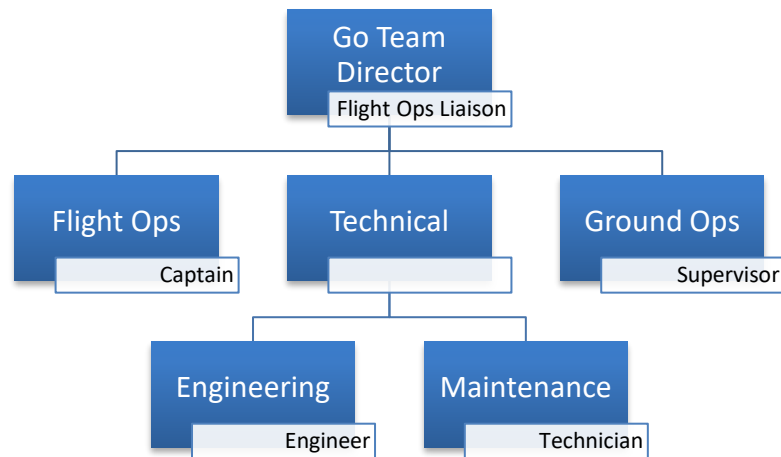


Figure 9: Go Team

As soon as Kenyon activates IMC, Corendon Go Team hands over the command of incident site and keep a position in IMC for controlling operation of IMC on behalf of CMC, for coordinating and communicating between CMC and IMC.

All related departments have to designate at least two people -one is principal; one is deputy- for these liaison position. In case of absence of assigned two liaisons, related department director/manager will be informed about situation. Department director/manager has to assign new staff for this position immediately.

The meeting point for Go Team is meeting room on 2<sup>nd</sup> Floor in Corendon Airlines HQ. The members of the team proceed to the meeting room, ready to ride, as soon as they have call.

Go Team Director gets the first instruction from CMC/ERM and he/she organizes coordination meeting with the participation of Go Team, SAT, Support Team, Crew Planning, Quality and Finance. In this meeting;

- ✓ Situation and CMC instructions will be announced to all members,
- ✓ Course of action will be explained,

- ✓ Emerging needs specific to crisis will be determined and demanded from relevant department/unit (Support Team, Crew Planning, Quality, Finance, etc.)

Generic Go Kit content is listed in Appendix-32. However, it can be revised according to the nature/place/severity of crisis. This list serves as a checklist for assigned staff and departments.

Some of listed items (listed in Appendix-32) are always kept ready in meeting point (in 2<sup>nd</sup> floor) to shorten reaction time of Go Team. Extra required items have to be provided immediately by responsible departments/units/staff.

Responsible staff of Admin and IT Departments shall control the availability and functionality of required support items listed in Go Kit Checklist (Appendix 32) and sign the checklist at the end of each quarter. This undersigned control checklist will be checked regularly and archived by SMS Department.

#### **6.4.1. Go Team Director:**

Flight Ops Liaison serves as Go Team Director also. Principal tasks are;

- ✓ to be present in the meeting area as soon as possible ready to travel,
- ✓ to coordinate preparation with CMC and relevant departments/units.
- ✓ to hold coordination meetings including team members and all relevant parties (IT, Admin, Crew Planning, Quality, Finance, etc.)
- ✓ to decide final Go Kit content, ensure all needs have been provided,
- ✓ to lead a Go Team,
- ✓ to deploy the Go Team and equipment to the incident site,
- ✓ to make arrangements for the protection of people, locations and equipment,
- ✓ to provide follow-on control of the Company's response,
- ✓ to handover command of incident site to Kenyon (when they arrive) and keep working in coordination Kenyon in IMC,
- ✓ to keep CMC informed,
- ✓ to recover the Go Team and equipment.

See the Appendix-25 for Go Team Director Action Checklist.

#### **6.4.2. Go Team Flight Ops Liaison:**

A dedicated captain serves as Flight Ops Liaison in Go Team. Principal tasks are;

- ✓ to be present in the meeting area as soon as possible ready to travel,
- ✓ to collect operational evidence at the incident site,
- ✓ to provide all necessary information to CMC,
- ✓ to advise Go Team Director about emerging situations in incident site,
- ✓ to represent the Corendon in incident site,
- ✓ to function as a bridge between IMC and CMC

See the Appendix-26 for Go Team Flight Ops Action Checklist.

#### **6.4.3. Go Team Technical Liaison:**

A dedicated engineer serves as Technical Liaison in Go Team. Principal tasks are;

- ✓ to be present in the meeting area as soon as possible ready to travel,
- ✓ to collect technical evidence at the site of an accident,
- ✓ to ensure that the aircraft systems are secured,
- ✓ to advise official investigation team in coordination with CMC,
- ✓ to arrange removal, transport and storage of aircraft wreckage (if required),

See the Appendix-27 for Go Team Technical Liaison Action Checklist.

#### 6.4.4. Go Team Ground Ops Liaison:

Dedicated Ground Ops Officer serves as Ground Ops Liaison in Go Team. Principal tasks are;

- ✓ to be present in the meeting area as soon as possible ready to travel,
- ✓ to arrange facility for Go Team,
- ✓ to respond emerging needs of Go Team via service providers in or vicinity of incident site,
- ✓ to support all operation carried out in the incident site.

See the Appendix-28 for Go Team Ground Ops Liaison Action Checklist.

#### 6.5. Service Center:

Although Corendon Airlines has already contracted with service provider (Kenyon) in terms of crisis management, for sure Service Center will be in service in the initial stage of crisis until Kenyon International Call Center (KICC) service is activated. Moreover, in smaller-scale crises for which Kenyon won't be put into operation, it is expected that Service Center will serve throughout the crisis management.

Principal tasks of this team are;

- ✓ to make all the preparations before the crisis,
- ✓ to keep the relevant personnel list up to date
- ✓ to keep the relevant personnel training up to date
- ✓ to perform internal exercise
- ✓ to manage all communication among the related parties (OCC and ERM)
- ✓ to carry out call out plans for its own staff,
- ✓ to fill action log,
- ✓ to collect all the necessary information about the passengers and their relatives is obtained and recorded in the system via the web dark side,
- ✓ to share all collected information with Kenyon detailed in Appendix-53- Client Family Member Contact Form,
- ✓ to ensure continuation of routine call center operation.

Refer to Appendix-23 for Service Center Action Checklist.

##### 6.5.1. Initial Phase:

In the initial phase, it is expected that many calls will come to the Service Center at any time. The methods to follow according to the type of call are summarized below:

### **6.5.2. Calls which provide warning or information about crisis:**

If there is any information pointing to the crisis in the inbound call, this information should be transferred to OCC, immediately. Even if it is suspected that the incoming notifications are hoax call, this information should be transferred to the OCC.

### **6.5.3. Calls which information request about crisis:**

In this case, the callers should be transferred to Corendon Airlines website, which will be turned to "web dark side" developed for the crisis purposes. "Toll free phone numbers", which will be provided by Kenyon, will be published on this web site.

Information requested by the press shall be directed to "toll free phone numbers", which will be provided by Kenyon Media Call Center (MCC). These numbers also will be published in the web dark side.

Instead of providing information during these calls, forwarding should be made. Providing any unconfirmed information can put the entire organization in trouble. In case of hesitation, Corendon Corporate Communication Department will get in touch with the press.

### **6.5.4. Calls from Next of Kin (NoK) of Person Directly Affected (PDA):**

These calls are an opportunity to define the NoKs of PDAs. For this reason, "Client Family Member Contact Form (Appendix 53)" must be filled in for each call and these must be forwarded to the Kenyon International Call Center (KICC) and ERM.

NoKs should be directed to the "web dark side" after this registration, and it should be avoided to give any information to NoKs of PDAs.

### **6.5.5. Other passengers call about other flights or issues:**

Passengers of the company's ongoing flights may also information request about their own flights during this period. These calls should be answered through normal service center procedures.

### **6.5.6. Ongoing Phase:**

In this phase, there are two scenarios that are explained in below:

#### **6.5.7. In case of Kenyon Activation:**

- ✓ Increase the service center agent number on duty.
- ✓ Ensure that receiving the initial information from OCC/ERM.
- ✓ Ensure that receiving the confirmed passenger manifest from GOP Department.
- ✓ Record the data in to the "Client Family Member Contact Form".
- ✓ Transfer the recorded data to KICC and ERM.

#### **6.5.7.1. In case of Kenyon is not activated:**

- ✓ The service center agent who is informed initially about occurrence, should try to get information, and take note and forward it to OCC. (Refer to Chapter-6.2 for detailed information.)
- ✓ Ensure that receiving the initial information from ERM or OCC Department,
- ✓ Increase the service center agent number on duty,
- ✓ Forward the media calls to the web dark side when it is activated.
- ✓ Ensure that receiving the confirmed passenger manifest from GOP Department,

- ✓ Provide frequent feedback to ERM.
- ✓ Record the data in to the "Client Family Member Contact Form".
- ✓ Transfer the recorded data to ERM.

### 6.5.7.2. Post Incident Phase:

The crisis management process should be reviewed at this stage.

The statistics and analysis of calls received during crisis management should be shared with ERM.

### 6.5.7.3. Information Flow Diagram for Service Center:

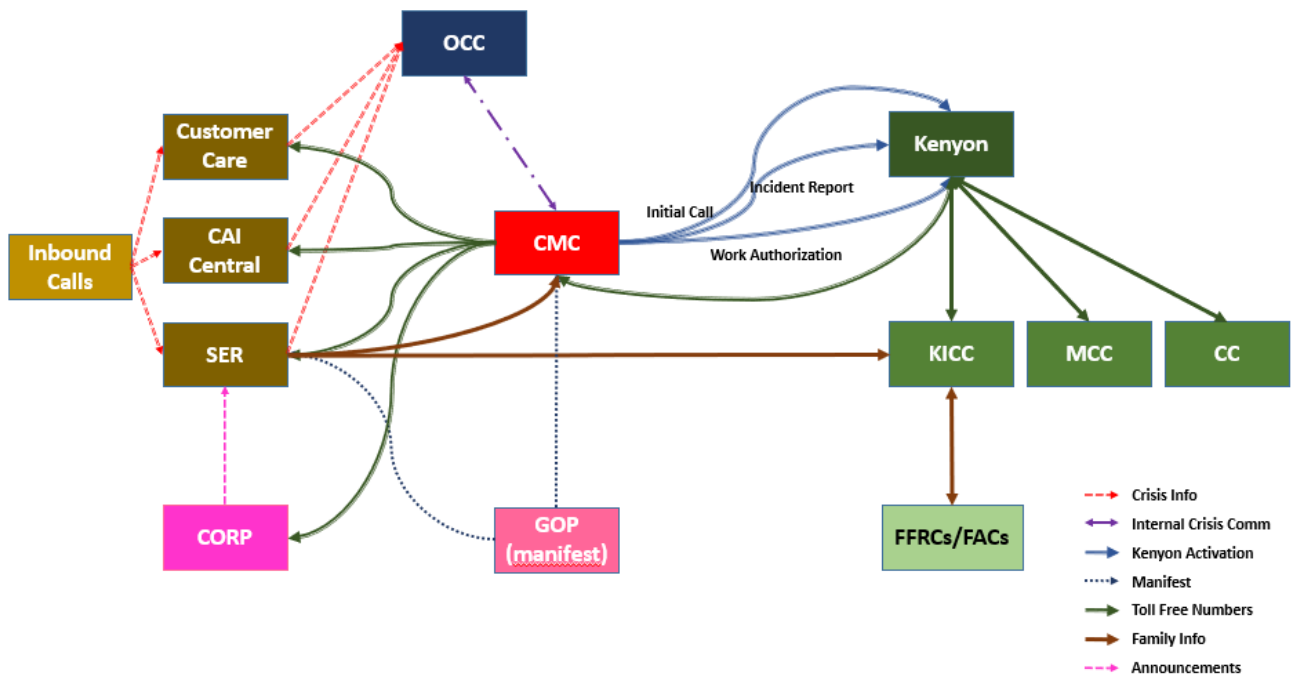


Figure 10: Information Flow Diagram for Service Center

## 7. NOTIFICATIONS:

### 7.1. Reporting an Accident or Major Incident

The Operations Control Center (OCC), operating 24/7, serves as the company's primary and official emergency notification point and functions as the Crisis Coordination Cell (CCC) during the initial phase. Any person learning of an aircraft accident, serious incident, or any other actual or potential threat involving Corendon Airlines or Corendon Airlines Europe staff, customers, or property is to call the OCC on the following numbers.

### **Operation Control Centre (OCC)**

**Telephone : +90 242 330 3290**

**Mobile : +90 549 412 0078**

**Fax : +90 242 330 35 22**

**Email : [occ@corendon-airlines.com](mailto:occ@corendon-airlines.com)**

### 7.2. Initial Information to be Collected by OCC:

The Operations Control Center (OCC) personnel who first become aware of an aircraft accident, serious incident, or other emergency situation must, as far as practicable, attempt to collect and record the following initial information:

- ✓ ***Caller's name***
- ✓ ***Caller's contact details***
- ✓ ***Details of the occurrence***
  - ***What,***
  - ***When,***
  - ***Where has happened?***
- ✓ ***What is happening now?***

### 7.3. Immediate Action Steps for OCC:

Upon receipt of a notification of an aircraft accident or serious incident, the Operations Control Center (OCC) must immediately initiate the following critical actions during the initial stage of the crisis:

- ✓ Receive, register, and time-stamp the initial notification,
- ✓ Verify the accuracy and credibility of the received information using all available internal and external sources
- ✓ Secure and preserve all operational and electronic data related to the affected flight (dispatch records, flight plan, ACARS messages, communication logs, aircraft tracking data, crew schedules, etc.) to prevent alteration or loss,
  - ✓ Reorganize the OCC as a Crisis Coordination Center (CCC),
  - ✓ Delegate duties among the available OCC staff in accordance with ERP procedures,
  - ✓ Inform the Crisis Director and the Emergency Response Manager as soon as possible, providing all available information relating to the incident. (refer to CXI ERP for relevant cases),
  - ✓ Obtain confirmation of the emergency level (Yellow Alert, Orange Alert, Red Alert) in accordance with Appendix-58: Alert Color Codes, and the decision regarding the emergency call-out plan from the Crisis Director or the Emergency Response Manager.
  - ✓ Following the initial evaluation, the OCC must obtain clear and explicit instructions from the Crisis Director and/or the Emergency Response Manager. These instructions must provide clear answers to the questions defined in Table-3.
    - ✓ Inform the Service Center,
    - ✓ Ensure that unauthorized personnel do not assess the situation, communicate externally, or make any public or media statements under any circumstances,
    - ✓ Evaluate the potential operational impact on the ongoing flight program and notify relevant liaisons if immediate adjustments may be required,
    - ✓ Record all actions, decisions, communications and timestamps in the Action Log (Appendix- 33).

If information is incomplete or unconfirmed, this status must be clearly identified and recorded as “unconfirmed”.

After the initial evaluation, CD should announce clear instructions to OCC/ERM. These instructions must answer questions, which are given in Table-3.

NO	INITIAL QUESTIONS	YES	NO	REFERENCE	REMARKS
1	Will “CMC Callout Plan” be executed?			Appendix-1	HQ of Corendon unless otherwise stated/directed.
2	Will “Go Team Callout Plan” be executed?			Appendix-2	Go Team and CSAT can be informed about event to give the alarm before activation.
3	Will “CSAT Callout Plan” be executed?			Appendix-3	CSAL is to decide to crew composition and execute callout plan.
4	Will “Kenyon” be activated?			Appendix-36	Kenyon can be informed about event to give the alarm before activation.

**Table 3: Post-Initial Assessment CD Instructions**

#### **7.4. Follow-Up Actions by OCC:**

Following the collection and initial assessment of the above information, the on-duty OCC dispatcher must:

- ✓ Follow the OCC Action Checklist provided in Appendix-6,
- ✓ Execute the emergency call-out procedures,
- ✓ Ensure continuous and timely updates are provided to the Crisis Management Committee (CMC),
- ✓ Act as the crisis coordinator until the CMC is fully activated,
- ✓ Ensure all information flow is managed by the OCC during this period
- ✓ Record all information and developments in the "Action Log" format provided in Appendix- 33 for transfer to the CMC after its establishment.

The company information flow process is defined in Figure-9–Information Flow in Crisis

## 7.5. Company Information Flow in Crisis Conditions:

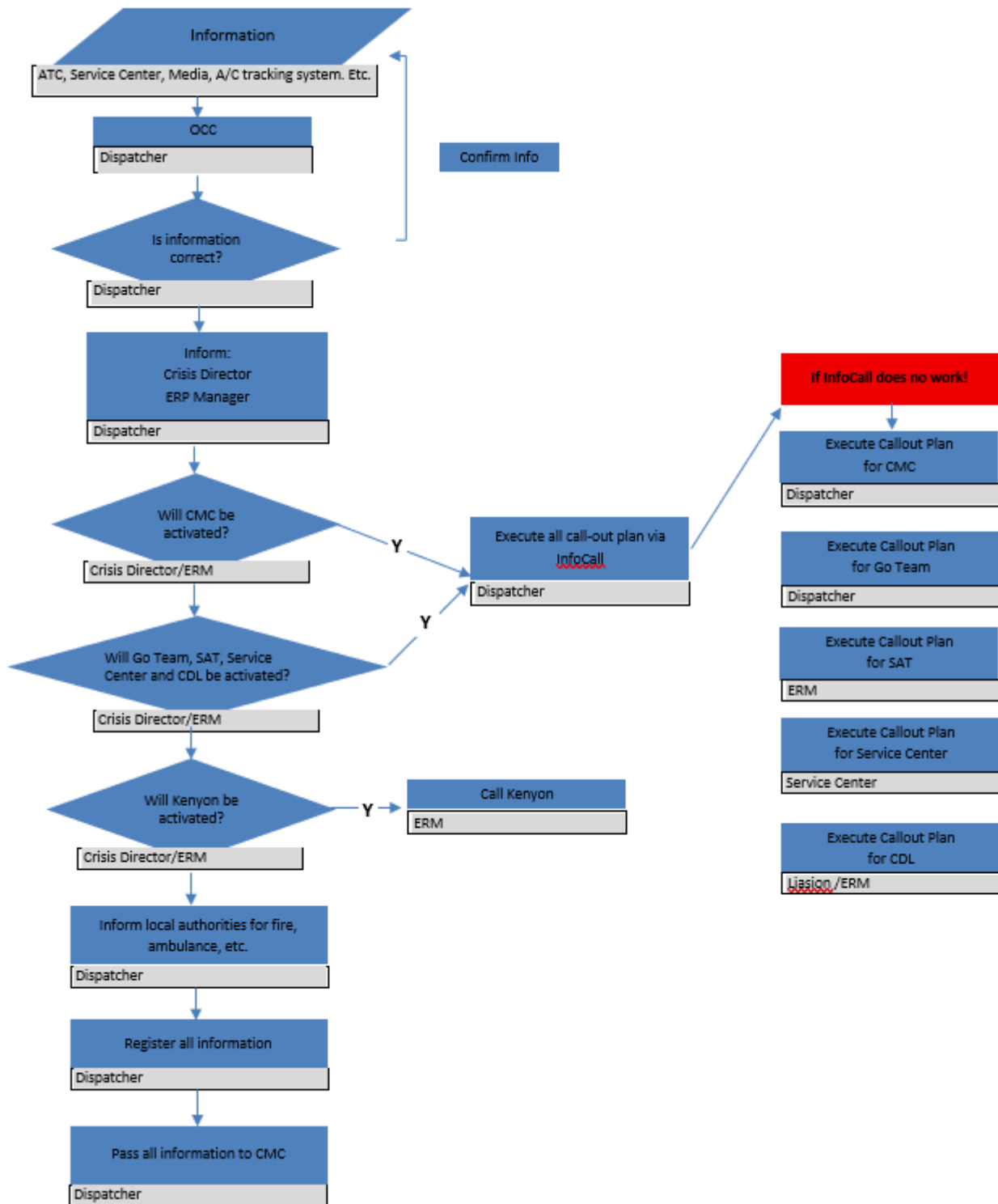


Figure 11: Information Flow in Crisis

**8. INITIAL RESPONSE:**

**8.1. Callout Plans:**

At the onset of a crisis situation, the timely mobilization of all relevant personnel is of critical importance. All designated personnel shall be notified and called to duty within a reasonable and predefined timeframe.

Corendon Airlines Europe utilizes two methods for the initiation and execution of the callout plan:

1. **Primary Method – Automated Notification System:** InfoCall automated notification system shall be used as the primary method for initiating the callout plan. It constitutes the main execution mechanism and shall be used under normal operating conditions.
2. **Secondary Method – Manual Notification Process:** In the event that the InfoCall system is unavailable or inaccessible for any reason, a manual notification process shall be implemented as a secondary method to ensure continuity of the callout plan.

Decision-making and execution authorities are defined in Table 4.

	PLAN	DECISION AUTHORITY	CARRIED OUT BY	CHECKLIST	APPENDIX NO
1	CMC Callout Plan	CD/Deputy CD	OCC	CMC Member List	1
2	Go Team Callout Plan	CD/Deputy CD	OCC/Deputy ERM	Go Team Member List	2
3	CSAT Callout Plan	CD/Deputy CD	CSAL/Deputy ERM	CSAT Member List	3

**Table 3: Callout Plan Decision Authority**

**8.1.1. Primary Method – InfoCall Automated Notification System:**

Corendon Airlines Europe utilizes the InfoCall automated notification system as the primary method for initiating the crisis notification chain. The system enables rapid, simultaneous, and traceable notification of critical personnel, including members of the CMC, CSAT, Go Team, Service Center, and CDL.

**Activation Steps:**

Once the OCC has received the first verifiable information relating to an incident, the following process shall be implemented:

- **Crisis Director (CD) / Emergency Response Manager (ERM):**
  - ✓ Instruct the activation of the scenario to be initiated via the InfoCall system.
- **Operations Control Center (OCC) / Dispatchers:**
  - ✓ OCC/Dispatcher logs into the InfoCall system.
  - ✓ In accordance with the instructions provided by the CD or ERM, the OCC/dispatcher must select the pre-configured scenario in the InfoCall system. Details are provided in Appendix 57.
  - ✓ Once the scenario is selected, the automated callout plan shall be initiated via InfoCall.
  - ✓ Once the scenario-specific callout plan has been initiated, the dispatchers should activate the Consecutive alert function to share the prepared incident information.
  - ✓ Notifications sent via Consecutive Alert will be sent simultaneously to all personnel assigned to ERP via the InfoCall application, text message and e-mail. This ensures that everyone is informed about the incident.
- **Personnel assigned to ERP:**
  - ✓ Receive instructions in accordance with the Red, Orange, or Yellow alert levels.
  - ✓ Confirm availability to participate in the duty.

### Notification Channels:

InfoCall simultaneously uses the following channels:

- Telephone call
- Application notification or SMS
- E-mail

### Confirmation Requirement:

All personnel assigned to the ERP must confirm their availability during phone calls. The system records this confirmation data, which the OCC can monitor in real time.

### InfoCall Callout Process and Escalation Structure:

Personnel assigned to CMC and Go Team roles in ERP are organized into groups based on their departments. Each group consists of 1 primary member and 2 deputy members. For CSAT and Service Center, no grouping is applied; only the required number of personnel is defined.

The callout process proceeds according to the following order:

1. The Primary person is called first.
2. If the primary person does not answer, declines duty, or states they cannot reach the duty location within 120 minutes, the Deputy is called.
3. If the Deputy does not answer or cannot report, the 2nd Deputy is called.
4. If no one from the department answers, the process is automatically restarted by InfoCall.
5. Once any assigned department member accepts the duty, the other two members receive a notification (via SMS or application alert) indicating "duty accepted" and by whom.

### Completion Criteria:

InfoCall callout process is considered complete once the required number of personnel for the scenario has been reached.

If the required number of personnel is not reached within one hour of the callout starting, the system will automatically terminate the process.

Once the process is complete, a summary e-mail detailing the results of the callout is sent to the relevant departments.

### 8.1.2. Secondary Method – Manual Notification Process:

If the InfoCall system becomes inaccessible, experiences a technical malfunction, or cannot be used due to delays, the process is immediately switched to manual notification.

OCC performs the following actions:

- Notifies the personnel responsible for manually executing the Service Center, CSAT, and CDL callout plans that InfoCall is not accessible.
- Immediately initiates manual callout for the CMC and Go Team, which fall under OCC responsibility.

- Ensures that the manual callout is performed by the responsible individuals indicated in Table 4.

### **Manual Notification Methods:**

- Telephone call
- SMS
- WhatsApp/Microsoft Teams
- E-Mail

All manual callout actions must be time-stamped, documented, and reported to the relevant liaison once the process is completed.

### **8.1.3. CMC Callout Plan:**

CMC Callout Plan is activated based on the decision of the Crisis Director (CD). CMC Callout Plan is executed by the Operations Control Center (OCC) in accordance with the callout methods defined in Section 7.1. The OCC is responsible for initiating the CMC callout plan, monitoring the progress of the call, and ensuring all necessary CMC members are successfully contacted.

CMC Callout Plan is carried out primarily through the InfoCall Automated Notification System. When InfoCall is unavailable, the callout is performed manually by OCC.

When the callout is performed automatically through the InfoCall system, OCC monitors the acknowledgment responses in real time and confirms that all required CMC members have responded in accordance with the alert level and escalation procedures.

The CMC callout process uses a priority-based escalation structure. Each department has a Primary, an Assistant, and a Second Assistant member. If the Primary member does not respond or is unable to report for duty, the call is escalated first to the Deputy and then to the Second Deputy.

When the callout must be performed manually, OCC is required to contact first the Support Team members marked with the letter "S" in the CMC Member List, as well as the Security Liaison. These members have priority due to their critical functions:

- IT Support – activates and prepares all required IT systems and technological infrastructure of the CMC.
- Logistic Support – prepares and sets up the physical CMC facility.
- Security Liaison – ensures security, access control, and protection of the CMC environment.

All CMC members must acknowledge the callout immediately upon receiving it and must be able to report to the designated Crisis Management Center (CMC) located at Corendon Headquarters within 120 minutes, unless otherwise instructed.

After receiving the activation notification, each Liaison Officer is responsible for informing their Assistant and ensuring that all relevant personnel within their department or unit are available, reachable, and prepared for duty. Liaison Officers coordinate internal departmental readiness and ensure continuity of functional responsibilities upon arrival at the CMC.

All callout actions, acknowledgments, and responses must be timestamped, recorded, and documented by OCC. All records are archived by the SMS Liaison in accordance with the Crisis Documentation Procedure and retained for a minimum of five (5) years.

#### **8.1.4. Go Team Callout Plan:**

Go Team Callout Plan is activated based on the decision of the Crisis Director (CD). Go Team Callout Plan is executed by the OCC or the Deputy ERM, depending on the phase in which the Go Team is activated. If the Go Team is activated at the initial stage of the crisis, the callout plan is initiated and managed by OCC in accordance with the callout methods defined in Section 7.1.

Go Team Callout Plan is carried out primarily through the InfoCall Automated Notification System. When InfoCall is unavailable, the callout is performed manually by OCC or Deputy ERM. Go Team callout plan process uses a priority-based escalation structure defined in the callout process, consisting of a Primary, Deputy, and Second Deputy member for each function.

All Go Team members must acknowledge the callout immediately upon receiving it and are required to be ready for deployment within 3–6 hours, including travel readiness, documentation, equipment, and personal preparation. Upon confirmation, all Go Team members must proceed to Corendon Headquarters, 2nd floor meeting room, unless otherwise instructed.

Before members leave their homes, OCC or the Deputy ERM is required to provide all available operational information, including:

- expected deployment location and accessibility,
- weather and environmental conditions,
- field conditions and safety considerations,
- estimated duration of duty,
- travel and accommodation arrangements,
- required equipment and Go Kit status,
- any passport, visa, or security requirements,
- any known risks or restrictions at the deployment area.

All callout actions, acknowledgements, and responses are time-stamped and logged by OCC or Deputy ERM. All records are archived by the SMS Liaison in accordance with the Crisis Documentation Procedure and retained for a minimum of five (5) years.

#### **8.1.5. CSAT Callout Plan:**

CSAT Callout Plan is activated based on the decision of the Crisis Director (CD). This decision, along with the information on whether the automatic callout system (InfoCall) has been initiated, is communicated by the OCC to the Deputy ERM. The CSAT callout process is executed in accordance with the general callout procedures defined in Section 7.1.

CSAT Callout Plan is carried out primarily through the InfoCall Automated Notification System by OCC or Deputy ERM. When InfoCall is unavailable, the callout is performed manually by Deputy ERM.

If the automatic callout is initiated by the OCC, this method takes precedence, and the Deputy ERM is responsible for monitoring and tracking the entire callout process.

There is no priority calling or sequential escalation in the automatic callout method. Instead, activation is based on reaching a predefined number of required members. For the initial activation phase, the required number of CSAT members is 20. Once 20 members confirm their availability via InfoCall, the callout is considered complete. Following completion, all remaining CSAT members receive an SMS, application notification, or e-mail informing them that the CSAT activation has begun.

If CSAT members receive the callout notification and confirm their availability, those located in Antalya must report to the meeting room on the 2nd floor of Corendon Headquarters. Members located outside Antalya must wait for instructions from the Deputy ERM regarding deployment time and travel arrangements.

Before members depart from their homes, the Deputy ERM is responsible for providing all available operational information. including:

- Deployment location and accessibility
- Weather and environmental conditions
- Field or facility conditions
- Estimated duration of duty
- Transportation and accommodation arrangements
- Assignment scope and responsibilities
- Personal preparation requirements
- Any known risks or sensitive considerations

All callout actions, acknowledgements, and responses are time-stamped and logged by OCC or Deputy ERM. All records are archived by the SMS Liaison in accordance with the Crisis Documentation Procedure and retained for a minimum of five (5) years.

### **8.1.6. Service Center Callout Plan:**

Service Center Callout Plan is activated based on the information provided by the OCC. OCC must inform the Service Center Liaison about the crisis and clearly indicate whether the automatic callout plan for the Service Center has been initiated by the OCC via InfoCall.

Service Center callout process is executed in accordance with the general callout procedures defined in Section 7.1. Service Center Callout Plan is carried out primarily through the InfoCall Automated Notification System, and the automated callout may be initiated either by OCC or by Service Center. When InfoCall is unavailable, the callout is performed manually by Service Center.

If the automatic callout is initiated by the OCC, this method takes precedence, and the Service Center is responsible for monitoring and tracking the entire callout process.

There is no priority calling or sequential escalation in the automatic callout method. Activation is based on reaching a predefined number of required Service Center members. For the initial activation phase, the required number of Service Center members is 17. Once 17 members confirm their availability via InfoCall, the callout is considered complete. Following completion, all remaining Service Center members receive an SMS, application notification, or e-mail informing them that the Service Center activation has begun.

Service Center members who receive the callout notification and confirm their availability must become immediately ready for duty.

All callout actions, acknowledgements, and responses are time-stamped and logged by OCC or Service Center. All records are archived by the SMS Liaison in accordance with the Crisis Documentation Procedure and retained for a minimum of five (5) years.

### **8.1.7. CDL Callout Plan:**

CDL Callout Plan is activated based on the information provided by OCC and ERM. When a crisis is declared, the OCC informs Deputy ERM about the crisis and clearly indicates whether the automatic callout plan for CDL personnel has been initiated via InfoCall.

CDL callout process is executed in accordance with the general callout procedures defined in Section 7.1. CDL Callout Plan is carried out primarily through the InfoCall Automated Notification System, and the automated callout may be initiated either by the OCC or by SMS Department, depending on operational requirements.

When InfoCall is unavailable, the callout is performed manually by Deputy ERM. If the automatic callout is initiated by OCC, this method takes precedence, and Deputy ERM are required to monitor and track the entire callout process.

There is no priority-based or sequential escalation for CDL callouts. Activation is based on reaching the minimum number of CDL personnel required to initiate documentation and evidence-protection activities.

Upon receiving the callout notification and confirming their availability, CDL members (QLT, FOP, OCC, SMS, FIN, GOP, TRN, CPD, ENG, ACM, CMD, CED, SER) must become immediately ready for duty and begin retrieving, preparing, securing, and uploading all crisis-related documents listed in Appendix-5 (CDL).

All callout actions, acknowledgements, and responses are time-stamped and logged by OCC or Deputy ERM, depending on which party executed the callout. All records are archived by SMS Liaison in accordance with the Crisis Documentation Procedure and retained for a minimum of five (5) years.

## 8.2 State Authorities:

### 8.2.1 The Regulatory Authority:

In the event of a serious incident/ accident to an aircraft registered in Malta or having its primary place of business in Malta, the owner and/or operator and/or local representative of the aircraft shall notify the Director General for Civil Aviation on mobile number 00356 77429549, or his designate, and the BAAI Chief Investigator of Air Accident on BAAI Number (Hot-Line 24/7) 00356 99382725 or 00356 79985505.

The "Accident/incident notification form (Appendix-50)" contains the following information and is to be sent to TM-CAD by CD/CMC or ERM within 2 hours of accident.

The following complete and accurate information should be given:

- (1) Nature of emergency
- (2) Type of aircraft
- (3) Aircraft operator and/or registration
- (4) Number of persons on board
- (5) Estimated time of landing (if applicable)
- (6) The location and accessibility of site of serious incident/ accident (if applicable)
- (7) Hazardous material on board (if applicable)
- (8) List of names of people on board

### 8.2.2 The Accident Investigation Board:

The foregoing notification by the Corendon Airlines Europe shall be made in the most expeditious manner. Immediately upon notification, a list of dangerous goods on board must be made available and within two hours of notification, a list of persons on board. Furthermore, an occurrence report in writing, containing the above mentioned information shall be sent to the DGCA and the Safety Officer of TM CAD on the below contact details:

- Captain Charles Pace (DGCA) – charles.pace@transport.gov.mt
- Safety Management Unit (SMU) – aviationsafety.tm@transport.gov.mt

In order to allow passengers' relatives to obtain information quickly concerning the presence of their relatives on board an aircraft involved in an accident, sales outlets/ airlines tour operators are being requested to offer passengers the opportunity to give the name and contact details of a person, or next of kin (NOK), to be contacted in the event of an accident. This information is to be passed on to CAE in the event of an accident and CAE binds itself not to disclose this information to third parties or be used for commercial purposes. This is a TMCAD requirement and is to be included in commercial agreements as an obligation of the tour operator or sales outlet.

### **8.2.3 Serious Incident/Accident at Malta International Airport Perimeter:**

In the case where the accident occurs within the Malta International Airport perimeter, or its immediate surroundings, Corendon Airlines Europe follows the procedures prescribed in the latest version of MIA Aerodrome Manual – Part ERP (Emergency Response Plan).

### **8.3 Insurance Companies**

Any accident or occurrence involving a Corendon Airlines Europe aircraft might initially appear small and not warrant notification to, or a claim being lodged with, Insurers. However, until the full extent of the damage is known it is essential to regard any such incident as one which is likely to produce a claim and therefore it is imperative to immediately notify insurance company any such incident so that all necessary action can be taken. Refer to Appendix-49 for Immediate Report, which shall be sent to insurance company without delay.

In the event of any accident occurring which could give rise to a claim for:

Death or bodily injury to any person or

Damage to property

Personal injury

Corendon Airlines Europe should advise the insurance company so that all necessary actions can be taken.

In the event of an accident to a Corendon Airlines Europe aircraft involving passenger death or injury or serious third-party damage, it is necessary for Insurers' appointed representatives to coordinate quickly their activities with the members of staff of Corendon Airlines Europe involved and the relevant Government Authorities.

Refer to Corendon Airlines Claims Handling Procedures Manual for detailed procedures about insurance.

### **8.4 Local Emergency Response Services:**

Local services -aerodrome authorities, fire fighters, police, ambulance, medical agencies, and etc.- will be called by OCC if it is needed or not activated.

### **8.5 Next of Kin (NOK) of Victims:**

To allow passengers' relatives to obtain information quickly concerning the presence of their relatives on board an aircraft involved in an accident, passengers are provided with opportunity to give the name and contact details of a person to be contacted in the event of an accident. This information is to be used only in the event of an accident and shall not be communicated to third parties or used for commercial purposes. Airline/tour operators are bound to forward this information to Corendon Airlines Europe Ground Ops should an incident/accident occurs. In addition, Corendon Airlines website also offers to passengers optional contact person in case of an emergency. The terms and conditions are specified in accordance with Personal Data Privacy regulations.

This information will be used by the Corendon Airlines Europe only in the event of an accident and shall not be communicated to third parties or used for commercial purposes. This information is to be obtained at the time when the passengers make their reservation. Airlines / Tour operators must keep this information until the completion of the last part of the flight itinerary.

In case the passenger refuses to provide the information of the name and telephone number of the contact person in case of emergency, such refusal should be recorded in a written document.

NOKs of passengers will be informed by CC&PR Liaison upon approval of CD. It is important that NOKs are informed frequently. So, communication plan will be disseminated to NOKs also by CC&PR Liaison.

NOKs of company crew will be informed by HR Liaison upon approval of CD.

Insurance companies (Nordic Forsakring & Riskhantering AB/McLarensJLT, McLarens, Clyde & Co.) will be involved in the co-ordination of the information with the NOK

### **8.6 Turkish Representatives in Foreign Countries**

Turkish representatives in the countries, in which the occurrence happen, will be visited/informed by Go Team members in order to update them regarding the situation and follow-up the transactions regarding the Turkish citizens involved in the occurrence.

### **8.7 Owner of Aircraft:**

The Engineering Department is to provide necessary information to the owner of aircraft in scope of aircraft lease agreement, in case of crisis including aircraft.

Insurance companies (Nordic Forsakring & Riskhantering AB/McLarens) will require all relevant financial documentation, including all contracts set out in AVN67B, in order to draft the requisite Hull Release.

### **8.8 Tour Operators:**

The Commercial Department is to provide necessary information to the tour operators in scope of contracts.

Toll-free phone numbers, which are provided by Kenyon, should be passed by the Commercial Department to the tour operators without delay in order to enable the passengers to call crisis team.

### **8.9 Company Personnel:**

HR Liaison is to inform the company employees about the situation in a reasonable time and reminds principles regarding crisis communication.

Staff will not be allowed to disclose to the media anything other than those authorized for missing or inaccurate information to mislead the public. In such a case, incoming requests must be directed to the CMC.

**9 ADDITIONAL ASSISTANCE:**

**9.1 Kenyon Emergency Services:**

Corendon Airlines has signed a service procurement agreement that is valid from June 2015 with Kenyon International Emergency Services in case of a crisis.

CD has authority and responsibility in respect of whether Kenyon services would be activated or not. In the first phase, it is to be decided whether the services will be activated or not. In the next phase, it is to be decided to scope and depth of these services (number of personnel and composition) and then inform Kenyon accordingly.

It may not be possible to decide all these issues in the beginning of the crisis. In that case, they might be decided by discussing in CMC after informing Kenyon with confirmation of CD.

**9.1.1 Kenyon Services:**

Kenyon commits giving the services in Table 5.

NO	SERVICE	INCIDENT ACTIVATION INFORMATION	WORK AUTHORIZATION AGREEMENT	CORENDON ACTIVATION AUTHORITY	CORENDON CONTACT AUTHORITY	MANUAL OWNERS
1	Media Call Center Services-MCC	Yes	No	CD	✓ CD ✓ ERM	✓ CMC ✓ SMS
2	Kenyon International Call Center-KICC		No			
3	Disaster Human Services-DHS		Yes			
4	Disaster Recovery Services-DRS		Yes			
5	Crisis Communications Services-CC		Yes			

**Table 4: Kenyon Services**

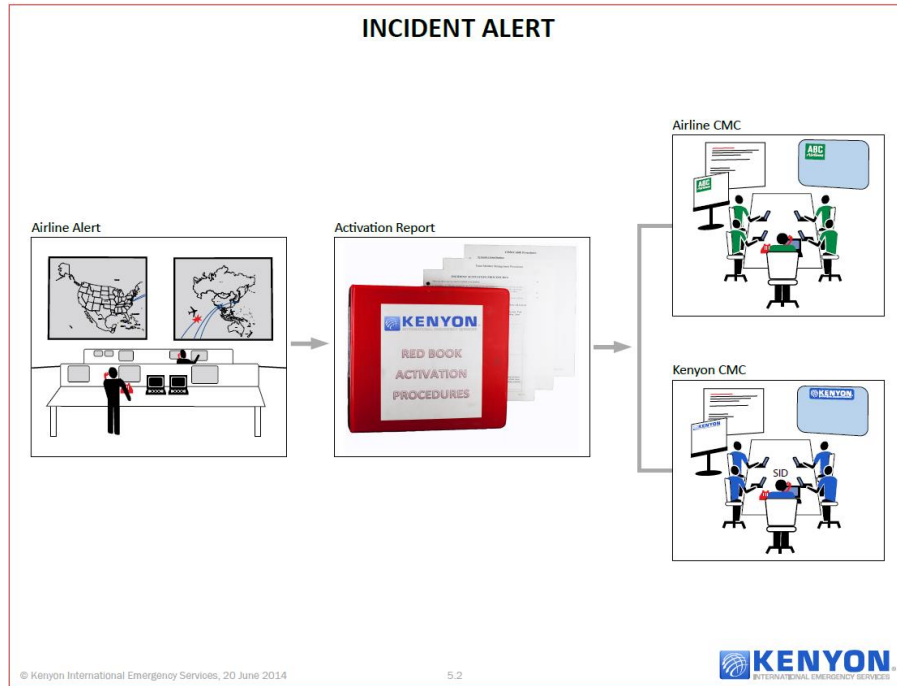
Manuals that contains procedures for activation and operation have been prepared as 2 folders and distributed to CMC and SMS Department. Related manual should be followed for each service demanded from Kenyon.

Beginning from the crisis, Kenyon will be informed to shorten the reaction time in a possible action for each case. Kenyon will begin its counseling service by investigating the occurrence as soon as the first information is received. Especially for media communication issues, any individual actions should be avoided without taking advice from Kenyon.

**9.1.2 Initial Activation Process:**

There are Kenyon’s confidential phone numbers, which can be called for 24 hours (CD, ERM) in order to activate the service(s). Upon approval of CD, the first information is given to Kenyon by ERM by phone.

After that ERM fills in “Kenyon Incident Update (Appendix-34)” and send to Kenyon. Then ERM fills in “General Incident Activation Information Form (Appendix-35)” and submits it to Kenyon as soon as possible. ERM fills in “Work Authorization Agreement (Appendix-36)”, for services that require work authorization as shown in Table-5 and fax to Kenyon.



**Figure 9: Alerting Kenyon**

### 9.1.2.1 Kenyon International Call Center (KICC):

The KICC provides several important functions in its response and activation; gathering data from all inbound callers, researching the database and reviewing the captured information, identification of the next of kin for persons directly involved in the incident, placing notification calls to the next of kin confirming their loved one is on the list of persons involved in the incident, and if a Special Assistance Centre is established, KICC coordinates travel for the authorized family members travelling to the Special Assistance Centre.

After the decision to activation the KICC, “Work Authorization Agreement Form” (Appendix-36) will filled by ERM and send to Kenyon. After that, Kenyon provides free toll number to ERM. This number must be relayed to all our organization locations worldwide and verify that all telephones, outside of the company’s network, can access this toll free number. This number must be able to supply to any family/friends callers or transfer the calls to the toll free number, so the KICC will be able to gather and provide data.

These numbers will be passed to relevant parties (CC&PR, Customer Care, Tour Operator, CAI Service Center, CAI Central, GOP, and CSAT) by ERM. Relevant parties will share this number to own relevant staff. Refer to Appendix-52: KICC Activation Process for detailed information.

CC&PR shall provide a written copy of all media and press releases to KICC Director. It is important that the call center be aware of all information released to the public.

It is so important that confirmed passenger list is provided to KICC Director for planning family member’s travels to the Special Assistance Centre. Passenger information can be attained via sources given below;

- Passenger manifest, ticket, boarding cards,

- CFAC/FAC members (with “Client Family Member Contact Form”-Appendix-53),
- Inbound call information captured in the call center (with “Client Authorization to Call Form”-Appendix-54)

Access to the passenger manifest will be restricted by QLT Liaison.

Confirmed passenger information will be filled with required excel format and send to Kenyon by GOP Liaison.

### 9.2 Insurance Companies:

Insurance companies expect to be informed from the very beginning of the crisis. From the moment of first informing, they will provide counseling to Corendon and send their representatives to relevant places.

### 9.3 Other Corendon Companies:

#### 9.3.1 Corendon Airlines Turkey (CAI):

When Corendon Airlines Europe (CXI) experiences any crisis, full support will be provided by Corendon Airlines Turkey (CAI). Refer to Appendix-55 Responsibility Matrix; the parties are obliged to fulfill their responsibilities stated.

#### 9.3.2 Corendon Dutch Airlines:

In this regard, Corendon Dutch expected to build and run FFRC, IMC, FAC/CFAC in or near Amsterdam in case of any crisis occurs in mentioned area.

This immediate local reaction very crucial in initial stage of crisis. Corendon Dutch staff hand over duties when the Corendon/Kenyon team arrives to the scene.

Details of this support mechanism will be reviewed in bilateral meetings.

#### 9.3.3 Corendon Hotels:

Dedicated Corendon Hotels are expected to provide support as a FAC/CFAC during crisis. CSAL is to make necessary protocols.

### 9.4 Ground Handling Companies:

Local ground handling companies are expected to provide support to crisis management. So, making necessary arrangements is under Ground Ops Departments’ responsibility in before crisis phase.

### 9.5 PR Agencies:

ON Communication has been contracted in this regard. Refer to Chapter-11 for detailed information.

## 10 DOCUMENTATION:

Documentation activities will be conducted from one hand to ensure security of information. In this regard, this responsibility has been given to the SMS Liaison. This liaison is principal point of contact for crisis documentation. SMS Liaison is to collect and secure all documents regarding crisis. He/she hands over all documents to ERM at the end of the crisis.

Documents, which might be necessary in case of a crisis, are listed in Appendix-5(Crisis Document List-CDL). All these dedicated staff are to prepare these documents and pass them to the CMC SMS Liaison immediately without request.

“CDL Initial” folder in Corendon SMS SharePoint will be used for this purpose. Access to this folder is limited to CMC members and staff listed in CDL (Appendix-5). Liaisons, who do not have access to Corendon SMS SharePoint, may use any possible means (e-mail, data transfer, etc.) to deliver documents.

SMS Liaison is to transfer documents, which are uploaded into “CDL Initial” folder to the; “CDL final” folder to ensure security of documents. Access to this folder is limited to SMS Department.

### 10.1 Correspondence:

All correspondence regarding crisis will be made by ERM and/or within the knowledge of ERM. Records regarding crisis correspondence are to be delivered to Quality Liaison as soon as possible.

### 10.2 Records:

#### 10.2.1 Action Log (Appendix-33):

All CMT members are to fill in “Action Log (Appendix-33)” from beginning until the end of crisis. All important events, actions, decisions, improvements, etc. are to be logged in crisis. These forms are to be delivered Quality Liaison at the end of crisis.

#### 10.2.2 Accident/Incident Notification Form (Appendix-50):

Dedicated Ground Ops Staff are to prepare “Accident/Incident Notification Form” and send this to ERM. Immediately upon notification, a list of dangerous goods on board must be made available and within two hours of notification, a list of people on board must be compiled and sent to the State Authorities where incident took place. Furthermore, an occurrence report in writing, containing the above mentioned information shall be sent to the DGCA and the Safety Officer of TM CAD on the below contact details:

- Captain Charles Pace (DGCA) – [charles.pace@transport.gov.mt](mailto:charles.pace@transport.gov.mt)
- Safety Management Unit (SMU) – [aviationsafety.tm@transport.gov.mt](mailto:aviationsafety.tm@transport.gov.mt)

#### 10.2.3 Kenyon Incident Update (Appendix-34):

OCC is to fill this form and send to the Kenyon.

#### 10.2.4 General Incident Activation Information (Appendix-35):

ERM is to fill this form and send to the Kenyon after initial assessment in CMC.

#### 10.2.5 Work Authorization Agreement (Appendix-36):

ERM is to fill this form and send to the Kenyon after approval of CD.

### **10.2.6 Crew Information Form (Appendix-37):**

“Crew Information Form” provides necessary information regarding the crew involved in issue. The related departments (Flight Ops, Cabin Crew, Maintenance, OCC, Ground Ops) are to fill related parts and pass to the Quality Liaison.

### **10.2.7 Aircraft Information Form (Appendix-39):**

Technical Department is to prepare “Aircraft Information Form” and pass this to the Quality Liaison.

### **10.2.8 Document Control Log (Appendix-40):**

Quality Liaison is to fill “Document Control Log (Appendix-39)” to follow the flow of the documents.

### **10.2.9 Equipment/Document Delivery Record (Appendix-41):**

“Equipment/Document Delivery Record (Appendix-40)” is to be filled in case of delivery of any document and/or equipment by regarding department/unit/staff. These forms are to be delivered Quality Liaison.

### **10.2.10 Replacement Roster (Appendix-42):**

HR Liaison is to prepare “Replacement Roster” to arrange staffing of crisis centers and inform relevant staff regularly. These forms are to be delivered Quality Liaison at the end of crisis.

### **10.2.11 Handover Record (Appendix-43):**

Each liaison, who hand over the position, is to fill in “Handover Record” to inform the next shift about latest situation and ensure continuity of duty functions. These forms are to be delivered Quality Liaison at the end of crisis.

### **10.2.12 Passenger Registration Form (Appendix-44):**

FFRC and CSAT members are to prepare.

### **10.2.13 Record of Statement (Appendix-45):**

“Record of Statement” is to be filled in by staff, who is on duty when crisis happens. It is under department directors’/managers’ responsibility. These records are to be delivered Quality Liaison immediately.

These statements are to be used only in-company investigations and they do not have legal meaning.

### **10.2.14 Post Incident Report (Appendix-46):**

“Post Incident Report” is to be filled in by Department/Unit directors/managers, who play a role in crisis management. These forms are to be delivered Quality Liaison at the end of crisis.

### **10.2.15 Immediate Report (Appendix-49):**

Insurance Liaison is to fill “Immediate Report” and send to insurance company.

## **10.3 Update of Documents:**

The Documentation Department is responsible for dissemination of current revision of this document to all relevant parties in scope of “Distribution List”. SMS Department is responsible for

following currency of documents, which are disseminated out of distribution list such as cmt Initial folder, USBs, etc.

#### **10.4 Security of Documents:**

All of the departments have to ensure the protection of evidence, not only in relation to the aircraft, but any and all related or potentially relevant documentation/information as per Annex 13.

SMS and/or Quality Liaison must preserve all documentation to avoid any subsequent allegations of spoliation of evidence.

The security of obtained information during crisis management is to be observed by staff who are responsible of “information security” in accordance with “General Data Protection Regulation (GDPR)” in the Company.

## 11 INCIDENT SITE:

### 11.1 Management of Incident Site:

General management of the incident site is under Corendon's responsibility. Kenyon is to provide required assistance to Corendon whenever activated. Principal tasks are;

- ✓ to manage surviving victims,
- ✓ to respond to the needs of the relatives of victims,
- ✓ to secure the wreckage,
- ✓ to handle of human remains and personal property of the deceased,
- ✓ to preserve the evidence,
- ✓ to provide assistance (as required) to the investigating authorities,
- ✓ to remove and dispose of the wreckage.

### 11.2 Company Representative:

Station Manager (at home base) / Go Team Director (away from home base) serves as Company Representative in incident site. Principal tasks are;

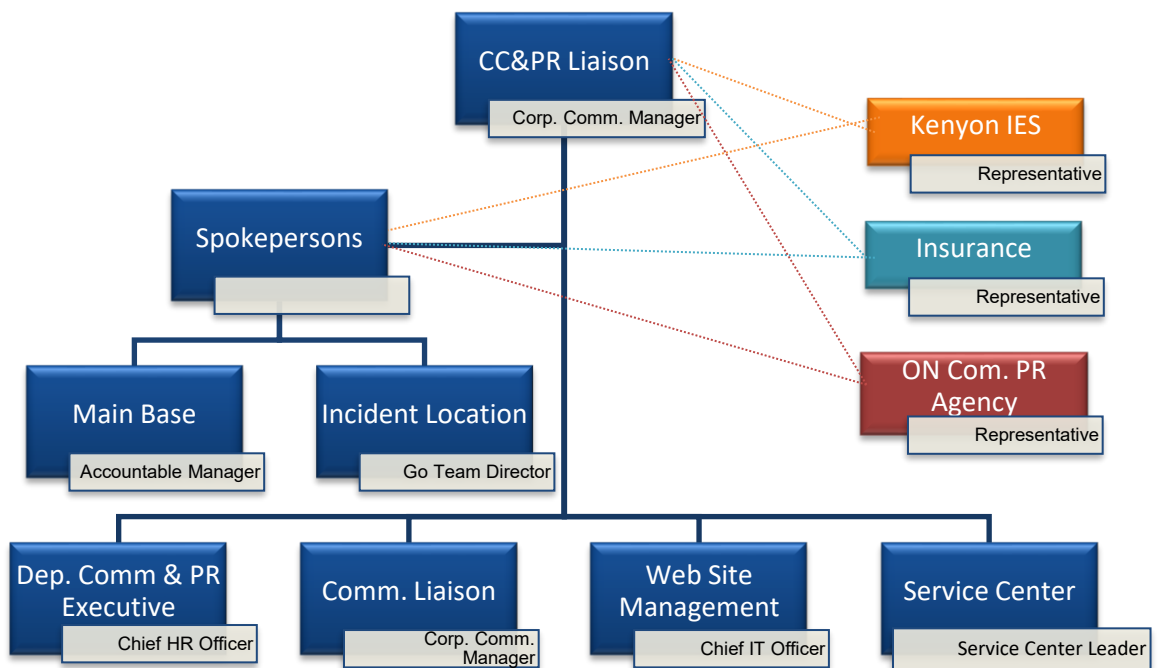
- ✓ to have everything under control in the incident site,
- ✓ to inform CMC about situation,
- ✓ to pass emerging needs in the incident site,
- ✓ to ensure that the wreckage secured,
- ✓ to get in contact with authority incident manager,
- ✓ to be in contact with Kenyon and coordinate on all issues.

## 12 CRISIS COMMUNICATION and PUBLIC RELATIONS (CC&PR):

### 12.1 Organization:

Organization chart for CC&PR is given Figure-10. This organization shows functions which are to be fulfilled in crisis conditions. All necessary preparations and coordination must be made by all related parties in pre-crisis stage to be able to succeed in CC&PR.

In this context, some of the services essential for CC&PR have been contracted out to Kenyon International and EXCEL PR Agency



**Figure 10: CC&PR Organization**

### 12.2 Responsibilities:

Generally, the Corporate Communications Department is responsible for CC&PR. There will be transition period between the events that led to the crisis and the CMC activation time. In this process, communicating with third parties without the knowledge and approval of the CD should be certainly avoided.

#### 12.2.1 Corporate Communication Manager:

Corporate Communication Manager/ Chief Human Resource Officer serves as a CC&PR Liaison. Principal responsibilities are;

- ✓ to make all necessary preparations and arrangements for CC&PR,
- ✓ to prepare communication plan (timing, statements, facilities, etc.)
- ✓ to define PR strategy and make plan,
- ✓ to define clearly services that will be provided by other parties (Kenyon and ON Communication),

- ✓ to advise CMC on communication and PR issues,
- ✓ to coordinate and control all services will be provided by Kenyon and ON Communication,
- ✓ to ensure that all necessary announcements are made timely manner,
- ✓ to build and maintain contact between Kenyon and ON Communication.

These preparations and coordination have to be done in the shortest time. Readiness level will be evaluated in real time exercises.

### 12.2.2 Accountable Manager:

Guidance and approval of Accountable Manager is essential because CC&PR are strategic issues. The review of preparations and the provision of the necessary guidance and directives are the Accountable Manager's responsibility.

### 12.2.3 Spokespersons:

Accountable Manager serves as a Company Spokesperson. Delegation of this function in his absence or on approval of him relies on his discretion.

## 12.3 The Timing and Content of the Company's Statements:

Generic master plan about company statements is given in Table-6. Times are rough and changes in times and content are inevitable according to the nature of crisis.

TIME	ACTION	RESPONSIBLE PERSON	CONTENT
+15'	Acknowledgment of occurrence	CC&PR	Appendix-47
+15'	Social Media Message/s	CC&PR	
+30'	Press Statement	CC&PR	
+45'	Web Dark Site	IT Manager	
+60'	TV Conference/Video Massage	Accountable Manager	
+90'	Press Conference	Accountable Manager	
....	.....		

**Table 5: Company Statement Plan**

Information listed below can be shared with all parties;

- ✓ Number of passengers in the flight in question,
- ✓ Nationalities of the passengers,
- ✓ Age and gender information of the passengers,
- ✓ Type and registration of aircraft,

However, it should be strictly avoided that information listed below shared with any related party;

- ✓ Name of passengers (until the official confirmation of personal identification),
- ✓ Cause of the accident (until the official reports are released),
- ✓ Responsibilities regarding occurrence,
- ✓ Health condition of victims

## 12.4 Facilities:

### 12.4.1 Press Room:

Pressroom in Antalya will be situated in Titanic Hotel Kundu or Miracle Hotel Kundu. Making necessary arrangements and protocols with these hotels is under Corporate Communication Departments' responsibility.

LOCATION	FACILITY	ADDRESS	CONTACT PERSON	CONTACT INFO:
MALTA	CXI HQ	SKYPARKS MIA	Marcello Marinelli	Tel: 00356 216 96126 Fax: 00356 216 94407

Table 6: Pressroom Facilities

## 12.5 Services Provided by Third Parties:

### 12.5.1 Kenyon International Emergency Services:

Kenyon offers a full range of services in managing internal and external communications in times of crisis. These services mentioned in CC Manual are:

- ✓ Advice on content and timing of media releases
- ✓ Advice on content, tone, and timing of media briefings
- ✓ Preparation and coaching of on-scene company spokesperson before media briefings or interviews
- ✓ Advice on hiring local PR Agency support, and management of the Agency
- ✓ Arranging translation (where necessary) and distribution of company statements to local and international media representatives at the scene
- ✓ At least daily reviews and analysis of local media coverage, if necessary with the support of a PR agency and/or translators, and advice on responding to issues raised in the media coverage
- ✓ Liaison with designated communications representatives of other parties and agencies involved at the scene, where possible, to ensure advance warning and consistency in the release of information

### 12.5.2 Insurance Companies:

Clyde & Co can provide assistance and support in this regard. Insurance company should be involved in this process.

### 12.5.3 ON Communication Services:

ON Communication is a contracted PR Agency. EXCEL offers following services;

- ✓ Pre incident:

- Preparing statements for immediate response to media queries:
- Preparation of media release templates
- Preparation and coaching of on-scene company spokespeople for potential media briefings or interviews
- ✓ Ongoing:
  - Arranging translation and distribution of company statements to local and international media representatives at the scene
  - At least daily reviews and analysis of local media coverage and advice on responding to issues raised in the media coverage

#### **12.5.4 Translation Support:**

Dedicated personnel are to provide translation support in scope of crisis communication. These staff will be called by CC&PR Liaison according to nature/place of crisis. Refer to Appendix-48: Communication Plan for translator contact information.

#### **12.6 Company Statements:**

Refer to Appendix-48 for prepared company statements.

### **13 SPECIAL ASSISTANCE:**

This section covers start up support that requires special assistance.

For cases and/or issues not covered in the special assistance section, directives by the CD/ERM shall be implemented.

#### **13.1 Corendon Special Assistance Team (CSAT):**

CSAT is a collective term used to include all Corendon Airlines' special assistance members. This team comprises of volunteer company personnel;

- ✓ CMC Special Assistance Liaison (CSAL)
- ✓ CFAC Members assigned at Special Assistance Centers, Crew Family Assistance Centers and/or Family and Friends Reception Centre(s).
- ✓ CSAT Document Officer

The CSAT members are responsible for implementing outlined duties to support the related centers (FFRCs, FACs/CFACs, etc.). CSAT Members are required to cooperate with Kenyon SAT members, as directed by the CSAL, CD or ERM.

#### **13.2 Centers for Special Assistance:**

Refer to Section-5 (Centers Established for Crisis Management) for detailed information.

#### **13.3 General Responsibility:**

Corendon Special Assistance Liaison (CSAL) shall commission an adequate number of CSAT members.

The CSAL shall evaluate circumstances after arriving at the CMC and assign FAC Members to each Special Assistant Centre (FAC and CFAC) and if required the Incident Management Centre (IMC).

The CSAL shall take necessary precaution for staffing of FAC/CFAC by considering various factors such as crew rosters, language barriers, fatigue, stress, etc. In addition, effective replacements shall be planned for the continuation of duty functions. The need for assigning FAC/CFAC members at centers or the incident site may be decided according to circumstances.

The CSAT Document Officer will be required to be present at the Head Office Cabin Crew Department to assist the CSAL with crisis and cabin crew related documents.

#### **13.4 CSAT Organizational Structure:**

CSAT organization and chain of command is -given Figure 11- is a temporary structure that will be founded upon need. The constitution and the termination of the organization is under the responsibility of CD.

CSAL is head of special assistance issues in Corendon.

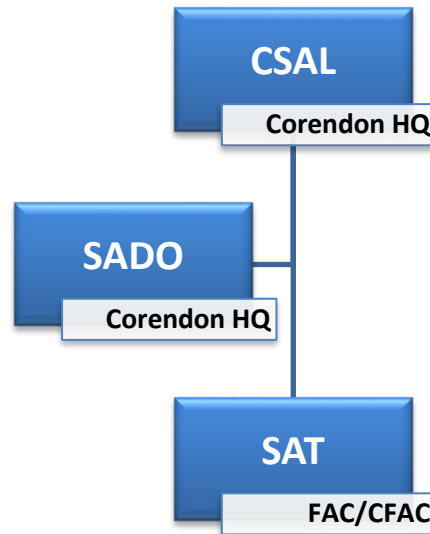


Figure 11: Special Assistance Team Organization Structure

### 13.5 Meeting Point of CSAT:

The meeting point for CSAT members, unless directed otherwise, is the 2nd Floor meeting/training room at Corendon HQ. CSAL may divert members to other locations considering various factors such as incident location, base of crew, current location of crew, travel options, etc.

CSAT members are expected to be present at the meeting point as soon as possible, being ready to travel. Generic Go Team and SAT Kit content list given in Appendix-32 serves as a checklist for assigned staff and departments to check preparation for travel. However, it may be revised according to the nature/place/severity of crisis.

### 13.6 Duties and Responsibilities of CSAT Members:

#### 13.6.1 Corendon Special Assistance Liaison (CSAL):

Cabin Crew Manager or Asst. Cabin Crew Manager will be acting as the Special Assistance Liaison at the CMC.

He/she will;

- ✓ be present at the CMC upon being notified of the emergency by the OCC.
- ✓ inform the Cabin Crew department personnel,
- ✓ alert all CSAT members via group email (short info declaring emergency type)
- ✓ select CSAT members according to circumstances (language, visa, passport, availability etc.)
- ✓ Coordinate and assign initial duties for selected CSAT members by phone, SMS or email, whichever is the most convenient at the time.
- ✓ collect information related to the incident, passengers and crew and brief the CSAT.
- ✓ coordinate with crew planning department for CSAT members to be transported to crisis/incident centers.
- ✓ If applicable, establish coordination with KENYON and provide all information gathered from CSAT reporting/KENYON to CMC

- ✓ coordinate with crew planning department for an effective rostering for CSAT members so that they may be relieved from duties to prevent stress build-up during the support/assistance they are expected to give.
- ✓ provide guidance and support to the cabin crew involved in the emergency if they are reachable.
- ✓ ensure that other ongoing cabin operations are coordinated by Asst. Cabin Crew Manager.
- ✓ if the cabin crew members involved are to be temporarily released from duty, inform the Crew Planning Department so last-minute crew manning problems are avoided.
- ✓ ensure that the CSAT Document Officer has prepared crew documentation to forward to the relevant Authorities and Management upon request.
- ✓ Team members are expected to attend necessary training organized according to ERP requirements.
- ✓ Refer to Appendix-13 for CSAL Action Checklist.

### 13.6.2 CSAT Members:

CSAT Members are selected from Corendon Airlines staff that may be able to provide effective assistance with their knowledge and/or experience. Cabin crew members who are assigned as a CSAT member shall not wear their uniforms during the crisis unless otherwise directed.

The following should be considered when selecting CSAT Members;

- ✓ language skills,
- ✓ social and interactive skills,
- ✓ ability to communicate in a calm and sympathetic nature,
- ✓ previous experience and/or department of graduation e.g. psychology graduates would be a good choice,
- ✓ a good understanding of the company culture.

CSAT Members must;

- ✓ be willing to be a part of the Corendon Special Assistance Team and to be actively involved with assigned/outlined duties when necessary.
- ✓ be present at Special Assistance Desks established at FAC(s) to greet family, NOKs direct them to family briefing room(s) and/or reception areas.
- ✓ help and provide guidance to NOKs of passengers or of crew members filling in required forms. These forms shall be safeguarded until Kenyon arrives at the crisis center.
- ✓ monitor the circumstances at Special Assistance Desks, reception areas and family briefing rooms and notify the CSAL if improvements of locations are necessary.
- ✓ provide the CSAL with factual information and updates at regular intervals regarding the latest developments and circumstances.
- ✓ if required, ask the CSAL for spending authorisation.
- ✓ retain any sort of correspondence papers and invoices for every action taken.

- ✓ ask to be relieved from duties if coping with conditions/circumstances become too stressed, exhausting or any other case that makes it difficult to cope with or handle assigned duties.
- ✓ if required, a thorough shift change briefing shall be performed when handing over duties to other FAC members.
- ✓ Coordinate briefing with Kenyon when they arrive.

### **13.6.3 Special Assistance Document Officer (SADO):**

The Special Assistance Document Officers are selected by the Cabin Crew Manager.

He/she shall;

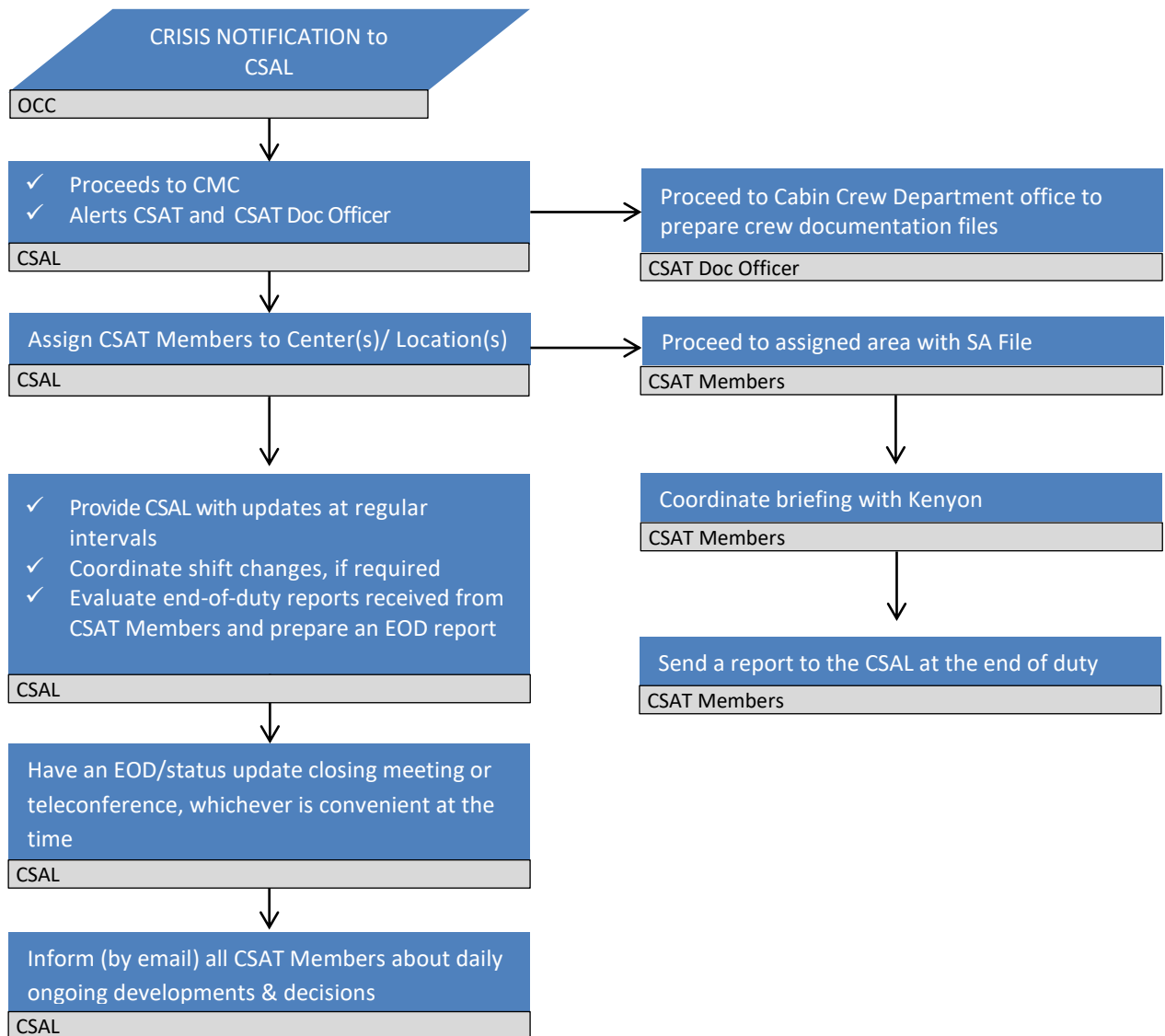
- ✓ be expected to arrive at the Cabin Crew Department upon being notified of the emergency.
- ✓ be familiar with cabin crew related training documents and files so that the required documentation may be prepared upon authority demands.

### **13.7 SA Document:**

CSAT Members are required to be familiar with all related documents. The CSAL and CSAT are responsible for preparing the kits and ensuring that they are kept in good condition and contain current forms and etc.

All current SA forms and related documentation used by CSAT Members may be found in the cmt Initial Folder (\\10.1.0.9\SMS Team\cmt Initial), Corendon Digital Library and in USBs, which are present in Go Team / SAT kits.

### 13.8 Implementation of Special Assistance Process:



**Figure 12 Special Assistance Action Flow**

### 13.9 CSAT Meetings:

When deemed necessary, CSAL will hold meetings with CSAT Members to discuss duties, responsibilities, and scenarios. Meetings may be held via zoom or information may be shared via email messages or SERA. Meetings are required to be recorded in SERA.

### 13.10 Transportation/Accommodation of CSAT Members:

Transport and if required accommodation will be coordinated by the CSAL and Crew Planning Department or as directed by the CD.

**13.11 Special Assistance Service Period:**

Kenyon SAT members will be expected to arrive at centers/locations at the soonest convenience. CSAT members will be responsible until they arrive and for coordinating with Kenyon until their line of duty is ended by the CMC. In respect of the payment of any Advance Payments to NOK's.

## 14 INVESTIGATION and REVIEW:

### 14.1 In-house Investigation:

Corendon Investigation Team (CIT) will be activated by ERM on approval of Accountable Manager to investigate the event, which cause the crisis. Refer to Appendix-29 for Corendon Investigation Team (CIT). In-house investigation will be carried out according to procedures defined in Safety Management Manual (SMM).

CIT will initiate the investigation process while crisis management continues. It is very important to collect information and documents in the first stage and to ensure their security. At the same time, CIT will be responsible for providing the necessary support to the investigation authority. The internal investigation process should in no way harm the official investigation process.

The result of the work done will be published to all interested parties as an investigation report.

### 14.2 Post-Occurrence Organization and Review:

With the end of the crisis, the post-occurrence organization will be resumed, and studies will be carried out. The group of people to be assigned based on the crisis content will prepare the Post Incident Report. This group will work with ERM leadership.

It is expected that all members of CMT fill in "Post Incidents Report (Appendix-46)" and pass it to Quality Liaison during crisis and to SMS Department after returning to normal. Post-occurrence organization consolidates and processes these feedbacks and create a document on which the CMC/SRB can discuss and pull lessons learned.

Deficiencies, faults, lacks should be converted to an action plan by CMC/SRB and all assignments should be done accordingly on a department/unit basis.

ERM is to follow this action plan and give a report to CMC/SRB regularly.

### 14.3 Rescue of Aircraft:

In the case of removal of aircraft wreckage, Corendon "Uçak Kurtarma Prosesi-Aircraft Rescue Process" will be enforced. This process has been issued at Corendon Airlines Digital Library. The technical department will be primarily responsible for the implementation of this process. Regular reporting to the CMC / SRB is required throughout the process.

## 15 ERP PROMOTION:

### 15.1 ERP Training:

#### 15.1.1 Responsibilities:

SMS Department is responsible to provide necessary trainings to the CMT members.

In this regard, in-company training is mandatory to all CMT members. These trainings will be given by authorized trainers from SMS Department. ERP review meetings will also be accepted as ERP recurrent training.

#### 15.1.2 Syllabus:

Refer to Appendix-48 for detailed syllabus, periods and durations.

### 15.2 ERP Review Meetings:

It will be held at least once a year. Accountable Manager chairs this meetings and SMS Department serves as secretary.

Main subjects of these meetings are;

- ✓ to review ERP,
- ✓ to define deficiencies, lacking and outdated points,
- ✓ to evaluate current capability,
- ✓ to evaluate staffing,
- ✓ to review coordination procedures with third parties (Kenyon, PR Agency/ies, Ground Handlers, etc.)

This agenda can be set according to the needs of present time. Emerging amendment needs will be processed and inserted into ERP by SMS Department.

SMS Department is coordinating authority for all arrangements and preparations for these meetings.

Primary liaisons of CMC shall take part in ERP meetings. In absence of him/her, secondary liaison shall deputize his/her position.

Each liaison is to pass information, which is shared in review meetings, with all related staff his/her own department/unit. In addition, meetings minutes will be shared with all stakeholders via "Meetings" module of SERA. Each stakeholder is to review meeting minute and to take necessary action/s.

## 16 EXERCISE:

### 16.1 Objectives:

Objectives of ERP exercises are;

- ✓ As of ERP;
  - to test functionality of ERP,
  - to identify problem areas,
  - to correct and improve the plan.
- ✓ As of Personnel;
  - to control the mastery of the duties and responsibilities of the plan,
  - to measure sensitivities and awareness of emergency situations,
  - to determine the time and suitability of the reactions to be undertaken,
  - to shorten the time of the reaction by identifying and addressing any lack of training of the staff.
- ✓ As of CMC;
  - to evaluate its infrastructure and functionality,
  - to test command-control and communication systems,
  - to take necessary action for being able to operate without interruption in a real situation.

### 16.2 Responsibilities:

All participants are expected to comply instructions given in this chapter to ensure safe execution of exercise. And each role player shall react the injected events as if it is real and try to show real time performance.

ERP should be reviewed in detail by all CMT members for a successful execution of exercise. Each liaison shall make required preparation for crisis according to ERP and demonstrate in exercise.

SMS Department is responsible to plan and execute in-house ERP exercises and to coordinate outsourced exercises.

Liaison of SMS Department takes part in exercises, which are held by third parties like DHMi, ICF, etc.

### 16.3 Period and Method:

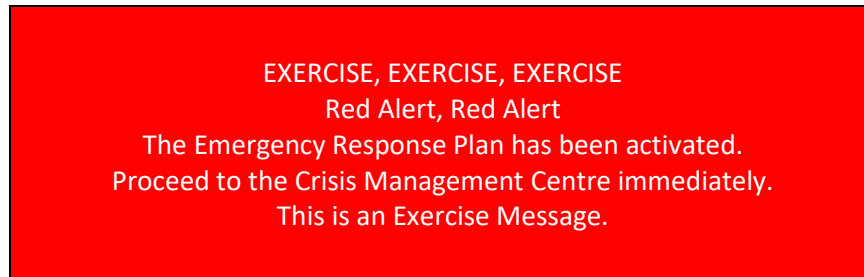
At least one ERP exercise will be held in a year bearing in mind that a well-planned and conducted exercise is payoff for the investment in training.

Type and scope (top table, full scale, etc.) of each exercise will be decided by ERM in consultation with CD. Exercises can be conducted with or without notice.

Staff support may be required from other department especially from Quality Department for controlling and observing the exercise practices.

**16.4 Communication:**

An “EXERCISE, EXERCISE, EXERCISE” (“TATBİKAT, TATBİKAT, TATBİKAT” for Turkish communication)” expression should be added to the beginning and end of each message (phone call, SMS, e-mail, etc.) as shown in the following example.



**Figure 13: Communication Example for Exercise**

**16.5 Time Setting:**

All staff will set the clock according to Corendon server. All times are Coordinated Universal Time (UTC) unless otherwise specified.

**16.6 Execution:**

Safety and security will be the first priority in all activities to be carried out during exercises. Exercise may be suspended for a certain period or canceled by ERM/CMC if ongoing operation is endangered.

The start, stop and end announcements of the exercise shall be made by the ERM. The exercise will be managed centrally from CMC. Nothing that is not coordinated with CMC will be put into practice. Having effective communication with the representatives of the departments is important for the effectiveness of the exercise.

All staff taking part in exercise are to show reaction as if it is real time. All preparations (including preparations for travel) will be controlled by auditors.

**16.7 Records:**

All reports, forms, tables defined in this ERP are to be used by relevant staff as if the situation is real. And all this documents are to be passed to the Quality Liaison for assessment.

It is expected that every role player in exercise give feedback to ERM by filling “Post Incident Report (Appendix-46) at the end of the exercise.

**16.8 Post-Exercise Organization and Review:**

At the end of the exercise, the post-exercise organization will be resumed, and studies will be carried out. The group of people to be assigned based on the exercise content will prepare the Exercise Report. This group will work with ERM leadership.

It is expected that all members of CMT fill in “Post Incidents Report (Appendix-46)” and pass it to Quality Liaison during exercise and to SMS Department after returning to normal. Post-

occurrence organization consolidates and processes this feedback and creates a document on which the CMC/SRB can discuss and pull lessons learned.

Deficiencies, faults, lacks should be converted to an action plan by CMC/SRB and all assignments should be done accordingly on a department/unit basis.

ERM is to follow this action plan and give a report to CMC/SRB regularly.

## 17 APPENDICES:

### APPENDIX-1: CMC MEMBERS Malta

PERSONNEL	TITLE	ROLE	MEMBER		EXT	PHONE		E-Mail*
			Pri	Sec		GSM	VPN	
<b>CMC</b>								
								@corendonairlines.com
1	Marcello Marinelli	Accountable Manager/Security Manager	Crisis Director(CD)	+			+35699316899	mmarinelli
2	Gaston Debono	Flight Ops Manager	Dep. CD/Flight Ops	+			+35699316895	gdebono
3	Antoine Xuereb	Airworthiness Compliance & Quality Manager	Regulation & Doc.	+			+35699315586	axuereb
4	Can Bulman	Ground Ops Manager	Ground Ops	+			+31612192030	cbulman
5	Arif Uysal	CAMO Manager	Technical	+			+905494120068	auysal
6	Antonio Garcia Cruz	Training Manager	Deputy Flight Ops		+		+34669462593	agarcia
7	Meral Alici	Cabin Crew Manager	Special assistance	+			+905413679713	malici
8	Sarah Louise Gillard	Dep.Cabin Crew Manager	Special assistance		+		+447543203247	sgillard
9	Sylvander Sant	Safety Manager (OPS) Temporary	ERM & SMS	+			+356 99315555 +356 79418299	sylvandersant
10	Marta Mutambirwa	Compliance Monitoring Manager (OPS)	Regulation & Doc. (Deputy ERM)	+			+356 7948 9000	mmutambirwa
11	Korhan Un	Information Security Management System Manager	ISMS Compliance	+			+905364375797	kun

## APPENDIX-1a: CMC MEMBERS Antalya

PERSONNEL	TITLE	ROLE	MEMBER		PHONE			
			Pri	Sec	EXT**	GSM	VPN	
<b>CMC</b>					<b>1062</b>			
1	Yıldırım Karaer	Accountable Manager	Crisis Director (CD)	*		1111	-	3000
2	S. Selçuk Çakmaklı	Senior SMS Manager	ERM & SMS	*		1084	549 412 0084	2084
3	Aydın Aksakal	SMS Specialist	Deputy ERM & SMS		*	1083	549 804 7160	
4	Fatma Dönmez	Senior SMS Specialist	Kenyon POC/ SMS		*	1411	549 827 1416	
5	Kadir Serbürent Ercan	Senior FDM Engineer	SMS/Communication		*	1441	533 370 3012	
6	Mustafa Küçükakarsu	Senior Data Scientist	SMS/Log Keeper		*	1427	506 778 5179	
7	Buğra Berkay Elitok	FDM Engineer	SMS/ Documentation		*	1498	554 005 8271	
8	Beyzanur K. Aydın	SMS-CAMO Specialist	SMS/Log Keeper		*	1630	553 124 6446	
9	Aslı Tekin	Senior Service Center Manager	Service Center	*		-	533 236 2171	
10	H. Berkay Yılmaz	Service Center Team Leader	Deputy Service Center		*	-	539 219 2409	
11	Gülsüm Serbes	Service Center Training Specialist	Deputy Service Center		*	-	506 371 5191	
12	Cemil Özbek	IT Operations Team Leader	IT Support	S*		1015	545 831 8951	2001
13	Mehmet Oko	IT Specialist	Dep. IT Support		S*	1015	507 949 4060	
14	Onur Aslantaş	IT Officer	Dep. IT Support		S*	1015	549 804 7156	
15	Kadircan Ay	Admin and Purch. Manager	Logistic Support	S*		1051	549 412 0017	2037
16	Arif Dikmen	Senior Admin. and Purc. Specialist	Dep. Logistic Support		S*	1073	549 412 0071	2071
17	Gökhan Yetim	Administrative Affairs Specialist	Dep. Logistic Support		S*	1645	549 804 2830	
18	S. Yunus Halep	Senior AvSec Manager	Security	*		1216	549 794 6838	1151
19	Buse Arslan	AvSec Specialist	Deputy AvSec		*	1258	549 804 2790	
20	Esra Yaşar	AvSec Specialist	Deputy AvSec		*		554 496 4417	
21	Erhan Bayram	Chief Flight Ops Officer (SFE)	Flight Ops	+		1027	549 412 0014	2014
22	M. Afşin Yelok	FOP Manager	Deputy Flight Ops		+	1094	549 804 2958	
23	H. Kaan Bezircioğlu	Captain	Deputy Flight Ops		+		507 994 4057	
24	Emre Ulutürk	CC Manager	Cabin Crew	+		1031	549 412 0007	1031
25	Selda Fırat	Asst.Cabin Crew Manager (Cabin Ops)	Deputy Cabin Crew		+	1407	549 412 0051	2051
26	Varol Er	Senior CC Performance Specialist	Deputy Cabin Crew		+		549 791 0386	
27	Rıdvan Helvacı	Chief Technical Officer	Technical	+		1230	549 412 0029	2029
28	Arif Uysal	Senior Engineering Manager	Dep Technical		+	1236	532 601 9186	2909
29	Serhat İbrahim Kırkar	Engineering Manager	Dep Technical		+		549 800 6458	
30	Serkan Gülhan	Maintenance Manager	Maintenance	+		1203	549 412 0012	
31	Hasan Karabacak	Asst. Maintenance Manager	Dep. Maintenance		+	1250	549 412 0063	
32	Atılay Batu	Chief Operating Officer	Ground Ops	+		1200	549 412 0090	2090
33	Elif Gümüş	GOP Manager	Dep. Ground Ops		+	1243	549 412 0013	2011
34	Rasim Özagaç	Senior GOP Supervisor	Dep. Ground Ops		+		541 725 9286	
35	Necip Güleç	Senior Crew Planning Manager	Crew Planning	+		1052	549 412 0060	2060
36	Gürkan Erdoğan	Asst. Crew Planning Manager	Dep. Crew Planning		+	1087	549 806 4980	
37	Sinan Cankara	Crew Planning Specialist	Dep. Crew Planning		+		541 367 9725	
38	Berna Oskay	Chief HR Officer	HR	+		1012	549 412 0023	2023
39	Seda Berktaş	Asst. HR Manager	Deputy HR		+	1053	555 566 4683	
40	Tanja Güler	HR Manager	Deputy HR		+		532 172 2702	
41	Engin Çelikutuş	Chief IT Officer	IT & Web	+		1038	530 069 0388	
42	İbrahim Kitiş	IT Infrastructure and Operations Manager	Dep. IT & Web		+		549 804 2800	
43	Sefer Olcay Güney	Senior IT Project Analyst	Dep. IT & Web		+		549 783 2904	
44	Pınar Pehlivan	Senior Corp.Comm. and Marketing Man.	CC & PR	+		1018	532 681 2371	
45	Derya Ertemiz	Senior Corp. Comm. and Turquality Specialist	Dep. CC & PR		+		549 791 0388	2077
46	Süreyya Müzeyyen Temel	Social Media Supervisor	Dep. CC & PR		+		555 330 1818	
47	Emre Kök	Chief Compliance Monitoring Officer	Regulation & Doc.	+		1011	549 412 0033	2033
48	Alper Ünal	Senior Quality Manager	Dep. Regulation & Doc.		+	1004	549 412 0099	2099
49	Merve Tural	Senior Quality Specialist	Dep. Regulation & Doc.		+		544 917 1046	
50	İsmail Erkan Erbay	Chief Financial Officer	Finance	+		1009	543 330 2594	3001
51	Doğuş Erdoğan	Head of Finance	Dep. Finance/Insurance		+	1088	549 412 0091	
52	Günay Kır	Head of Accounting	Dep. Finance/Insurance		+		549 791 0365	
53	Can Bulman	Senior Euro Contract Manager	Insurance	+			+31 612 192 030	
54	M. Umut Okutan	Senior Charter Sales Manager	Commerce	+		1034	549 412 0043	2043

55	Ceren Küçükçetin	Asst. Network Planning and Scheduling Manager	Commerce	+		1414	549 804 2832	
56	Onur Ürküt	Slot and Scheduling Specialist	Dep. Commerce		+		541 202 5579	
57	Ayşegül Çayır	Slot and Scheduling Specialist	Dep. Commerce		+		544 519 2770	
58	Selin Özkan	Legal Counsel	Legal	+		1049	533 039 5675	
59	Banu Bozkurt	Senior Legal Counsel	Legal		+		533 655 0857	
60	Arzum Kezer	Senior Complaints Management Manager	Customer Care	+		1070	532 595 8706	
61	Filiz Dağdeviren	Complaints Management Supervisor	Dep. Customer Care		+	1244	555 314 6363	
62	Cüneyt Yıldırım	Complaints Management Specialist	Dep. Customer Care		+		533 697 4704	

**REMARKS:**

\* Support team members, security liaison and service center team will be called in prior to other staff while execution of Callout Plan.

\*\* Corendon Central: +90 242 310 9000

\*\*\* E-mail: cmc@corendon-airlines.com

Pri: Primary    Sec: Secondary    S: Support

## APPENDIX-2: GO TEAM MEMBERS

PERSONNEL	TITLE	ROLE	MEMBER		PHONE		E-Mail	
			Pri	Sec	EXT*	GSM		
<b>GO TEAM</b>								
							goteam@corendon-airlines.com	
1	Serdar Yavuzarslan	Captain Pilot	Flight Ops Liaison	+			+90 542 316 0656	Syavuzarslan@corendon-airlines.com
2	Zekai Göl	Captain Pilot	Flight Ops Liaison		+		+90 536 738 8610	zgol@corendon-airlines.com
3	Hacı Osman Satıcı	Senior Flight Operations Specialist	Flight Ops Liaison		+		+90 545 232 5263	osatici@corendon-airlines.com
4	İlyas Özder	Senior Aircraft Systems Engineer	Technical Liaison	+		1234	+90 538 935 2932	iozder@corendon-airlines.com
5	İsa Hakyemez	Flight Operations Engineer	Technical Liaison		+	1239	+90 539 420 4132	ihakyemez@corendonairlines.com
6	Taner Yıldız	Asst. Tech. Ops. Manager	Technical Liaison		+	1233	+90 536 202 4756	tyildiz@corendon-airlines.com
7	Oğuz Altunkeyik	Ground Ops Manager	Ground Ops Liaison	+		1203	+90 506 209 3873	oaltunkeyik@corendon-airlines.com
8	Serdar Candal	Ground Ops Manager	Ground Ops Liaison		+	1275	+90 553 617 2491	scandal@corendon-airlines.com
9	Emre Yakar	Ground Operations Shift Leader	Ground Ops Liaison		+		+90 549 804 2963	eyakar@corendon-airlines.com
10	Murat Demirkol	Maintenance	Technical Liaison	+			+49 176 2312 0490	mdemirkol@corendon-airlines.com
11	Fatih Özen	Maintenance	Technical Liaison		+		+49 176 7022 3188	fozen@corendon-airlines.com
12	Ömer Ayan	Maintenance	Technical Liaison		+		+49 177 396 0574	omerayan@corendon-airlines.com
13	Murat Uludağ	MCC Member	Technical Liaison	+		1249	+90 532 546 9035	muludag@corendon-airlines.com
14	Serdar Sezgin	MCC Member	Technical Liaison		+	1249	+90 506 615 9768	ssezgin@corendon-airlines.com
15	Yusuf Bölükbaş	MCC Member	Technical Liaison		+	1249	+90 533 549 7791	ybolukbas@corendon-airlines.com
* Corendon Central: +90 242 310 9000								

## APPENDIX-3: CSAT MEMBERS

PERSONNEL	TITLE	PHONE	CSAT Leader	CORENDON				E-Mail
				Airlines	Europe	Hotels	Tour	
<b>CSAT MEMBERS</b>								csat@corendon-airlines.com
1	Ali Özkan	FOP Specialist	+90 533 614 6533	+	+			aliozkan@corendonairlines.com
2	Aslı Çankaya	Senior Ground Operations Supervisor	+90 546 748 6893		+			acankaya@corendon-airlines.com
3	Aydın Aksakal	SMS Specialist	+90 549 804 7160	+	+			aydinaksakal@corendonairlines.com
4	Bayrambay Rejepov	Finance Specialist	+90 546 920 4313		+			brejepov@corendon-airlines.com
5	Beyzanur Kader Aydın	SMS CAMO Specialist	+90 553 124 6446	+	+			bkaydin@corendonairlines.com
6	Burak Akıncı	Cabin Crew Member	+90 539 326 2939		+			bakinci@corendon-airlines.com
7	Cem Danyıldız	Senior Cabin Crew Member	+90 535 661 8948		+			cdanyildiz@corendon-airlines.com
8	Cengiz Karabacak	Senior GOP Supervisor	+90 542 739 5803		+			ckarabacak@corendon-airlines.com
9	Cenk Ülker	Cabin Crew Member	+90 506 139 9579		+			culker@corendonairlines.com
10	Cennet Süral	Senior Cabin Crew Member	+90 531 220 4148		+			cayyildiz@corendon-airlines.com
11	Ceren Büyük	GOP Supervisor	+90 545 901 3190		+			cbuyuk@corendon-airlines.com
12	Dennis Hansel	Senior Cabin Crew Member	+90 539 377 9508		+			dhansel@corendon-airlines.com
13	Ebru Yılmaz	Senior Cabin Crew Member	+90 506 280 3061		+			eyilmaz@corendon-airlines.com
14	Emine Sarı	Flight Optimization Specialist	+90 531 354 9866		+			eminesari@corendon-airlines.com
15	Engin Bakankuş	GOP Shift Leader	+90 507 849 8987		+			ebakankus@corendon-airlines.com
16	Esmâ İnan	Senior Cabin Crew Member	+90 543 669 2515		+			einan@corendon-airlines.com
17	Fatma Dönmez	Senior SMS Specialist	+90 549 827 1416	+	+			fmetin@corendonairlines.com
18	Gözde Kaya	Senior Cabin Crew Member	+90 542270 2410	+	+			gkaya@corendon-airlines.com
19	Hakan Aydın	Senior Cabin Crew Member	+90 541 868 6048	+	+			haydin@corendon-airlines.com
20	Hülya Kaya	Senior HR Training Specialist	+90 545 687 4820	+	+			hkaya@corendon-airlines.com
21	Kahraman Koçak	Revenue Management Specialist	+90 554 229 1800		+			kkocak@corendon-airlines.com
22	Kemal Topçu	TPL Supervisor	+90 533 631 3848		+			ktopcu@corendon-airlines.com
23	Kübra AKINCI	Cabin Crew Member	+90 507 569 4951		+			kucar@corendon-airlines.com
24	Manolya Aydın Başaran	Cabin Training Chief	+90 549 412 0079	+	+			mbasaran@corendon-airlines.com
25	Mehmet Ali Bilir	Accounting Manager	+90 544 699 8197	+	+			mbilir@corendon-airlines.com
26	Muhammet Gedik	Senior Ground Operations Supervisor	+90 535 205 1728		+			mgedik@corendon-airlines.com
27	Neslişah Kütük	Senior Cabin Standardisation Specialist	+90 549 838 9826	+	+			ndurur@corendon-airlines.com
28	Parisa Golzarian	Asst. Pricing Manager	+90 505 606 6128		+			pgolzarian@corendon-airlines.com

29	Pelin Şenkal	Cabin SMS and Quality Specialist	+90 546 246 0243	+	+				pparmaksizoglu@corendon-airlines.com
30	Saitcan Sayar	Senior Cabin Crew Member	+90 531 718 1668		+				ssayar@corendon-airlines.com
31	Sinan Sümeli	Senior Cabin Crew Member	+90 552 922 2495		+				ssumeli@corendon-airlines.com
32	Süha Gacar	Senior Quality Specialist	+90 549 412 0011		+				sgacar@corendon-airlines.com
33	Şehrazat Günaydın	Cabin Crew Member	+90 534 822 3139		+				sgunaydin@corendon-airlines.com
34	Volkan Aksoy	Senior Cabin Crew Member	+90 506 572 0916	+	+				vaksoy@corendon-airlines.com
35	Zalina Elban	Senior Cabin Crew Member	+90 553 468 1060	+	+				zelban@corendon-airlines.com
36	Varol Er	Senior Cabin Crew Performance Specialist	+90 549 791 0386		+				ver@corendon-airlines.com
37	Chrysanthi Giakoumaki	Senior Cabin Crew Member	+30 695 907 6638			+			cgiakoumaki@corendonairlines.com
38	Emre Çakır	Senior Cabin Crew Member	+90 553 641 1869			+			ecakir@corendonairlines.com
39	Gemma Louise Hurford	CXI Cabin Training Chief	+44 754 320 3247	+		+			ghurford@corendonairlines.com
40	Günter Schacherl	Senior Cabin Crew Member	+49 175 304 6000			+			gschacherl@corendonairlines.com
41	Laura Carp	Senior Cabin Crew Member	+40 752 467 974	+		+			lcarp@corendonairlines.com
42	Mark Veld	Senior Cabin Crew Member	+31 648 763 951			+			mveld@corendonairlines.com
43	Meral Alıcı	CXI Cabin Crew Manager	+90 541 541 8683	+		+			malici@corendonairlines.com
44	Noelia Solleiro Bermudez	Senior Cabin Crew Member	+34 658 15 3617			+			nbermudez@corendonairlines.com
45	Pawel Wladyslaw Wolniak	Senior Cabin Crew Member	+34 630 14 0293			+			pwwolniak@corendonairlines.com
46	Raymundo Nonato De Freitas Junior	Senior Cabin Crew Member	+49 155 664 67276			+			rfreitas@corendonairlines.com
47	Yamina Mehtougui	Senior Cabin Crew Member	+33 076 852 1938			+			ymehtougui@corendonairlines.com
48	Elena Kiltaş	Chief Guest Rel. Officer	+90 507 197 7770				+		grlara@corendonhotels.com.tr
49	Evgeniya Okcu	Guest Rel. Manager	+90 549 656 8070				+		evgeniyaokcu@corendonhotels.com.tr
50	Ferdi Yazar	Front Office Manager	+90 549 656 8004				+		ferdiyazar@corendonhotels.com.tr
51	Melek Işıl Ayçiçekka	Receptionist	+90 543 490 8865				+		isilaycicekka@hotmail.com
52	Şükrü Çataloğlu	Front Office Manager	+90 537 620 1501				+		sukrucataloglu@corendonhotels.com.tr
53	Tayfun Gökçe	Asst. Front Office Manager	+90 549 796 0371				+		tayfungokce@corendonhotels.com.tr
54	Erkan Tamtürk	Tour Operation	+90 542 209 8016					+	eerkan55@hotmail.com
55	Murat Kaplan	Operation Supervisor	+90 544 663 1541	+				+	muratkaplan@corendon.com.tr
56	Serkan Özçelik	Flight Coordinator	+90 507 010 8600					+	serkanozcelik@corendon.com.tr
57	Süleyman Aytekin	Rent a Car Operation Supervisor	+90 544 586 8119					+	suleyman.aytekin@corendon.nl
58	Tolga Cem Erol	Tour Operation	+90 544 586 8288	+				+	tolgaerol@corendon.com.tr

## APPENDIX-4: EMERGENCY CONTACT LIST

AGENT	TELEPHONE		
	INTERNAL	LAND LINE	MOBILE
<b>MALTA</b>			
Fire Department		112	
Ambulance		196	
Police Emergency		112	
A.F.M. Helicopter Rescue		+356 2124 4371, +356 2182 4212, +356 2182 4214	
A.F.M. Patrol Boat Rescue		+356 2123 8797, +356 2122 5040	
<b>CIVIL AVIATION AUTHORITY (TRANSPORT MALTA CIVIL AVIATION DIRCTORATE)</b>			
TM CAD Duty Officer Contact (operational 24X7)		+356 2124 5205 / 2555 5638 / 2369 6156	+356 7924 5250
TM CAD		+356 21222203	
<b>ACCIDENT INVESTIGATION BOARD</b>			
B.A.A.I (Bureau of Air Accident Investigation)			+356 9938 2725
Cpt. Charles Pace (DGCA)	charles.pace@transport.gov.mt		+356 77429549
Safety Management Unit (SMU)	aviationsafety@transport.gov.mt		
<b>CITY</b>			
Police Department		+356 2122 4001-7	
		+356 2122 1111	
Ministry of Foreign Affairs		+356 2124 2191	
Department of Customs		+356 2568 5120, 5123, 5128	
Police Department (Radio)			
Department of Health		+356 2122 4071	
Blood Bank of Red Cross		+356 2206 6209	
Mater Dei Hospital		+356 2545 0000	
Sir Paul Boffa Hospital		+356 2122 4491	
Gozo General Hospital		+356 2156 1482	
Karin Greech Hospital		+356 2208 0000	
St James Hospital		+356 2329 1000	
<b>CORENDON AIRLINES</b>			
Crisis Management Center(CMC)	1062	+90 242 310 9000	
Operation Control Center(OCC)	1225	+90 242 310 9000	
Emergency Response Manager(ERM)	1084	+90 242 310 9000	
Security Manager	1217	+90 242 310 9000	
Ground Operation	1200	+90 242 330 3436	
<b>AIRPORT</b>			
Manager On Duty		+356 2369 6120	+356 9999 9804
MIA Control Room		+356 2369 6010	
Airport Police		+356 2369 6399	
AFM Control Room		+356 2369 6999	
<b>INSURANCE (GALLAGHER)</b>			
İlkay Kalkan		+90 216 656 6806	+90 532 747 3663
Steve Wilkinson		+44 20 7528 4756	+44 7849 614 969
Heidi Champion		+44 20 7466 1336	+44 7713 917 183
Rob Ireland		+44 20 7876 4228	+44 7884 310 142

AGENT	TELEPHONE		
	INTERNAL	LAND LINE	MOBILE
<b>GROUND HANDLING AGENTS*</b>			
Aviaserve		+35621240776	+35679423343
<b>TEL AVIV</b>			
Fire Department		102	102
Ambulance		101	101
Police Emergency		100	100
Gendarmerie		N/A	
Coast Guard		N/A	
<b>CIVIL AVIATION AUTHORITY</b>			
Head Office		+972-3-9774555	
Chief Investigator		+972-3-9751380	972-50-6212329
<b>ACCIDENT INVESTIGATION BOARD</b>			
<b>CITY</b>			
Police Department		N/A	
Municipality		N/A	
Department of Customs		N/A	
Police Department (Radio)		N/A	
Department of Health		N/A	
Blood Bank of Red Cross		N/A	
Hospitals			
Sheba Medical Centre		972-3-5303030	
Sourasky Medical Centre		972-3-6974000	
Rabin Medical Centre		972-3-9377377	
<b>GROUND HANDLING AGENTS*</b>			
Laufer Aviation-GHI		+972-3-9757070/1	+972-52-3561203
<i>*Refer to "Aerodromes Module" of SERA for rest of stations.</i>			
<b>CORENDON AIRLINES EUROPE</b>			
<b>Correndon Europe ( Malta Office)</b>			
Marcello Marinelli (CD)		+356 2169 6126	Fax +356 2169 4407
			Mob: +356 9931 6899
TBD (ERM)			Mob: 356 99315555

AGENT	TELEPHONE		
	INTERNAL	LAND LINE	MOBILE
<b>HERAKLION</b>			
Fire Department	+30 2810-245590		
Ambulance	112/166/+30 2810-368000/+30 2810-392111		
Police Emergency	+30 2810-246740		
Gendarmerie	+30 2810-275599		
Coast Guard	+30 2813-406910		
<b>CIVIL AVIATION AUTHORITY</b>			
Airport Crisis Center/Airport Manager HCAA	iramanager@hcaa.gr	+30 2810-397750/111/113	
ATC HCAA		+30 2810-397140	
<b>ACCIDENT INVESTIGATION BOARD</b>			
Air Accident Investigation and Aviation Safety Board	<a href="mailto:monada@aaiasb.gr">monada@aaiasb.gr</a>	+30 210-9608080/+30 210-9608090	+30 6981-000578 /+30 6973-430406
<b>CITY</b>			
Police Department		+30 2810-282243	
Municipality	info@heraklion.gr	+30 2813-409000	
Department of Customs		+30 2810-397737	
Police Department (Radio)		+30 2810-282243	
Department of Health	ekepy@moh.gov.gr	+30 213-2161000/+30 213-2161001	
Blood Bank of Red Cross		+30 2810-315136	
Hospitals		+30 2810-368000/+30 2810-392111	
<b>GROUND HANDLING AGENTS*</b>			
<b>GOLDAIR HANDLING</b>			
Station Manager:Eleftherios Kastanakis	her.sm@goldair-handling.gr	+30 2810-221789	+30 6970-966491
Deputy Station Manager:Nektaria Chatzianni	n.chatzianni@goldair-handling.gr	+30 2810-221789	+30 6982-993274
Operation Department	her.ops@goldair-handling.gr	+30 2810-221789	+30 6973-080978
<b>HURGHADA</b>			
<b>GROUND HANDLING AGENTS*</b>			
Khaled Wassel		+20 100 802 0444	
TAS AVIATION	hurghada@tigeraviation.aero	+2 0100 1145 225	
	safety@tigeraviation.aero	+2 012 3190 288	

NETHERLANDS			
Fire, Ambulance, Police, Gendarmerie	112		
<b>AMSTERDAM</b>			
<b>CORENDON DUTCH AIRLINES</b>			
Customer Service Officer(CSO)		+31 62 94 33 909	
Emergency Response Manager(ERM)		+31 64 29 76 059	
Security Manager		+31 65 20 36 294	
Ground Operation		+31 65 20 36 294	
<b>AMS SCHIPHOL AIRPORT</b>			
Call Center		+31 20 794 08 00	
Fire		+31 20 601 22 22	
Ambulance		+31 20 601 22 22	
Police		+31 20 603 81 11	
Health Care		+31 20 649 25 66	
BELGIUM			
Fire, Ambulance	100/112		
Police	101		
<b>BRUSSELS</b>			
Bilal Köse		+32 2 753 40 15	+32 472 21 31 71
<b>BRUSSELS AIRPORT</b>			
In building		+32 2 7533333	
Airside		+32 2 7534020	
Airport inspection safety		+32 2 753 6900	
Security		+32 2 753 7000	
Federal Police		+32 2 709 6666	
Passenger Operations		+32 753 4000	
GERMANY			
Fire, Ambulance	112		
Police	110		
<b>NUE</b>		+49 151 5339 8221	
Tarik HELVACI		+49 174 178 9000	
CGN		+49 172 602 7160	
Gülistan TILKI		+49 173 3231434	
DUS		+49 172 3040737	
Şahin OĞLAKÇI		+49 174 2127662	
Ümit KARABACAK		+49 173 3674323	
HAI			
Tuba ARICI		+49 176 93167091	
FMO		+49 173 3674 323	
<b>TOUR OPERATORS</b>			
Corendon NL		+31 235 307594	
Corendon BE		+32 472 777779	
Detur		+90 242 323 5649	
Tyriet Resor		+90 242 814 6610	+90 532 686 1713
KTAIR Israel		+972 57 8695492	
Fibula		+90 242 244 2475	
Aseman		+98 912 496 3706	
<b>ON Communication PR AGENCY</b>			
İpek ÖZGÜDEN		+90 533 290 3989	ipek.ozguden@oniletisim.com

Erdi AYDEMİR		+90 530 879 0294	erdi.aydemir@oniletisim.com
<b>GROUND HANDLING AGENTS*</b>			
Havas AYT		+90 242 330 3800	
Celebi GH SAW		+90 216 588 5188	+90 530 422 3222
DNATA AMS		+31 20 603 2370	
ALYZIA BRU		+32 275 384 04	
Laufer Israel		+972 3 9751462	
<i>*Refer to "Aerodromes Module" of SERA for rest of stations.</i>			

## APPENDIX-5: CRISIS DOCUMENT LIST (CDL)

DOCUMENT	REQ.	DEPT.	PERSONNEL	PHONE	
<b>COMPANY DOCUMENTS</b>					
1	Quality Audit Documents	A	QLT	M.Sarıgül	544 917 1046
2	Air Operator Certificate	A	QLT	M.Sarıgül	545 917 1046
3	Operations Specifications	A	QLT	M.Sarıgül	546 917 1046
4	SOP	A	FOP	A.Gösten/H.Korkut	549 412 0024/544 764 0045
5	Weather Reports	A	OCC	A.Akyürek/E.Güney	549 412 0035/505 576 2642
6	Flight Plan	A	OCC	A.Akyürek/E.Güney	549 412 0035/505 576 2642
7	Kaza/Olay Bildirim Ön Raporu	A	SMS	B.Elitok/K.Ercan	554 005 8271/533 370 3012
8	Kriz Durumunda Bilgilendirme Formu (KDBF)	A	GOP	A.Batu/E.Gümüş	549 412 0090/549 412 0013
9	Yolcu Listesi (KDBF eki)	A	GOP	A.Batu/E.Gümüş	549 412 0090/ 549 412 0013
10	All kinds of video images and pictures	A	SMS	B.Elitok/K.Ercan	554 0058271 533 370 3012
11	A/C Insurance Certificate	C	FIN	D.Erdoğan/C.Bulman	549 412 0045/+31612192030
<b>PILOT DOCUMENTS</b>					
12	Pilot License	A	FOP	A.Gösten/H.Korkut	549 412 0024/544 764 0045
13	Medical Certificate	A	FOP	A.Gösten/H.Korkut	549 412 0024/544 764 0045
14	Logbook	A	FOP	A.Gösten/H.Korkut	549 412 0024/544 764 0045
15	Type Certificate	A	TRN	E.Benzeş/N.Bozdemir	544 224 0464/544 512 1266
16	Alcohol Test Records	A	SMS	S.Çakmaklı/A.Aksakal	549 412 0084/549 804 7160
17	Pilots' Statements	A	SMS	B.Elitok/K.Ercan	554 005 8271/533 370 3012
18	LPC	C	TRN	E.Benzeş/N.Bozdemir	544 224 0464/544 512 1266
19	Flight Duty (7,28,360)-Rest Schedule	C	CPD	S.Cankara/H.Yiğit	506 704 4792/554 661 4126
<b>MAINTENANCE and AIRCRAFT DOCUMENTS</b>					
20	Turkish DGCA Maintenance Audit	A	QLT	M.Sarıgül	544 917 1046
21	Maintenance Schedule	A	ENG	H.Kaynar/İ.Özder	554 840 1484/538 935 2932
22	Maintenance Organization Approval Certificate	A	QLT	M.Sarıgül	544 917 1046
23	AD/SB Implementations	A	ENG	H.Kaynar/İ.Özder	554 840 1484/538 935 2932
24	Airworthiness Review Certificate	A	QLT/ENG	A.Ak/H.Kaynar	554 596 2838/554 840 1484
25	Registration Certificate	A	QLT/ENG	A.Ak/H.Kaynar	554 596 2838/554 840 1484
26	Radio Certificate	A	QLT/ENG	H.Kaynar/İ.Özder	554 840 1484/538 935 2932
27	Aircraft Station (Radio) License	A	QLT/ENG	A.Ak/H.Kaynar	554 596 2838/554 840 1484
28	ELT Form-1	A	ENG	H.Kaynar/G.Düzgören	554 840 1484/541 540 6526
29	MMEL/MML	A	ENG	H.Kaynar/G.Düzgören	554 840 1484/541 540 6526
30	Lifetime Part List	A	ENG	H.Kaynar/İ.Özder	554 840 1484/538 935 2932
31	Weight & Balance Sheet	A	GOP/ENG	N.Özgün/G.Düzgören	542 409 4899/541 540 6526
32	Last Maintenance Package	A	ENG	H.Kaynar/İ.Özder	554 840 1484/538 935 2932
33	Damage Assessment Report	A	ENG	H.Kaynar/İ.Özder	554 840 1484/538 935 2932
34	FDR/CVR Manufacturer, Serial Number, Part Number	A	ENG	H.Kaynar/G.Düzgören	542 409 4899/541 540 6526
35	FDR/CVR Transcripts	A	ENG	H.Kaynar/G.Düzgören	542 409 4899/541 540 6526
36	Excell Version of FDR Data and Graphs	A	SMS	B.Elitok/K.Ercan	554 005 8271/533 370 3012
37	Final Maintenance Release Form	A	ENG	H.Kaynar/İ.Özder	554 840 1484/538 935 2932
38	Failure Record for the Last Five Days	A	ENG	H.Kaynar/İ.Özder	554 840 1484/538 935 2932
39	Record of the Fault Causing the Accident (if any)	A	ENG	H.Kaynar/İ.Özder	554 840 1484/538 935 2932
40	Parts Changed After Accident	A	ENG	H.Kaynar/İ.Özder	554 840 1484/538 935 2932
41	CVR Data mp3 Format	A	ENG	H.Kaynar/G.Düzgören	542 409 4899/541 540 6526
42	FDM, QAR, FMS Analysis	A	SMS	B.Elitok/K.Ercan	554 005 8271/533 370 3012
43	Aircraft Information Form	C	ENG	H.Kaynar/G.Düzgören	542 409 4899/541 540 6526
44	Aircraft Maintenance Manual	C	ENG	H.Kaynar/G.Düzgören	542 409 4899/541 540 6526
45	Wiring Diagram Manuals	C	ENG	H.Kaynar/G.Düzgören	542 409 4899/541 540 6526
46	Illustrated Parts Catalogue (IPC)	C	ENG	H.Kaynar/G.Düzgören	542 409 4899/541 540 6526
47	Flight & Technical Log	C	ENG	H.Kaynar/İ.Özder	554 840 1484/538 935 2932
48	Certificate of Release Service (CRS)	C	ENG	H.Kaynar/İ.Özder	554 840 1484/538 935 2932
49	Airframe and Engine Hours	C	ENG	H.Kaynar/İ.Özder	554 840 1484/538 935 2932
50	Deferred Maintenance List	C	ENG	H.Kaynar/İ.Özder	554 840 1484/538 935 2932

51	All Job Cards	C	ENG	H.Kaynar/i.Özder	554 840 1484/538 935 2932
52	Fuel Receipt	C	GOP/ENG	N.Özgün	542 409 4899
53	NOTAMs	C	OCC	A.Akyürek/E.Güney	549 412 0035/505 576 2642
<b>PERSONNEL LISTS, REPORTS, RECORDS, STATEMENTS (Including Contact Information and Trainings iaw Appendix-39)</b>					
54	Cabin	C	CCD	Ö.Erdoğan/B.Akın	549 412 0052/549 831 8862
55	Technician	C	ACM	E.Kılıçcı/H.Karabacak	549 412 0066/549 412 0063
56	OCC	C	OCC	A.Akyürek/E.Güney	549 412 0035/505 576 2642
57	Ground Ops	C	GOP	A.Batu/E.Gümüş	549 412 0090/549 412 0013
<b>MISCELLANEOUS</b>					
58	Customer Complaints	C	CMD/CED	A.Kezer/F.Dağdeviren	532 595 8706/541 614 6698
59	Manufacturer Reports	C	ENG	H.Kaynar	554 840 1484
60	Correspondence	C	SMS/QLT	K.Ercan/M.Sarıgül	533 370 /544 917 1046
61	Client Family Member Contact Form	C	SER	A.Tekin	533 236 2171

**REMARKS:**

\* A:Authority C: Company

\*\* Corendon Central: +90 242 310 9000

\*\*\* E-mail: cdl@corendon-airlines.com

## APPENDIX-6: OCC ACTION CHECKLIST

ACTION ITEM		DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
1	Review ERP.			
2	Prepare crisis folder.			
3	Execute departmental trainings and exercises.			
<b>IMMEDIATE ACTIONS</b>				
1	Take note of information of occurrence.			
2	Confirm that information about occurrence is correct.			
3	Call local facilities like fire, ambulance, police, etc. (if needed).			
4	Call Crisis Director (CD) and Emergency Response Manager (ERM).			
5	Execute the "Callout Plans" for CMC, Go Team according to directives of CD.			
6	Inform Go Team Member about geographic and meteorological conditions of incident location.			
7	Establish immediate level of impact of incident on operations, location of aircraft & crews, possible grounding of fleet.			
8	Log all actions.			
9	Lock out all electronically stored information to prevent changes and limit access.			
10	Collect all OCC related documents relating to the incident flight and make copy of each.			
11	Send all document which is detailed in "Crisis Document List-CDL" to SMS Liaison.			
12	Ensure that rest of the operation runs smoothly.			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
1	Act as coordination center for crisis until CMC take over the command and control.			
2	Ensure that rest of the operation run smoothly.			
3	Brief the Go Team on known details of the incident, points-of-contact at the site, and priorities (if needed).			
4	Check that a Go Team aircraft has been nominated, fueled and prepared (if needed).			
5	Arrange the collection and copying of all documents and notes connected with the flight listed in "Crisis Document List". And pass them SMS Liaison.			
6	Handover the control to CMC and give brief update for latest condition.			
<b>POST INCIDENT</b>				
1	Prepare "Post Incident Report".			

## APPENDIX-7: CD ACTION CHECKLIST for CMC

ACTION ITEM		DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
1	Review ERP.			
2	Prepare crew for crisis environment.			
3	Control and coordinate preparations for emergency response.			
4	Ensure that all required resources for crisis management have been allocated.			
<b>IMMEDIATE ACTIONS</b>				
1	Consult the issue by phone with Dep CD and ERM.			
2	Ensure that all items which are defined in "Critical Items List" have been carried out by departments.			
3	Give initial directive to OCC: *CMC will/won't be activated. *Go Team will/won't be activated (It can be delayed until CMC activation). *Kenyon will/won't be activated (It can be delayed until CMC activation).			
4	Proceed to the CMC.			
5	Takeover the command and control from CC.			
6	Consult the issue in with CMC members and make an initial order. Clarify intension about the manner of crisis management.			
7	Confirm with CMC Members; *Whether the Go Team is required or not, *Scope and volume of services required from Kenyon.			
8	Review PR strategy with CC&PR Liaison and give directive for further PR issues (Press release, press conference, web site, TV Statement, etc.).			
9	Inform NAA and/or NAAs of the incident.			
10	Brief all code share and lessee partners operations control centers. Invite a representative to attend the Corendon CMC.			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
1	Review official statements of the company and press releases.			
2	Visits to the accident site and emergency centers (IMC, FAC, etc.)(If applicable)			
3	Take part in funeral ceremonies (if applicable).			
4	Develop/review strategy for compensation of passengers.			
5	Allocate all available resources immediately into management of crisis.			
<b>POST INCIDENT</b>				
1	Declare to the company that the crisis management will be terminated, and normal operation will be resumed.			
2	Review and assess all crisis management process.			
3	Pull out lessons learned and make personnel aware.			

## APPENDIX-8: ERM ACTION CHECKLIST for CMC

ACTION ITEM	DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>			
1			Keep ERP updated.
2			Ensure CMC is ready for operation.
3			Provide essential trainings and execute exercises.
4			Prepare crisis folder for SMS and CMC.
5			Coordinate ERP with third parties (Kenyon, etc.).
<b>IMMEDIATE ACTIONS</b>			
1			Proceed to the CMC.
2			Coordinate with CMC/ERM Antalya
3			Initiate contact with and obtain updates from incident Airport Emergency Operations Centre or local authority/police as appropriate.
4			Confirm that "Callout Plans" have been executed satisfactorily.
5			Check that Support Team has set-up CMC correctly for operation. *Review "CMC Facility Checklist"
6			Confirm that all CMC members are on station. *Check the "CMC Members" list
7			Fill out and send Kenyon update form.
8			Confirm that all information transferred from OCC to CMC. *In coordination with Quality Liaison.
9			Get handover briefing from OCC and brief the CMC members regarding occurrence and latest update.
10			Check that a Log Keeper has been designated.
11			Encourage team members to keep their own logs and files, and to update the Log Keeper regularly.
12			Check the "Web Dark Site" has been established.
13			Contact to Kenyon to update about decisions of CMC. *Prepare Service Activation Forms.
14			Brief Go Team about situation and course of action.
15			Obtain weather actual and forecast for the incident location.
16			Send "Accident/incident notification form (Appendix-50)" (prepared by Ground OPS Liaison) to TM CAD
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>			
1			Provide essential data and/or documents to regarding parties (NAA/s, Accident Investigation Board/s, Insurance Company, Kenyon, etc.)
2			Confirm that all related personnel/department is directed to prepare "Crisis Document List".
3			Follow the current operation for safety.
4			Complete the Kenyon Update Form and send them.
5			Continue to supervise and co-ordinate the activities of the CMT and Support Team.
6			Direct CMT Members' requests for administrative assistance to the Support Team.
7			Co-ordinate the activities of the CMT and advises the CD as required.
8			Provide advice to internal and external investigation teams.
9			Prepare "Handover Record".
<b>POST INCIDENT</b>			
1			If the CMT stands down, ensure that Team Reps are ready for immediate recall if required.
2			Coordinate all CMT post-incident reports. Provide information to internal and external investigations, e.g. Police, Government, CAA, insurance, aircraft/engine/component manufacturers.
3			Prepare "Post Incident Report".

## APPENDIX-9: FLIGHT OPS ACTION CHECKLIST for CMC

ACTION ITEM		DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
1	Review ERP.			
2	Prepare crisis folder.			
<b>IMMEDIATE ACTIONS</b>				
1	Proceed to the CMC.			
2	Call relevant staff for duty			
3	Brief the CMC on any immediately obvious operational issues or factors which may have contributed to the incident.			
4	Arrange the collection and copying of all documents and notes connected with the flight listed in "Crisis Document List". And pass them Quality Liaison.			
5	Take immediate measures for crewing.			
6	Brief Go Team Flight Ops Liaison			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
1	Coordinate all issues regarding flight crew IAW directives of CMC (rescheduling, positioning, etc.)			
2	Make and quick risk assessment and create immediate safety alerts for ongoing operation (if needed).			
3	Coordinate issues regarding incident site with Go Team Flight Ops Liaison			
4	Prepare "Handover Record".			
5	Send all document which is detailed in "Crisis Document List-CDL" to Quality Liaison.			
<b>POST INCIDENT</b>				
1	Prepare "Post Incident Report".			

## APPENDIX-10: TECHNICAL ACTION CHECKLIST for CMC

ACTION ITEM		DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
1	Review ERP.			
2	Prepare crisis folder.			
3	Execute trainings and exercises for own personnel.			
<b>IMMEDIATE ACTIONS</b>				
1	Proceed to the CMC.			
2	Call relevant staff for duty			
3	Brief the CMC on any immediately obvious technical issues or factors which may have contributed to the incident.			
4	Arrange the collection and copying of all documents and notes connected with the flight listed in "Crisis Document List". And pass them Quality Liaison.			
5	Check that emergency services at the incident site have all of the technical details & diagrams they require.			
6	Arrange the collection and secure storage of all relevant aircraft documents and manuals listed in "Crisis Document List".			
7	Contact the aircraft and engine manufacturers (Safety or Accident Investigation Department) and provide brief details of the incident after approval of CD/ERM.			
8	Advise the CMC on the technical implications of the incident for other aircraft in the Company fleet.			
9	Brief Go Team Technical Liaison			
10	Inform owner of aircraft			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
1	Provide CMT with aircraft details (registration, manufacturing date and number, delivery date, engine types, date of last major maintenance).			
2	Update the CD with further information as the incident develops.			
3	Assist the Go Team Technical Coordinator with additional man power, documentation and equipment, if required.			
4	Prepare "Handover Record".			
5	Send all document which is detailed in "Crisis Document List-CDL" to Quality Liaison.			
<b>POST INCIDENT</b>				
1	Provide documents, manuals and advice to insurance company, Company and external investigation teams.			
2	Assist the Go Team Technical Coordinator with the assessment, recovery, storage and disposal of hull/wreckage.			
3	Prepare "Post Incident Report".			

## APPENDIX-11: SECURITY ACTION CHECKLIST for CMC

	ACTION ITEM	DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
1	Review ERP.			
2	Prepare "Security Plan" for crisis management.			
3	Execute trainings and exercises for own personnel.			
4	Make a protocol with other parties for extra manning in case of crisis.			
<b>IMMEDIATE ACTIONS</b>				
1	Proceed to the CMC.			
2	Call relevant staff for duty			
3	Secure CMC.			
4	Secure all Corendon Facilities (HQ, other buildings, IMC, FAC/CFAC, reception/assistance centers, sales offices, check-in counters, etc.)			
5	Brief the CMC on any immediately obvious security issues or factors which may have contributed to the incident.			
6	Examine the possible cause for possible terrorism, hijack criminal act and advice the CMC (if needed).			
7	Consider immediate security threats to employees, passengers, and members of the public and formulate possible counter measures.			
8	Arrange the collection and copying of all documents and notes connected with the flight listed in "Crisis Document List". And pass them Quality Liaison.			
9	Prepare "Handover Record".			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
1	Confirm that necessary action has been taken to ensure the security of Corendon Airlines property and personnel.			
<b>POST INCIDENT</b>				
1	Prepare "Post Incident Report".			

## APPENDIX-12: CC&PR ACTION CHECKLIST for CMC

ACTION ITEM		DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
1	Review ERP.			
2	Ensure that "Web Dark Site" has been prepared.			
3	Prepare announcement texts.			
4	Prepare PR strategy for crisis management.			
5	Make a protocol with PR agency.			
<b>IMMEDIATE ACTIONS</b>				
1	Proceed to the CMC.			
2	Call relevant staff for duty			
3	Consult and coordinate the issue with Kenyon.			
4	Develop the initial Public Relations (PR) strategy for the incident.			
5	Confirm who will be the Company spokespersons and brief them.			
6	Brief the CMC on the Company's PR strategy.			
7	Determine a suitable Corendon PR Representative at the incident station/location.			
8	Confirm that "Web Dark Site" has been established.			
9	Agree the contents of the holding statement with CD, Legal Coordinator and Kenyon.			
10	Acknowledge the occurrence (appr. 15 min).			
11	Release "Initial Press Statement" (appr. 30 min).			
12	Appoint local spokesperson (if needed).			
13	Ensure that company spokesperson make an announcement on TV (appr. 60 min).			
14	Start media monitoring.			
15	Schedule first press conference (appr. 90 min).			
16	Activate media briefing room/s.			
17	Contact "Media Call Center" (if activated)			
18	Update the Company website with the holding statement and call center toll-free contact number.			
19	Brief the PR departments of affected code-share partners.			
20	If required, email or fax any relevant pages from the Crisis Communications Plan to the representative at the incident site.			
21	Prepare "Handover Record".			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
1	Consider the requirement for an on-camera media briefing and/or formal press conference at Antalya HQ or the incident location. Thoroughly brief and prepare the Company spokesperson.			
2	Request the Admin & Purchasing Dept. set up a media center at the Antalya HQ.			
3	Regularly update CD and code-share partners with media reaction, etc.			
4	Send all document which is detailed in "Crisis Document List-CDL" to Quality Liaison.			
<b>POST INCIDENT</b>				
1	Assist with setting up a Post Incident Recovery Organization.			
2	Prepare "Post Incident Report".			

## APPENDIX-13: CSAL ACTION CHECKLIST for CMC

	ACTION ITEM	DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
<b>1</b>	Review ERP.			
<b>2</b>	Establish "Special Assistance Plan" in accordance with ERP.			
<b>3</b>	Sign protocols with regarding organizations (hotels, etc.)			
<b>4</b>	Assign Company Special Assistance Crisis Members (FAC & CFAC)			
<b>5</b>	Coordinate with the SMS Department any essential trainings in reference to the ERP TRAINING SYLLABUS table			
<b>IMMEDIATE ACTIONS</b>				
<b>1</b>	Proceed to the CMC.			
<b>2</b>	Alert SADO and CCD.			
<b>3</b>	Activate FFRC(s), FAC(s)/CFAC(s) with authorization of CD.			
<b>4</b>	Inform CMC after activation of FAC/CFAC,FFRCs			
<b>5</b>	Function as a bridge between FFRC(s), FAC(s)/CFAC(s) and CMC.			
<b>6</b>	Coordinate that earmarked hotels/facilities have been informed/activated.			
<b>7</b>	Ensure ongoing cabin operations are coordinated.			
<b>8</b>	Provide guidance and support to crew involved, if they're reachable.			
<b>9</b>	Prepare "Handover Record".			
<b>10</b>	Ensure that FADO sends all cabin crew documents detailed in the "Crisis Document List-CDL" to the Quality Liaison.			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
<b>1</b>	Inform CMC.			
<b>2</b>	Coordinate with Kenyon special assistance issues and inform CMC.			
<b>POST INCIDENT</b>				
<b>1</b>	Prepare "Post Incident Report".			

## APPENDIX-14: GROUND OPS ACTION CHECKLIST for CMC

ACTION ITEM		DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
1	Review ERP.			
2	Prepare crisis folder.			
3	Execute trainings and exercises for own personnel.			
4	Make a protocol with handlers for extra manning in case of crisis.			
<b>IMMEDIATE ACTIONS</b>				
1	Proceed to the CMC.			
2	Brief CD on disruption to operations and recommended actions.			
3	Call relevant staff for duty			
4	Instruct the stations to lock passenger information.			
5	Arrange the collection and copying of all documents and notes connected with the flight listed in "Crisis Document List". And pass them Quality Liaison.			
6	Send passenger manifest to Procat and KICC			
7	Fill the "Accident/incident notification form (Appendix-50)" and pass it to ERM with Passenger List			
8	Open FFRCs Areas at arrival, departure and intermediate airports.			
9	Keep people involved in emergency away from other costumers.			
10	Ensure that handlers provide enough number of staff for operating FFRC Areas.			
11	Ensure the clear flow of relevant information to and from all stations.			
12	Keep the CMC informed of the situation in the different stations.			
13	Arrange transportation to and from FAC (if established).			
14	Ensure that deployed staff are supported as much as possible.			
15	Prepare "Handover Record".			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
1	Ensure that the authorities at the station nearest are aware of the impending arrival of the Go Teams and that CSAT all formalities (visa, immigration, briefing, transport, etc.) are in place.			
2	Provide the Go Team and CSAT with local police/security/military contact information to facilitate the issuing of passes and site access.			
3	Confirm that disruptions of normal operations are being kept to the minimum.			
4	Send all document which is detailed in "Crisis Document List-CDL" to Quality Liaison.			
<b>POST INCIDENT</b>				
1	Prepare "Post Incident Report".			

## APPENDIX-15: HR ACTION CHECKLIST for CMC

	ACTION ITEM	DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
1	Review ERP.			
2	Prepare crisis folder.			
<b>IMMEDIATE ACTIONS</b>				
1	Proceed to the CMC.			
2	Call relevant staff for duty			
3	Commence the official procedures for victim employees.			
4	Inform families of victim employees and direct them to CFAC for crew.			
5	Assess any immediate issues facing crew and other employees.			
6	Advise the CMC on public/employer's liability issues.			
7	Make a statement for all company employees regarding crisis.			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
1	Arrange "Replacement Roster" for all CMT Members.			
2	Contact regarding governmental bodies and pass brief details of the occurrence.			
3	Contact appropriate foreign consuls to obtain advice on local laws regarding jurisdiction, repatriation and personal effects at the incident location and other ethnic/social requirements or customs.			
4	Make an essential announcements to personnel regarding crisis.			
5	Prepare "Handover Record".			
<b>POST INCIDENT</b>				
1	With assistance from Kenyon, prepare and implement follow-on welfare plans for employees and family members involved in the incident, including leave, counselling, financial and health support.			
2	Prepare "Post Incident Report".			

## APPENDIX-16: QUALITY ACTION CHECKLIST for CMC

	ACTION ITEM	DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
1	Review ERP.			
2	Review "Crisis Document List".			
3	Prepare crisis folder.			
<b>IMMEDIATE ACTIONS</b>				
1	Proceed to the CMC.			
2	Call relevant staff for duty			
3	Take over the responsibility regarding documentation from OCC.			
4	Collect all data and documents regarding the crisis which is detailed in "Crisis Document List"			
5	Secure all data and documents which is detailed in "Crisis Document List"			
6	Advise the CMT on the secure storage of documentation			
7	Prepare "Handover Record".			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
1	Fill in "Delivery Record" for all equipment and documents, which is delivered to other parties.			
2	Ensure all data listed in CDL is collected from related parties.			
3	Organize collected data for further use.			
4	Observe the CMC actions for compliance.			
<b>POST INCIDENT</b>				
1	Prepare "Post Incident Report".			

## APPENDIX-17: FINANCE/ INSURANCE ACTION CHECKLIST for CMC

ACTION ITEM		DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
1	Review ERP.			
<b>IMMEDIATE ACTIONS</b>				
1	Proceed to the CMC.			
2	Get latest information from OCC/ERM.			
3	Notify insurance company/ies			
4	Function as a link between insurers and Kenyon.			
5	Organize immediate financial assistance and issue dedicated budget.			
6	Ensure finance for the duration of the incident and allocate special account for all accident-related costs.			
7	Enable cash funds or credit facilities are available to Families of Crew & Passengers			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
1	Advice CMC on insurance issues.			
2	Provide "Required Documentation" which are listed in "Claims Handling Procedures Manual" to insurance company/ies.			
3	Provide "Required Passenger Information" which are listed in "Claims Handling Procedures Manual" to insurance companies.			
4	Ensure necessary action are taken by insurance companies.			
5	Ensure immediate payments are made timely manner.			
6	Ensure that all expenditure is recorded correctly by CMT.			
7	Prepare "Handover Record".			
8	Send all document which is detailed in "Crisis Document List-CDL" to Quality Liaison.			
9	Continue to support the Family Assistance Centre.			
10	Support the Go Team preparations, which may require cash funding or other credit facilities.			
11	Cash advances for passengers and/or their next of kin – in accordance with Insurance protocol.			
12	Enable any required cash advances for Head Office and Go Team.			
<b>POST INCIDENT</b>				
1	Prepare "Post Incident Report".			

## APPENDIX-18: CREW PLANNING ACTION CHECKLIST for CMC

	ACTION ITEM	DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
1	Review ERP.			
2	Prepare crisis folder.			
<b>IMMEDIATE ACTIONS</b>				
1	Proceed to the CMC.			
2	Call relevant staff for duty			
3	Ensure hotel accommodation and transport is booked for First Response Parties (Go Team, CSAT, etc.).			
4	Revise flight schedule IAW CMC directives in coordination with Commercial, Flight Ops and Cabin Crew Departments.			
5	Take immediate measures for staffing for flight operation.			
6	Prepare "Handover Record".			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
1	Make a midterm risk assessment for crewing.			
2	Suggest the CMC for solutions about emerging crew problem (if needed).			
3	Send all document which is detailed in "Crisis Document List-CDL" to Quality Liaison.			
<b>POST INCIDENT</b>				
1	Prepare "Post Incident Report".			

## APPENDIX-19: COMMERCIAL ACTION CHECKLIST for CMC

ACTION ITEM		DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
1	Review ERP.			
2	Prepare crisis folder.			
<b>IMMEDIATE ACTIONS</b>				
1	Proceed to the CMC.			
2	Call relevant staff for duty			
3	Contact OCC & Flight Ops for latest incident information.			
4	Develop alternative solutions for missing aircraft (if this is the case) and crew, brief CMC (if needed).			
5	Brief the OCC duty officer on actions required.			
6	Inform related tour operator(s)			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
1	Liaise with CD to review and adjust Company promotions and advertisements.			
2	Liaise with CD, Technical Coordinator and OCC to re-establish limited or full operations as soon as possible.			
3	Consider longer term business continuity issues, e.g. Company reputation, staff availability, interim charters, etc. and advise CD.			
4	Prepare "Handover Record".			
<b>POST INCIDENT</b>				
1	Assist with setting up a Post Incident Recovery Organization.			
2	Prepare "Post Incident Report".			

## APPENDIX-20: CUSTOMER CARE ACTION CHECKLIST for CMC

	ACTION ITEM	DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
1	Review ERP.			
2	Prepare crisis folder.			
<b>IMMEDIATE ACTIONS</b>				
1	Proceed to the CMC.			
2	Focus passenger complaints, which are induced by crisis.			
3	Inform CMC about emerging problems.			
4	Support CC&PR Liaison (if needed).			
5	Prepare "Handover Record".			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
1	Suggest the CMC for possible solutions to lessen the effect of crisis on ongoing operation.			
2	Send all document which is detailed in "Crisis Document List-CDL" to Quality Liaison.			
<b>POST INCIDENT</b>				
1	Prepare "Post Incident Report".			

## APPENDIX-21: LEGAL ACTION CHECKLIST for CMC

	ACTION ITEM	DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
<b>1</b>	Review ERP.			
<b>IMMEDIATE ACTIONS</b>				
<b>1</b>	Proceed to the CMC.			
<b>2</b>	Review legal aspect of crisis.			
<b>3</b>	Advice CMC about legal issues			
<b>4</b>	Correspond with legal authorities regarding occurrence.			
<b>5</b>	Consider the need for legal representation for the Company and or crew at the incident site.			
<b>6</b>	Correspond with insurance companies (Gallagher)			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
<b>1</b>	Establish procedures for the immediate and on-going support of employees' families with CD.			
<b>2</b>	Assist lawyers and loss adjusters appointed by the underwriters.			
<b>POST INCIDENT</b>				
<b>1</b>	Prepare "Post Incident Report".			

## APPENDIX-22: IT ACTION CHECKLIST for CMC

	ACTION ITEM	DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
1	Review ERP.			
2	Prepare IT infrastructure of CMC for crisis conditions IAW "CMC Facility Checklist"			
3	Prepare web dark side.			
<b>IMMEDIATE ACTIONS</b>				
1	Proceed to the CMC.			
2	Call relevant staff for duty			
3	Ensure that CMC is ready for use from IT perspective.			
4	Ensure that requirements, which are listed in "CMC Facility Checklist" have been provided.			
5	Activate "Dark Side" of web page.			
6	Ensure that emerging IT needs/requirements of deployment staff (Go Team, CSAT, etc.) have been provided.			
7	Secure all data.			
8	Publicize, "Toll Free Numbers".			
9	Prepare "Handover Record".			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
1	Ensure continuity of IT operation securely.			
<b>POST INCIDENT</b>				
1	Prepare "Post Incident Report".			

### APPENDIX-23: ACTION CHECKLIST for SERVICE CENTER

ACTION ITEM	DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>			
1	Review ERP.		
2	Prepare SC ERP procedures (including call-out plan)		
3	Carry out call out plans for its own staff		
4	Ensure that ERP trainings and exercises are provided.		
<b>IMMEDIATE ACTIONS</b>			
1	Transfer information related to reported occurrence to OCC		
2	Implement the SC call-out plan		
3	Ensure that receiving the initial information from ERM or OCC Department		
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>			
1	Collect and record the information for passengers and their NoKs		
2	Transfer the recorded data to Kenyon International Call Center (KICC)		
3	Transfer the calls to the toll-free number		
4	Run the IVR announcements for the toll-free number		
<b>POST INCIDENT</b>			
1	Prepare "Post Incident Report".		

## APPENDIX-24: SUPPORT TEAM ACTION CHECKLIST for CMC

ACTION ITEM		DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
1	Review ERP.			
2	Keep available all requirements which are listed in "CMC Facility Checklist".			
3	Check the CMC each quarter and sign "CMC Facility Checklist"			
<b>IMMEDIATE ACTIONS</b>				
1	Proceed to the CMC.			
2	Make CMC ready for use as soon as possible.			
3	Get in contact with ERM for taking latest directives.			
4	Ensure that requirements, which are listed in "CMC Facility Checklist" have been provided.			
5	Response extra requirements of CMC immediately.			
6	Response emerging needs/requirements of deployment staff (Go Team, CSAT, etc.)			
7	Prepare "Handover Record".			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
1	Continue to give support to all CMT (CMC, Go Team, SAT, etc.).			
<b>POST INCIDENT</b>				
1	Prepare "Post Incident Report".			

## APPENDIX-25: GO TEAM DIRECTOR ACTION CHECKLIST

ACTION ITEM		DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
1	Review ERP.			
2	Prepare crisis folder.			
<b>IMMEDIATE ACTIONS</b>				
1	Proceed to the Go Team Meeting Point (2nd Floor Meeting Room in Corendon HQ) being ready to travel.			
2	Get in contact with ERM/OCC and receive a pre-deployment briefing.			
3	Obtain weather actual and forecast for the incident location.			
4	Review "Go Kit Checklist" and determine exact requirements for incident site.			
5	Coordinate requirements with related parties (transportation, accommodation, clothing, equipment, documentation, etc.).			
6	Obtain sufficient funds/credit cards to finance the initial deployment.			
7	Obtain contact details for the Handling Agent, Police, etc.			
8	Brief the Go Team on known details.			
9	Confirm that you have enough staff, contact HR Liaison if more are required.			
10	Ensure that each member made own preparation taking into account "Go Kit Checklist".			
11	Deploy to the incident location.			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
1	Inform the ERM of your arrival, and obtain an update.			
2	Establish contact with the Kenyon/Handling Agent/Authority in control of the incident site. Obtain an update on any developments and pass your contact details to them.			
3	Contact the local police force and ensure arrangements have been made for the protection of passengers and company personnel (if needed). Make sure company property and equipment is secure.			
4	Ensure that appropriate safety and welfare measures are in place, e.g. first aid kits, ambulance, emergency communications, a rest area, and food & water.			
5	With assistance from the Ops and Technical Members, carry out methodical assessments of the crash/incident site. Record all findings and assessments for the internal and official investigations.			
6	Provide assistance to insurance representatives, code-share partners, and aircraft/engine/component manufacturers who may visit the incident site.			
7	Consider any immediate requirement for a press interview or conference. Liaise with Kenyon and on-site Company Crisis Communications Representative.			
8	Set up an Incident Management Centre at the airport, a local hotel or temporary shelter, depending on the incident location until Kenyon take over the command and control.			
9	Arrange a Team briefing schedule, and then release team members to their individual tasks.			
10	Hire local staff & equipment as required (if needed).			

<b>11</b>	Ensure the Go Team keep accurate financial records. Keep files for each contract or area of expenditure.			
<b>12</b>	Update CMC about; * The number and location of injured & uninjured survivors, * The number and location of any deceased, * Number of missing persons, * Team access to survivors and the incident site, * Accident investigation procedures			
<b>13</b>	Hold regular Team briefings, e.g. every morning or evening, to disseminate information and instructions.			
<b>14</b>	Direct and coordinate the activities of the Go Team.			
<b>15</b>	Work closely with Kenyon, local/national authorities, other agencies and foreign embassies to assist survivors and families.			
<b>16</b>	Monitor yourself and your team for signs of fatigue and stress. Request additional or rotation of personnel as required.			
<b>17</b>	Prepare "Handover Record".			
<b>POST INCIDENT</b>				
<b>1</b>	Hand over control to Post Incident Recovery Organization, when established.			
<b>2</b>	Arrange to hand back any working and domestic accommodation, hired equipment and services and pack up all Company equipment.			
<b>3</b>	Terminate any local security related contracts (if necessary).			
<b>4</b>	Recover the Go Team and equipment to Antalya.			
<b>5</b>	Prepare "Post Incident Report" and assist internal and external investigations.			

## APPENDIX-26: GO TEAM FLIGHT OPS ACTION CHECKLIST

ACTION ITEM		DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
1	Review ERP.			
2	Prepare crisis folder.			
<b>IMMEDIATE ACTIONS</b>				
1	Proceed to the Go Team Meeting Point (2nd Floor Meeting Room in Corendon HQ) being ready to travel.			
2	Contact CMC Flight Ops Liaison; decide the number of flight ops personnel required for the Go Team.			
3	Review "Go Kit Checklist" and determine exact requirements from your side and pass them Go Team Director.			
4	Ensure that you have copies of operational charts and documents for the aircraft type involved.			
5	Receive a pre-deployment briefing from Go Team Director.			
6	Complete individual preparations for deployment.			
7	Deploy to the incident location.			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
1	Receive an updated incident briefing from the Go Team Director.			
2	Assess the situation at the incident site from the viewpoint of flight ops.			
3	Consider any immediate requirement and pass them Go Team Director/CMC.			
4	Work in tandem with counterpart in Kenyon when they are on station.			
5	Make a written risk assessment of the incident site.			
6	Carry out methodical assessments of the crash/incident site. Report any immediate flight or ground safety issues to the Go Team Director. Record all findings and assessments for the internal and official investigations.			
7	Provide assistance to insurance representatives, code-share partners, and aircraft/engine/component manufacturers who may visit the incident site.			
8	Avoid entering crash site, take measures listed below when it is necessary: <ul style="list-style-type: none"> <li>* Do not enter the crash site without permission from the Fire/Police/Investigation Officer in charge. Only enter/exit cordons through the appropriate checkpoints;</li> <li>* Wear appropriate protective clothing – boots, gloves, overalls, hard hat, goggles, etc.</li> <li>* Do not disturb or alter anything at the site unless specifically authorized;</li> <li>* Take photographs/video and make sketches and GPS plots of wreckage location with a view to eventual removal;</li> </ul>			
9	Update the Go Team Director at daily briefings.			
10	Monitor yourself for signs of fatigue and stress. Request additional or rotation of personnel as required.			
11	Prepare "Handover Record".			
<b>POST INCIDENT</b>				
1	Prepare "Post Incident Report" and assist internal and external investigations.			

## APPENDIX-27: GO TEAM TECHNICAL ACTION CHECKLIST

ACTION ITEM	DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>			
1	Review ERP.		
2	Prepare crisis folder.		
3	Execute trainings and exercises.		
<b>IMMEDIATE ACTIONS</b>			
1	Proceed to the Go Team Meeting Point (2nd Floor Meeting Room in Corendon HQ) being ready to travel.		
2	Contact CMC Technical Liaison; decide the number of technical personnel required for the Go Team.		
3	Review "Go Kit Checklist" and determine exact requirements from your side and pass them Go Team Director.		
4	Ensure that you have copies of technical charts and documents for the aircraft type involved.		
5	Receive pre-deployment briefing from Go Team Director.		
6	Complete individual preparations for deployment.		
7	Deploy to the incident location.		
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>			
1	Receive an updated incident briefing from the Go Team Director.		
2	Assess the situation at the incident site from the viewpoint of technical.		
3	Consider any immediate requirement and pass them Go Team Director/CMC.		
4	Assist Handling Agents staff with the collection and storage of documentary and electronic technical evidence. Make available to Air Accident Investigators and Go Team Director.		
5	Work in tandem with counterpart in Kenyon when they are on station.		
6	Carry out methodical assessments of the crash/incident site. Report any immediate flight or ground safety issues to the Go Team Director. Record all findings and assessments for the internal and official investigations.		
7	Provide assistance to insurance representatives, code-share partners, and aircraft/engine/component manufacturers who may visit the incident site.		
8	Avoid entering crash site, take measures listed below when it is necessary: <ul style="list-style-type: none"> <li>* Do not enter the crash site without permission from the Fire/Police/Investigation Officer in charge. Only enter/exit cordons through the appropriate checkpoints;</li> <li>* Wear appropriate protective clothing – boots, gloves, overalls, hard hat, goggles, etc.</li> <li>* Do not disturb or alter anything at the site unless specifically authorized;</li> <li>* If requested by Air Accident Investigators, assist with the removal of voice and data recorders;</li> <li>* Take photographs/video and make sketches and GPS plots of wreckage location with a view to eventual removal;</li> <li>* Assess the airframe, engines and components for any obvious technical failures or abnormalities;</li> </ul>		
9	Update the Go Team Director at daily briefings.		
10	Work with Air Accident Investigators, insurance and manufacturers' reps to develop plans for wreckage removal, transport and storage.		

11	Monitor yourself for signs of fatigue and stress. Request additional or rotation of personnel as required.			
12	Prepare "Handover Record".			
<b>POST INCIDENT</b>				
1	Prepare "Post Incident Report" and assist internal and external investigations.			

## APPENDIX-28: GO TEAM GROUND OPS ACTION CHECKLIST

ACTION ITEM		DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
1	Review ERP.			
2	Prepare crisis folder.			
3	Execute trainings and exercises.			
<b>IMMEDIATE ACTIONS</b>				
1	Proceed to the Go Team Meeting Point (2 <sup>nd</sup> Floor Meeting Room in Corendon HQ) being ready to travel.			
2	Contact CMC Ground Ops Liaison; decide the number of ground ops personnel required for the Go Team.			
3	Review "Go Kit Checklist" and determine exact requirements from your side and pass them Go Team Director.			
4	Ensure that you have information of handling agents, service providers, etc. in and near incident site.			
5	Receive a pre-deployment briefing from Go Team Director.			
6	Complete individual preparations for deployment.			
7	Deploy to the incident location.			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
1	Receive an updated incident briefing from the Go Team Director.			
2	Assess the situation at the incident site from the viewpoint of support of the operation.			
3	Consider any immediate requirement and pass them Go Team Director/CMC.			
4	Make all arrangements (food, beverages, phone, transportation, accommodation, etc.) regarding support of all operation carried out in incident site until Kenyon take over the command and the control (if Kenyon activated).			
5	Work in tandem with counterpart in Kenyon when they are on station.			
6	Update the Go Team Director at daily briefings.			
7	Monitor yourself for signs of fatigue and stress. Request additional or rotation of personnel as required.			
8	Prepare "Handover Record".			
<b>POST INCIDENT</b>				
1	Prepare "Post Incident Report" and assist internal and external investigations.			

## APPENDIX-29: CORENDON INVESTIGATION TEAM (CIT)

PERSONNEL		TITLE	DEPARTMENT	PHONE	E-Mail
				GSM	
1	Sylvander Sant	SMS Manager (OPS) Temporary	SMS	+356 99315555 +356 79418299	Ssant
2	Antoine Xuereb	SMS Manager (AW) Temporary	SMS	+35699315586	axuereb
3	Marta Mutambirwa	Compliance Monitoring Manager (OPS)	COMP	+356 7948 9000	Mmutambirwa
4	Arif UYSAL	Senior Engineering Manager	CAMO	+90 5494120068	auysal
5	Gaston DEBONO	Senior FOPS Manager / Captain	FOP	+356 99316895	gdebono
6	Mehmet YILMAZ	Senior Maintenance Manager	MAINT	+49 1622317837	myilmaz
7	Meral ALICI	Senior Cabin Crew Manager	CCD	+90 2423233400 – 1455	malici
8	Atilay BATU	Chief Operating Officer	GOP	+90 5494120090	abatu
9	S.Yunus HALEP	Aviation Security Manager	SEC	+90 5494120013	shalep

## APPENDIX-30: SAT/CSAT MEMBERS ACTION CHECKLIST

	ACTION ITEM	DATE TIME	NAME	REMARKS
<b>BEFORE CRISIS</b>				
<b>1</b>	Review ERP.			
<b>2</b>	Be familiar with FAC Kits.			
<b>3</b>	Execute trainings and exercises, attend meetings.			
<b>IMMEDIATE ACTIONS</b>				
<b>1</b>	Proceed to location assigned by CSAL with FAC Kit(s).			
<b>2</b>	Review "Go Kit Checklist" and determine exact requirements from your side and pass them Go Team Director.			
<b>3</b>	Receive a pre-deployment briefing from CSAL.			
<b>4</b>	Obtain information about earmarked hotels/facilities (if it is applicable).			
<b>5</b>	Complete individual preparations for deployment.			
<b>NEXT FEW HOURS/ON-GOING ACTIONS</b>				
<b>1</b>	To greet victims and/or families/kinsmen of passengers or crew members and direct them to reception areas or designated location.			
<b>2</b>	Assist families/kinsmen of passengers or crew members fill in relevant forms (in digital library).			
<b>3</b>	Assess the situation at center or the incident site, report to CSAL at regular intervals.			
	<b>For uninjured passengers :</b>			
<b>1</b>	Ensure that passengers and crew members contact families and friends.			
<b>2</b>	Ensure that passengers and crew members are fed and rested.			
<b>3</b>	Arrange local replacement of clothes and belongings.			
<b>4</b>	Check that adequate security is in place at the hotel. Press and media should not be allowed access to passengers			
	<b>For injured crew members:</b>			
<b>1</b>	Ensure that crew members have been delivered to a hospital and receive appropriate treatment and care.			
<b>2</b>	Ensure that crew members contact their family and friends.			
<b>3</b>	Visit crew members in hospital and assist as required. If any crew member is under close or open arrest, seek advice from the CSAL.			
<b>4</b>	Arrange local replacement of clothes and belongings.			
<b>5</b>	Check that adequate security is in place at the hospital and that calls are screened. Press and media should not be allowed access to crew members.			
	<b>For missing or deceased crew members:</b>			
<b>1</b>	Establish whether individuals have been identified.			
<b>2</b>	Assist Kenyon and local authorities with the identification and repatriation processes.			
<b>3</b>	Assist station staff with the collection and storage of documentary and electronic evidence.			
	<b>In General</b>			
<b>1</b>	Provide the CSAL with factual information and updates at regular intervals regarding the latest developments and circumstances			

<b>2</b>	Monitor the circumstances at Special Assistance Desks, reception areas and family briefing rooms and notify the CSAL if improvements of locations are necessary			
<b>3</b>	Ask to be relieved from duties if coping with conditions / circumstances become too stressed, exhausting or any other case that makes it difficult to cope with or handle assigned duties			
<b>4</b>	Prepare "Handover Record" for your replacement by Corendon staff (if necessary).			
<b>5</b>	Prepare information and reports for internal and external investigations.			
<b>POST INCIDENT</b>				
<b>1</b>	Prepare "Post Incident Report".			

**APPENDIX-31: CMC FACILITY CHECKLIST (Malta)**

	FACILITY	REQ.	CURR.	BACKUP	RESPONSIBLE DEPARTMENT	CONTROLLED BY	DATE
1	Phone(Land line)	2			IT		
2	Phone(Cellular)	4			IT		
3	Printer / Scanner	1			IT		
4	Laptop	4			IT		
5	Wi-Fi internet connection	1			IT		
6	Wall clock	1			Admin		

## APPENDIX-32: GO TEAM / SAT KIT CHECKLIST

ITEM	REQUIRED	CURRENT	RESPONSIBLE	CONTROLLED BY	DATE
			DEPARTMENT		TIME
1	Flashlight, aluminum body, 9 leds	1	**	Admin	
2	Tablet PC	5		OCC	
3	GSM Card	5	**	IT	
4	UPS	1	**	IT	
5	Powerbank	1	**	IT	
6	Generator	TBD	**	IT	
7	Flight Bag	2		Admin	
8	Compass	4		Admin	
9	Flashlight and Spare Batteries	TBD	-	Admin	
10	Tape Measures	1		Admin	
11	First Aid Kit	1		Admin	
12	Hygiene/Sanitation Kit	2		Admin	
13	Protective Goggles, Face Masks	TBD	-	Admin	
14	Non-latex	4		Admin	
15	Map or Plan of Area	TBD	**	Admin	
16	Stationery Pack	2		Admin	
17	*Slumberjack	TBD	**	Admin	
18	*Clothing for Extreme Weather Conditions	TBD	**	Admin	
19	Company Emergency Response Plan	2		Quality	
20	Contact Lists	4		Quality	
21	Documents & Forms Pack/E-versions	TBD	**	Quality	
22	High Visibility Vest (Corendon Team)	10		Admin	
23	Radio, Roxy, telescopic antenna, button adjustable	1	**	Admin	
24	Warning Vest, engineer type	1	**	Admin	
25	Flask 600 ml	1		Admin	
26	Soap	1		Admin	
27	Rope 5 mm x 5 m	1		Admin	
28	Multi-Purpose Pocket Knife set	1		Admin	
29	*Company credit cards, cash, letter of credit, etc.	Per Staff/Per Group	**	Finance	
30	Travel Arrangements: *Tickets *Accommodation Documents *Transfers	Per Staff	**	Crew Planning	
31	Individual Travel Documents: *Passport *Visas *Landing Card	Staff responsibility	**		
32	Identification Documents: *Personal ID Card *Corendon Staff ID Card *Driver License *DGCA Authorization Card *Individual Credit Cards	Staff responsibility	**		

\*TBD: To be determined according to nature of- crisis.

\*\* Will be provided in case of crisis

## APPENDIX-33: ACTION LOG

	DATE	TIME (UTC)	EVENT	ACTION/REMARKS	NAME	INITIAL
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						

**APPENDIX-34: KENYON INCIDENT UPDATE**

<b>Person reporting incident:</b>			
Name:			
Company Name:		Title:	
Phone Number:		E Mail:	
What is the home base of the aircraft?			
<b>Which airport did the aircraft depart from?</b>			
Name		3 Letter Designator	
Time(Local/UTC)		Flight Number	
<b>Did the aircraft have a scheduled stop?</b>			
Name		3 Letter Designator	
Arrival time (Local/UTC)		Departure Time (Local/UTC)	
<b>Did the aircraft have a second scheduled stop?</b>			
Name of airport?		3 Letter Designator	
Arrival time (Local/UTC)		Departure time (Local/UTC)	
<b>What was the aircraft's destination?</b>			
Name		3 Letter Designator	
What was the scheduled arrival time? (Local/UTC)			
<b>What is the location of the incident?</b>			
Country		Town/City	
Location or Grid Reference			
Time of Incident (Local/UTC)			
Contact Person at Incident Location:			
Contact number:			
How many passengers on board?		How many crews?	
Are these numbers from a preliminary or reconciled manifest?			
Any other information:			

## APPENDIX-35: GENERAL INCIDENT ACTIVATION INFORMATION



### GENERAL INCIDENT ACTIVATION INFORMATION

This basic form will be completed for all incidents, then continue with the appropriate specific incident detail form for: *Aviation, Transportation Non-Aviation, or Non-Transportation-Other*

Kenyon completing the form:		Date / Time call started:	
Person reporting the incident:			
First Name:		Last Name:	
Job title:		Email Address:	
Call back numbers in case disconnected:		Company Name:	
Country Code: +		<hr style="border: 1px solid black;"/> Parent Company Name:	
Landline Phone: +			
Mobile Phone: +			
Will you be the point of contact for incident related questions: YES <input type="checkbox"/> Same contact as above <input type="checkbox"/>			
If NO, who will be the contact for the incident			
NEW CONTACT information:			
First Name:		Last Name:	
Job title:		Email Address:	
Country Code: +			
Landline Phone: +			
Mobile Phone: +			
Are you calling to: <input type="checkbox"/> ACTIVATE Kenyon <input type="checkbox"/> ALERT Kenyon or is this a <input type="checkbox"/> Drill/Exercise			

If calling to ACTIVATE: Which services are you requesting to have activated:	
<input type="checkbox"/> Disaster Recovery Services (Search & Recovery, Morgue, ID, Repatriation, Personal Effects) <input type="checkbox"/> Disaster Human Services (Family Assistance Center, Special Assistance Team, Mental Health) <input type="checkbox"/> Call Center <input type="checkbox"/> Crisis Communications <input type="checkbox"/> Media Call Center <input type="checkbox"/> Disaster Services (Advisory Service) <input type="checkbox"/> Emergency Operations Support Center (EOOSC) <input type="checkbox"/> Government On Demand Services (Tick each service requested):	
1. Incident Coordination Team (Data Management) <input type="checkbox"/>	3. Personal Property and Evidence Services <input type="checkbox"/>
2. Missing Persons Center <input type="checkbox"/>	4. Legal Services <input type="checkbox"/>
<input type="checkbox"/> Other	
What type of incident is this:	
<input type="checkbox"/> Aviation <input type="checkbox"/> Transportation NON-Aviation <input type="checkbox"/> NON-Transportation - Other	

CONTINUE & COMPLETE THE INCIDENT FORM ACCORDING TO TYPE OF INCIDENT

**KENYON**  
EMERGENCY SERVICES

**AVIATION INCIDENT**

Date:	Local Time of incident:		
Location of Incident:	Country:	City:	State/Province:
Brief Description of accident:			
_____			
_____			
_____			
_____			

<b>Routing of flight (origin, scheduled stops, destination)</b>	
What is the Flight Number:	
Flight Departure from what airport:	Scheduled Departure Time:
Flight Arrival scheduled airport:	Scheduled Arrival Time:
Any connection stops? Yes <input type="checkbox"/> No <input type="checkbox"/>	
Is the flight a code-share? If yes, detail other flight number:	
If Connection stop:	Flight Connection Airport:
If accident occurred at airport: Is the Airport open?	

Number of Passengers:	Number of Crew:
-----------------------	-----------------

<b>FOR MEDIA CALLS:</b> What is the company's contact name and telephone number?	
Country Code:	Telephone Number: +
Contact Name:	Email:

Kenyon FTE completing the form:	Time call ended:
---------------------------------	------------------



APPENDIX-36: WORK AUTHORIZATION AGREEMENT

## Kenyon International Emergency Services, Inc.

### Work Authorization Agreement

Serial Number: <#>

In accordance with the Service Agreement between <CLIENT NAME PER AGREEMENT> ('Client') and Kenyon International Emergency Services ('Kenyon') effective <DATE OF SIGNED AGREEMENT>, the Client hereby authorizes Kenyon to commence the following services:

- Disaster Recovery Services
- Crisis Communications Response Service
- Disaster Human Services
- Kenyon International Call Centre Service
- Media Call Centre Service
- Other:

This includes the activation of a Kenyon-based Crisis Management Centre to support the administration and logistics of the operation. All associated expenses for services rendered, supplies and equipment provided by Kenyon will be billed in accordance with the Service Agreement as well as the current Kenyon Rate Schedule.

The required staff will be assigned to support the activated services. The number of positions required may change throughout the response to support current requirements. All positions will be billed in accordance with the current Kenyon Rate Schedule. A list of assigned positions is available on request.

**Client Authorisation:**

**Kenyon Authorisation:**

Signed: \_\_\_\_\_

Signed: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

**Please return the signed Agreement as soon as possible to Kenyon to:**

E-mail to: [CMCX@kenyoninternational.com](mailto:CMCX@kenyoninternational.com) (To be advised upon activation)

or

**Fax to:** +44 1344 316 666



## APPENDIX-39: AIRCRAFT INFORMATION FORM

AIRCRAFT:		
Registration/Type		
Serial Number		
Manufacturer Company/Country		
Wingspan		
Height		
Lenght		
Airframe TSN/CSN		
Maximum Takeoff Weight		
Fuel Capacity		
Passanger Capacity		
ENGINES:		
	Engine No: 1	Engine No: 2
Manufacturer		
Model/Serial Number		
TSN/CSN		
Last Shop Visit		
CSN		
APU:		
Manufacturer/Model		
P/N-S/N		
TSN/CSN		
RADIO & NAVIGATION EQUIPMENT:		
HF Transceiver		
VHF Transceiver		
VOR Marker Beacon		
DME Interrogator		
ADF Receiver		
TCAS Computer		
ATC Transponder		
WX RADAR Transceiver		
Radio Altimeter		
Multi Mode Receiver		
EGPWS		
Audio Control Panel		
Flight Management Computer(FMC)		
Flight Control Computer		
Mode Control Panel(MCP)		
Air Data Inertial Reference Unit		
Flight Data Recorder(FDR)		
Cockpit Voice Recorder(CVR)		
MAINTENANCE INFORMATION:		
FLIGHT INFORMATION:		



## APPENDIX-41: EQUIPMENT/DOCUMENT DELIVERY RECORD

<b>DELIVERED</b>	<b>EQUIPMENT:</b>	
	<b>DOCUMENT:</b>	
<b>SERIAL NUMBER:</b>		
<b>APPROVAL OF:</b>		
<b>INFORMATION TO:</b>		
<b>PURPOSE OF DELIVERY:</b>		
<b>DELIVERED BY:</b>		
<b>DELIVERED TO:</b>		
<b>DELIVERY DATE:</b>		
<b>RETURN DATE:</b>		
<b>REMARKS:</b>		

<b>NAME:</b>		<b>NAME:</b>	
<b>DATE:</b>		<b>DATE:</b>	
<b>SIGNATURE:</b>		<b>SIGNATURE:</b>	

## APPENDIX-42: REPLACEMENT ROSTER

DATE	TIME (UTC)	ROLE TO BE REPLACED	PERSON OFF DUTY	PERSON ON DUTY
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
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24				
25				
26				
27				
28				
29				
30				
31				

**APPENDIX-43: HANDOVER RECORD**

<b>ROLE:</b>			
<b>DEPARTMENT:</b>			
<b>ITEMS REQUIRING IMMEDIATE ATTENTION:</b>			
<b>OUTSTANDING ACTIONS:</b>			
<b>PROBLEM/ISSUES:</b>			
<b>HANDOVER BRIEFING:</b>	<b>YES/NO</b>	<b>ACTION LOG:</b>	<b>YES/NO</b>

HANDOVER FROM:		HANDOVER TO:	
<b>NAME:</b>		<b>NAME:</b>	
<b>DATE:</b>		<b>DATE:</b>	
<b>SIGNATURE:</b>		<b>SIGNATURE:</b>	

APPENDIX-44: PASSENGER REGISTRATION FORM (YOLCU KAYIT FORMU)

YOLCU/PASSENGER		
<b>İsim</b> Name		
<b>Adres</b> Adress		
<b>Telefon Numarası</b> Phone Number		
<b>Konaklama/Otel</b> Accomodation		
<b>Sonraki Uçuş (No.)</b> Next Flight		
<b>Yerel Ulaşım</b> Local Transport		
<b>Sonraki 72 saat içinde bu kişiyle nereden bağlantı kurulacağı</b> Point of Contact for next 72 hours		
HABER VERİLECEK KİŞİ/PEOPLE WILL NOTICE		
<b>İsim</b> Name		
<b>İlişkisi</b> Kinship		
<b>Telefon Numarası</b> Phone Number		
<b>Herhangi bir sağlık sorunun yok./I do not have any health problems.</b>	<b>Evet/Yes</b> <b>Hayır/No</b>	
<b>Tüm bagajlarımı teslim aldım./I have received all my luggage.</b>	<b>Evet/Yes</b> <b>Hayır/No</b>	
	<b>KAYIT EDEN</b> <b>PERSON WHO RECORD</b>	<b>ONAYLAYAN</b> <b>APPROVED BY</b>
<b>Ad, Soyad/Name and Surname:</b>		
<b>İmza/Signature:</b>		
<b>Tarih, Saat/Date and Time:</b>		

APPENDIX-45: RECORD of STATEMENT

<b>NAME:</b>	
<b>DEPARTMENT:</b>	
<b>POSITION:</b>	
<b>MISSION ON THE OCCURRENCE TIME:</b>	
<b>OCCURRENCE DESCRIPTION:</b>	

The above expression belongs to me.  
It is written without being under any influence or pressure.

<b>NAME:</b>	
<b>DATE:</b>	
<b>SIGNATURE:</b>	

*These record will be used just for in-company investigations. It does not have any legal meaning.*

APPENDIX-46: POST INCIDENT REPORT

<b>CASE:</b>	
<b>DEPERTMANT:</b>	
<b>ROLE:</b>	
<b>IMPORTANTNT ISSUES:</b>	
<b>PROBLEMS ENCOUNTERED:</b>	
<b>SUGGESTIONS:</b>	

<b>NAME:</b>	
<b>DATE:</b>	
<b>SIGNATURE:</b>	

## APPENDIX-47: COMMUNICATION PLAN

### A. Acknowledgment of Occurrence and Social Media Message (15<sup>th</sup> Minute Massage):

#### **TÜRKÇE:**

Az önce alınan üzücü bir habere göre; ..... sefer sayılı Boeing 737-800 tipi ... isimli Corendon Airlines'a ait uçak , ..... tarihinde.... saatinde.... hava sahasında bir kaza sonucu düşmüştür. Kazaya anında müdahale edilmiş olup, konuyla ilgili olarak soruşturma ivedilikle başlatılmıştır. Soruşturma tarafımızca titizlikle takip edilmektedir. Kaza ile ilgili ayrıntılı açıklama, kaza ile ilgili soruşturmanın sona erip elimizdeki tüm verilerin kesinleşmesinin ardından yapılacaktır. Resmi bilgilerin elimize ulaşmasının ardından yaşanan bu elim kaza ile ilgili tüm gelişmeler, kurum internet sitesi ve sosyal medya hesaplarından kamuoyu ve kazazedelerin yakınlarıyla düzenli olarak paylaşılacaktır. Kamuoyunun bilgisine sunulur,

Corendon Airlines

#### **ENGLISH:**

We are making this announcement regarding some very sad news that we received a short while ago. We were informed that our Boeing 737-800 .....(name of plane).....aircraft, flight number ..... crashed on .....(date)..... at .....(hrs) ..... in the .... airspace. The accident was reported and an investigation started immediately. A detailed statement will be made once the investigation, which we are following closely, is complete and all information has been finalised. Over our website and social media accounts, we will continue to share the official information about the developments of this unfortunate event with the relatives of the survivors and the general public.

Corendon Airlines.

#### **DEUTSCH:**

Wir machen diese Mitteilung bezüglich der traurigen Nachricht, die wir vor kurzem erhalten haben. Wir wurden informiert, dass unsere Boeing 737-800..... (Name des Flugzeugs) ..... Flugzeug, Flugnummer..... am..... (Datum)..... um..... (Uhrzeit) im Luftraum von..... abgestürzt ist..... Der Unfall wurde gemeldet und eine Untersuchung der UnfallurFAche unmittelbar in die Wege geleitet. Wir verfolgen die Untersuchung der Unfallurache sorgfältig und werden nach den Feststellungen der UrFACHen der Öffentlichkeit davon ausführlich Bericht erstatten. Nachdem uns amtliche Informationen über dieses tragische Ereignis vorliegen, werden wir Sie und die Angehörigen der Opfer darüber über unsere Homepage und unsere Social Media Auftritte regelmäßig in Kenntnis setzen.

#### **DUTCH:**

Deze mededeling betreft een zeer droef bericht dat wij zojuist ontvingen. Wij hebben informatie gekregen dat door een ongeluk ons vliegtuig Boeing 737-800, ..... (naam van het toestel) ....., vluchtnummer ....., op .....(datum) om ....(tijd) ...uur is neergestort in het ... luchtruim. Er werd onmiddellijk ingegrepen als gevolg van het ongeluk en een onderzoek is gestart. Een gedetailleerde verklaring zal worden gedeeld nadat het onderzoek, welke we

zorgvuldig volgen, is afgerond en de informatie voorhanden zekerheid krijgt. Op onze website en op onze pagina's in de sociale media zullen wij de verkregen officiële informatie over dit treurig ongeluk publiceren en blijven delen met de familieleden van de slachtoffers en met het publiek.

## B. Press Statement and Social Media Message (30<sup>th</sup> Minute Message):

### TÜRKÇE:

Corendon Airlines olarak, ..... sefer sayılı Boeing 737-800 tipi ... isimli uçağın .... tarihinde.... saatinde.... hava sahasında elim bir kaza sonucu düştüğünü öğrenmiş bulunmaktan dolayı derin bir üzüntü içerisindeyiz.

Şu ana kadar elimize resmi kaynaklardan ulaşan verilere göre: .....

Ayrıntılı açıklama, titizlikle takip edilen soruşturmanın sona ermesinin ve konuyla ilgili verilerin kesinleşmesinin ardından yapılacaktır. Kesinleşmiş resmi bilgilerin kurumumuza ulaşmasının ardından, yaşanan elim olay ile ilgili gelişmeleri, kurum internet sitesi ve sosyal medya hesaplarından kamuoyu ve kazazede yakınlarıyla düzenli olarak paylaşılacaktır.

Kamuoyunun bilgisine sunulur,

Corendon Airlines

### ENGLISH:

We are deeply saddened to learn that our Boeing 737-800 ....(name of plane).....aircraft, flight number ..... crashed on .....(date)..... at .....(hrs) .....in the .... airspace as a result of an unfortunate accident.

The data and information provided to us by the official authorities until now is as follows:...

A detailed statement will be made once the investigation, which we are following closely, is complete and all information has been finalised. Over our website and social media accounts, we will continue to share the official information about the developments of this unfortunate event with the relatives of the survivors and the general public.

Corendon Airlines

### DEUTSCH:

Wir sind zutiefst betroffen zu erfahren, dass unsere Boeing 737-800..... (Name des Flugzeugs)..... Flugzeug, Flugnummer..... am..... (Datum)..... um..... (Uhrzeit) im Luftraum von ..... nach einem bedauerlichen Unfall abgestürzt ist.....

Die Daten und Informationen, die uns durch die zuständigen Behörden bis jetzt gegeben wurden, sind folgende:...

Wir verfolgen die Untersuchung der Unfallursache sorgfältig mit und werden nach den Feststellungen der UrFACHen der Öffentlichkeit ausführlich davon Bericht erstatten. Nachdem uns amtliche Informationen über dieses tragische Ereignis vorliegen, werden wir

Sie und die Angehörigen der Opfer über unsere Homepage und unsere Social Media Auftritte regelmäßig darüber in Kenntnis setzen.

## **DUTCH:**

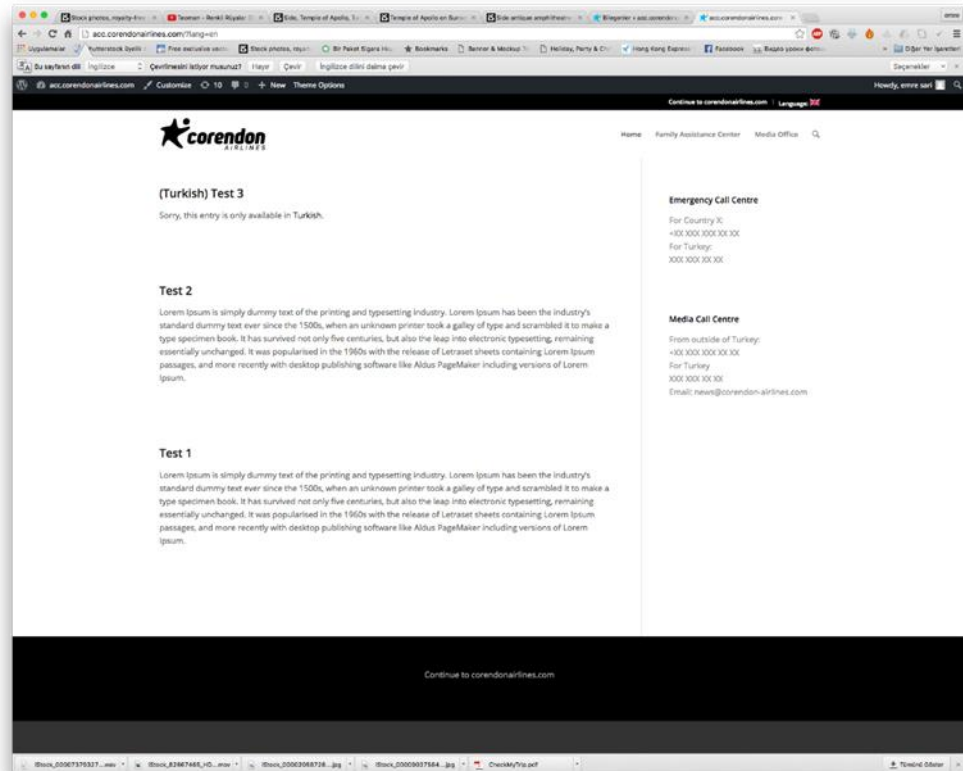
Wij zijn diep bedroefd! Wij ontvingen bericht dat ons vliegtuig Boeing 737-800, ....(naam van het toestel)...., vluchtnummer ....., door een ongeluk op .....(datum) ....om ...(tijd)....uur is neergestort in het ... luchtruim.

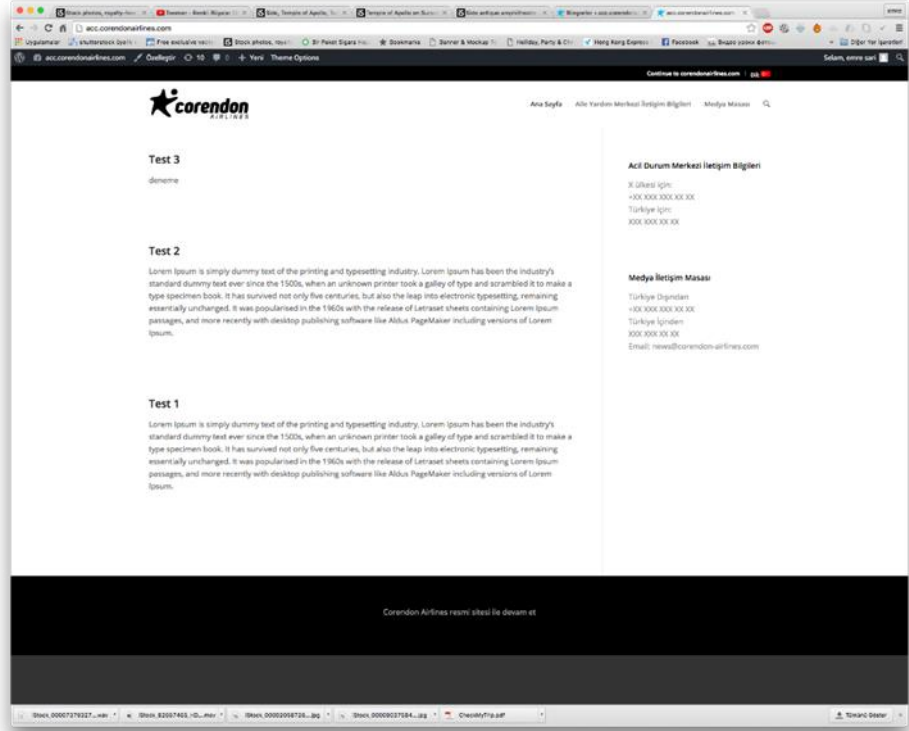
De gegevens en informatie die wij tot nu toe van de officiële autoriteiten hebben gekregen, is als volgt: .....

Een gedetailleerde verklaring zal worden gedeeld nadat het onderzoek, welke we zorgvuldig volgen, is afgerond en de informatie voorhanden zekerheid krijgt. Op onze website en op onze pagina's in de sociale media zullen wij de verkregen officiële informatie over dit treurig ongeluk publiceren en blijven delen met de familieleden van de slachtoffers en met het publiek.

## **C. Web Dark Site (45th Minute Activation):**

The dark website template shown below, which is ready to activate at any time, will be activated by IT Officer Emre Sari (deputy: IT Director Kadir Demirel) after the responsible CC&PR person has sent them the website texts.





#### D. First message to put in Web Dark Site:

##### TÜRKÇE:

..... tarihinde bizleri ve tüm ülkeyi yasa boğan acı bir haber aldık.. ..... sefer sayılı Boeing 737-800 tipi ... isimli uçağımız ..... tarihinde.... saatinde.... hava sahasında bir kaza sonucu düşmüştür. Bu kaza ile ilgili sahadan gelen ilk bilgiler, kazanın boyutlarını açıkça ortaya koymaktadır.

Kaza anından bu ana kadar kazazedeleri kurtarmak, ailelerine bilgi ve destek sağlamak ve bu kazanın sebebini tespit etmek için her türlü gayretin gösterilmekte olduğu konusunda sizleri temin ederiz. Buradan kaza sahasında görev alan tüm kurtarma ekiplerine ve yardıma koşan herkese en derin minnetlerimizi sunarız. Şirketimizin tüm departmanları günün ve gecenin hangi saati olursa olsun yardım gereken her konuda üstlerini düşeni yapmak için seferber olmuşlardır.

Ayrıntılı açıklama, titizlikle takip edilen soruşturmanın sona erip, elimizdeki verilerin kesinleşmesini takiben yapılacaktır. Resmi bilgilerin elimize ulaşmasının ardından, yaşanan elim olay ile ilgili gelişmeleri, internet sitemiz ve sosyal medya hesaplarımızdan kamuoyu ve kazazede yakınlarıyla düzenli olarak paylaşacağız.

##### ENGLISH:

On .....(date)..... we received some sad news that has caused us and our nation deep grief. One of our aircraft - Boeing 737-800.....(name of plane) ...., flight number ....., crashed on .....(date) .....at .....(hrs) in the .... airspace as a result of an accident. The first information provided to us regarding the crash clearly shows the seriousness of this tragedy.

We assure you that, since the accident, all possible efforts have been and are still being made to rescue the survivors, to inform and support their families and to establish the cause of the accident. Our sincere gratitude and respect goes out to all the rescue teams and volunteers who are working on the accident site. All departments in our company are working day and night to assist them in every possible way and to take the necessary action.

A detailed statement will be made once the investigation, which we are following closely, is complete and all information has been finalised. Over our website and social media accounts, we will continue to share the official information about the developments of this unfortunate event with the relatives of the survivors and the general public.

### **DEUTSCH:**

Am..... (Datum)..... haben wir die traurige Nachricht erhalten, die bei uns und unserer Nation tiefe Trauer ausgelöst hat. Eines unserer Flugzeuge - Boeing 737-800..... (Name des Flugzeugs)...., Flugnummer....., ist am..... (Datum)..... um..... (Uhrzeit) abgestürzt. Erste Informationen bezüglich des Unfalls, die uns zur Verfügung gestellt worden sind, zeigen den Ernst dieser Tragödie. Wir versichern Ihnen, das seit dem Unfall alle möglichen Anstrengungen unternommen worden sind und noch unternommen werden, um Überlebende zu retten, ihre Familien zu informieren und zu unterstützen und die UrFAChe des Unfalls aufzuklären. Unser aufrichtiger Dank und Respekt gilt allen Rettungsmannschaften und Freiwilligen, die an der Absturzstelle arbeiten. Alle Abteilungen unseres Unternehmens arbeiten unermüdlich Tag und Nacht, um ihnen auf jede mögliche Weise zu helfen und die notwendigen Maßnahmen durchzuführen.

Wir verfolgen die Untersuchung der Unfallurache sorgfältig mit und werden nach den Feststellungen der UrFAChen der Öffentlichkeit ausführlich davon Bericht erstatten. Nachdem uns amtliche Informationen über dieses tragische Ereignis vorliegen, werden wir Sie und die Angehörigen der Opfer über unsere Homepage und unsere Social Media Auftritte regelmäßig darüber in Kenntnis setzen.

### **DUTCH:**

Op ....(datum) .... ontvingen wij tragisch nieuws, dat ons bedrijf en ook ons land ten zeerste bedroeft. Eén van onze vliegtuigen, Boeing 737-800, ....(naam van het toestel)...., vluchtnummer ....., is op .....(datum) ... om .....(tijd) .....uur neergestort in het luchtruim van ..... als gevolg van een ongeluk. De eerste berichtgeving over het ongeluk toont duidelijk hoe serieus deze tragedie is. Wij kunnen verzekeren, dat vanaf het moment van het ongeluk tot nu toe alles in het werk wordt gesteld om de overlevenden te redden, om de families te informeren en te steunen en om de oorzaak van het ongeluk vast te stellen. Wij zijn dankbaar en hebben groot respect voor de leden van de reddingsteams en alle vrijwilligers die op de plaats van het ongeluk meehelpten. Alle afdelingen van ons bedrijf werken continu dag en nacht door om hen op elke mogelijke manier te assisteren en de noodzakelijke acties te ondernemen.

Een gedetailleerde verklaring zal worden gedeeld nadat het onderzoek, welke we zorgvuldig volgen, is afgerond en de informatie voorhanden zekerheid krijgt. Op onze website en op onze pagina's in de sociale media zullen wij de verkregen officiële informatie

over dit treurig ongeluk publiceren en blijven delen met de familieleden van de slachtoffers en met het publiek

## E. TV Conference (Accountable Manager Speech-The Day after the Incident at the latest. Video Message from the CEO)

### **TÜRKÇE:**

Ben Marcello Marinelli. Corendon Airlines'ın Genel Müdürüyüm. Sizlere bu açıklamayı az önce aldığımız çok üzücü bir haber üzerine yapıyorum. .... sefer sayılı Boeing 737-800 tipi ... isimli uçağımızın .... tarihinde.... saatinde.... hava sahasında bir kaza sonucu düştüğünü öğrenmiş bulunuyoruz. Bu kaza ile ilgili .....’den gelen ilk bilgiler ve elimize ulaşan ilk fotoğraflar, kazanın boyutlarını açıkça ortaya koymaktadır. Kaza anından bu ana kadar kazazedeleri kurtarmak, ailelerine bilgi ve destek sağlamak ve bu kazanın sebebini tespit etmek için her türlü gayret gösterilmektedir.Şahsım ve Corendon Airlines adına, kaza sahasında görev alan tüm kurtarma ekiplerine ve yardımını esirgemeyen gönüllülere minnetlerimi sunmak istiyorum. Şirketimizin tüm departmanları günün ve gecenin hangi saati olursa olsun yardım gereken her konuda üstlerini düşeni yapmak için seferber olmuş durumda.

Çok büyük üzüntü ve keder içerisindeyiz. Kazada hayatını kaybeden yolcularımıza Allah’tan rahmet, kederli ailesine/ailelerine başsağlığı dileriz. Kazada yaralananlara ve vefat eden yolcularımızın ailelerine Corendon Airlines olarak her türlü desteğisağlayacağımızı belirtmek isterim.

Kazadan etkilenen tüm ailelere doğru ve kesin bilgiler aktarmak ve gerekli yardımda bulunmak için tüm gücümüzle çalışmaya devam edeceğiz. Bu kederli süreçte, bize mesajları ve paylaşımları ile destek veren herkese sonsuz teşekkür ederiz. Bu kaza ile ilgili en doğru kaynaklardan temin edilmiş resmi bilgileri, web sitemizden, sosyal medya hesaplarımızdan ve kriz iletişim birimlerimizden kamuoyu ve kazazede yakınları ile sürekli olarak paylaşacağız.

### **ENGLISH:**

I am Marcello Marinelli General Director of Corendon Airlines. A little while ago we received some very sad news and related to this, I would like to make the following statement.

We were informed that our Boeing 737-800 .....(name of plane).....aircraft, flight number ..... crashed on .....(date)..... at .....(hrs) ..... in the airspace of ... as a result of an accident. The first information and images released by ..... (name of company) ..... clearly show the seriousness of this accident. Since the accident, everything has been and is still being done to rescue the survivors, to inform and support their families and to establish the cause of the accident. Personally, and in the name of my company, I would like to express my sincere respect and gratitude to all rescue teams and volunteers working on the accident site. All the departments of our company are working day and night to assist in every way possible and to take the necessary action.

We feel great sadness and grief. We offer our condolences to all families involved. We at Corendon Airlines will continue to do our best to support the survivors and their families affected by this accident. We will provide them with accurate and official information and will do our utmost to arrange the necessary support and help for them.

Furthermore, we would like to thank everybody for the messages of interest and support they have sent us in this time of grief. Official information from the authorities concerned is being published on our website and on our social media accounts. Our crisis contact center will continue to share the information available with the relatives of the survivors and the general public.

### **DEUTSCH**

Ich bin Marcello Marinelli, Generaldirektor von Corendon Airlines. Ich mache diese Erklärung aufgrund einer sehr traurigen Nachricht, die uns vor kurzem erreicht hat.

Wir wurden informiert, dass unsere Boeing 737-800 ..... (Name) ..... Flugzeug, Flugnummer ..... am ... ..... (Datum) ..... um ..... (Uhrzeit) im Luftraum von..... abgestürzt ist ..... Erste Information und Bilder über den Unfall, von ..... (Name des Unternehmens) freigegeben, zeigen deutlich den Ernst dieses Unfalls. Seit dem Unfall ist alles mögliche getan worden und wird noch getan, um die Überlebenden zu retten, ihre Familien zu informieren und zu unterstützen und die UrFAChe des Absturzes zu ermitteln. Persönlich und im Namen meines Unternehmens möchte ich meine aufrichtige Dankbarkeit für alle Rettungskräfte und freiwilligen Helfer zum Ausdruck bringen, die an der Absturzstelle arbeiten. Alle Abteilungen unseres Unternehmens arbeiten Tag und Nacht daran, auf jede mögliche Art und Weise zu helfen und alle notwendigen Maßnahmen zu ergreifen.

Wir sind in großer Trauer. Wir drücken unser Beileid allen betroffenen Familien aus. Wir werden auch weiterhin unser Bestes tun, um die Familien, die von diesem Unfall betroffen sind, zu unterstützen. Wir werden sie mit genauen und offiziellen Informationen versorgen und werden unser Äußerstes tun, um die notwendige Unterstützung zu organisieren und ihnen zu helfen. Außerdem möchten wir uns bei jenen bedanken, die Nachrichten von Interesse geschickt haben und für die Unterstützung, die sie uns in dieser Zeit der Trauer gegeben haben. Die offiziellen Informationen der zuständigen Behörden werden laufend auf unserer Website und den Social Media-Kanälen veröffentlicht. Unser Krisenzentrum wird weiterhin alle Informationen weitergeben, die für die Verwandten der Überlebenden und die breite Öffentlichkeit verfügbar sind.

### **DUTCH:**

Ik ben Marcello Marinelli, Algemeen Directeur van Corendon Airlines. Kortgeleden ontvingen wij zeer droef nieuws en daarover wil ik graag de volgende mededeling doen.

Wij hebben bericht gekregen dat door een ongeluk tijdens de vlucht onze Boeing 737-800, .....(naam van het toestel)....., vluchtnummer .....op .....(datum) om .....(tijd) uur is neergestort in het luchtruim van .... De eerste informatie en foto's, die over dit ongeluk zijn vrijgegeven door .....(naam van het bedrijf) ..... tonen duidelijk hoe serieus deze tragedie is. Vanaf het moment van het ongeluk tot nu toe wordt alles in het werk gesteld om de

overlevenden te redden, om de families te informeren en te steunen en om de oorzaak van het ongeluk vast te stellen. Persoonlijk en mede namens ons bedrijf wil ik graag mijn oprechte respect en dankbaarheid uitspreken aan alle reddingsteams en vrijwilligers die op de plaats van het ongeluk helpen. Alle afdelingen van ons bedrijf werken continu dag en nacht door om hen op elke mogelijke manier te assisteren en de noodzakelijke acties te ondernemen.

Wij voelen een grote droefheid en verdriet. Aan alle betrokken families bieden wij onze condoleances aan. Wij zullen ons best blijven doen om de families die door dit ongeluk geraakt zijn te ondersteunen en hen van de correcte en officiële informatie op de hoogte houden. Alles zal in het werk worden gesteld om de nodige steun en hulp voor hen te regelen en om hen te voorzien van accurate informatie.

Voorts danken wij iedereen die ons in deze droeve tijd berichten van medeleven en steun heeft gestuurd. De officiële informatie van de bevoegde autoriteiten wordt voortdurend op onze website en op onze pagina's in de sociale media gepubliceerd. Ons crisiscentrum zal de beschikbare informatie blijven delen met de families van de overlevenden en met het publiek.

#### F. Prepared Statements for Immediate Response to Media Queries:

##### TÜRKÇE:

Corendon Airlines'a ait ..... sefer sayılı Boeing 737-800 tipi ... isimli uçak ..... tarihinde.... saatinde..... hava sahasında bir kaza sonucu düşmüştür. Bu kaza ile ilgili sahadan gelen ilk bilgiler, kazanın boyutlarını açıkça ortaya koymaktadır.

Kaza anından bu ana kadar kazazedeleri kurtarmak, ailelerine bilgi ve destek sağlamak ve bu kazanın sebebini tespit etmek için her türlü gayret gösterilmektedir. Corendon Airlines'ın tüm departmanları günün ve gecenin hangi saati olursa olsun olay yerindeki ekiplere ve yolcularımızın ailelerine yardım gereken her konuda üstlerini düşeni yapmak için seferber olmuşlardır.

Medya mensuplarının sorularını cevaplamak için..... Otel'i'nin ..... Salonu'nda bir medya ofisimiz kurulmuştur. 7/24 bilgi alabileceğiniz bu ofisin yanı sıra resmi otoritelerden ve olay yerinden gelen en doğru bilgileri ve Corendon Airlines sözcülerinin açıklamaları düzenli olarak sizlerle paylaşılmaya devam edilecektir.

Medya Ofisi Adres:

Medya Ofisi Telefon:

##### ENGLISH:

One of the aircraft in Corendon Airlines' fleet - Boeing 737-800 .....(name of plane) ....., flight number ..... , crashed on .....(date) .....at .....(hrs) in the ..... airspace as a result of an accident. The first information provided regarding the crash clearly shows the seriousness of this tragedy.

Since the accident, all possible efforts have been and are still being made to rescue the survivors, to inform and support their families and to investigate the cause of the accident. All departments in our company are working day and night to help the on-site team and passengers' families in every possible way and to take the necessary action.

We have set up a media office in the ..... hotel's ..... meeting room where we will respond to media enquiries. In addition to this office, we will be sharing the latest official information with you via press releases, meetings, a speech by our spokesperson and through our website.

Media Office Address:

Media Office Call Center:

## DEUTSCH

Eines unserer Flugzeuge - Boeing 737-800 ..... (Name) ....., Flugnummer....., ist am..... (Datum)..... um..... (Uhrzeit) im Luftraum von..... abgestürzt. Die ersten Informationen über den Absturz von ..... (Firmenname) ..... zeigen den Ernst dieses Unfalls. Seit dem Unfall sind alle möglichen Anstrengungen unternommen worden und werden noch unternommen, um Überlebende zu retten, zu informieren, ihre Familien zu unterstützen und die UrFAChe des Absturzes zu untersuchen. Alle Abteilungen unseres Unternehmens arbeiten Tag und Nacht, um den Vor-Ort-Teams und den Familien der Passagiere in jeder möglichen Weise zu helfen und alle notwendigen Maßnahmen zu ergreifen.

Wir haben ein Medienbüro im ..... Hotel ..... Tagungsraum eingerichtet, um auf Medienanfragen zu reagieren. Zusätzlich zu diesem Büro, werden wir Ihnen die neuesten offiziellen Informationen über Pressemitteilungen, Meetings, eine Pressemitteilung durch unseren Sprecher und über unsere Website mitteilen.

Medienbüro Adresse:

Medienbüro Call Center:

## DUTCH:

Eén van onze vliegtuigen, Boeing 737-800, ....(naam van het toestel)...., vluchtnummer ....., is op .....(datum) ... om .....(tijd) .....uur neergestort in het luchtruim van .... als gevolg van een ongeluk. De eerste berichtgeving over het ongeluk toont duidelijk hoe serieus deze tragedie is.

Vanaf het moment van het ongeluk tot nu toe wordt alles in het werk gesteld om de overlevenden te redden, om de families te informeren en te steunen en om de oorzaak van het ongeluk vast te stellen. Alle afdelingen van ons bedrijf werken continu dag en nacht door om de teams ter plaatse op elke mogelijke manier te assisteren, de getroffen families van de passagiers bij te staan en de noodzakelijke acties te ondernemen.

Wij hebben een Media Bureau opgezet in het .....(naam hotel).... in.....(plaatsnaam) .... Om 24/7 vragen van de media te beantwoorden. Verder zal de up-to-date en officiële

informatie voortdurend worden gedeeld via persberichten en persbijeekomsten, via onze pers-woordvoerders en via onze website.

Adres Media Bureau:

Media Bureau Call Center:

### G. Prepared Statement to Inform Company Employees about the Incident: (30 minute message)

#### TÜRKÇE

Sizlere bu açıklamayı az önce aldığımız çok üzücü bir haber üzerine yapıyoruz. .... sefer sayılı Boeing 737-800 tipi ... isimli uçağımızın .... tarihinde.... saatinde.... hava sahasında bir kaza sonucu düştüğünü öğrenmiş bulunmaktayız. Bu kaza ile ilgili .....’den gelen ilk bilgiler, kazanın boyutlarını açıkça ortaya koymaktadır.

Çok büyük üzüntü ve keder içerisindeyiz. Bu uçuşta görev başında olan ve bu kazada hayatını kaybeden mürettebatımız ..... ‘in ve tüm yolcularımızın ailelerine başsağlığı diliyoruz. Ailelerimizin her daim yanlarında olacağız, onlara gerekli bilgi ve desteği kurum olarak sağlayacağız. Bu kazanın sebebini tespit etmek için Corendon Airlines olarak tüm gayreti göstereceğiz.

Sizlerle, bu kaza ile ilgili açıklanan tüm resmi bilgileri düzenli olarak paylaşacağız. Bu, şirketimiz adına çok üzüntülü ve önemli süreci en iyi şekilde yönetebilmek ve medyada ve sosyal medyada bilgi kirliliği yaratmamak için tüm resmi bilgileri kamuoyuyla çağrı merkezimiz, internet sitemiz ve sosyal medya kanallarımız üzerinden paylaşmaya devam edeceğiz. Bu kederli süreçte, tüm çalışma arkadaşlarımdan günün veya gecenin hangi saati olursa olsun gereken her konuda üstlerine düşeni yapmalarını rica ediyorum.

Sizlerden ricamız, bu kritik süreçte 3. şahıs veya şirketlere hiçbir surette açıklama yapmamanız ve size kazazede aileleri, iş ortaklarımız veya medya mensupları tarafından yöneltilen soruları direkt çağrı merkezimize yönlendirmeniz. Çağrı merkezimize gelen sorular “Aile Yardım Merkezine” veya “Medya Ofisine” yönlendirilecektir. Hepinizden bu zor süreçte, bizlerden ve çalışma arkadaşlarınızdan desteklerinizi esirgememenizi rica ediyorum.

Saygılarımla,

Marcello Marinelli

#### ENGLISH:

A short while ago we received some very sad news and related to this, we would like to make the following statement. We were informed that our Boeing 737-800 .....(name of plane).....aircraft, flight number ..... crashed on .....(date)..... at .....(hrs) ..... in the airspace of .....due to an accident. The first information and images released by .....(name of company) .....regarding this accident clearly show the seriousness of this tragedy.

We feel great sadness and grief. The names of our crew who were on duty on this flight are ..... We offer our condolences to all families of our crew and passengers involved. We will continue to do our best to support the families and will do our utmost to arrange the necessary support and help for them and to establish the cause of the accident.

We will share accurate information received from official authorities with you continuously. In order to manage this very important and sad situation in the best way and avoid misinformation, we will supply the accurate and official information to the public through our call center, website and social media channels.

In this time of great sadness, I ask my employees to please work day and night to assist in every way possible and take the necessary action.

Please may we ask you to not share any information whatsoever with third parties and to direct the questions addressed to you by the families of survivors, media members and partner companies to our call center. Our call center will direct these questions to our “Media Office” or “Special Assistance Center” depending on the nature of the question. Please provide all your support to us and your colleagues during this very difficult time.

Regards,

Marcello Marinelli

**DEUTSCH:**

Vor kurzem haben wir eine sehr traurige Nachricht erhalten und ich würde gerne die folgende Erklärung dazu abgeben. Wir wurden informiert, dass unsere Boeing 737-800..... (Name des Flugzeugs)..... Flugzeug, Flugnummer..... am..... (Datum)..... um..... (Uhrzeit) im Luftraum von ..... abgestürzt ist..... Die ersten Informationen und Bilder bezüglich dieses Unfalls, die durch..... (Name der Gesellschaft)..... veröffentlicht worden sind, zeigen den Ernst dieses Unfalls.

Wir empfinden große Traurigkeit. Die Namen unserer Crew, die im Dienst auf diesem Flug waren, sind ... .. Wir drücken allen Familien unserer Besatzung und der Passagiere unser Beileid aus. Wir werden auch weiterhin unser Bestes tun, um die Familien, die von diesem Unfall betroffen sind, zu unterstützen sowie um die UrFAChe des Unfalls festzustellen.

Wir werden genaue Informationen weiterleiten, die wir laufend von den zuständigen Behörden erhalten. Um diese sehr wichtige und traurige Situation auf die bestmögliche Weise zu bewältigen und Fehlinformation zu vermeiden, werden wir die genauen und offiziellen Informationen für die Öffentlichkeit durch unser Call-Center, die Website und die Social Media-Kanäle verbreiten.

In dieser Zeit der großen Trauer bitte ich meine Mitarbeiter, Tag und Nacht auf jede mögliche Weise zu helfen und die erforderlichen Maßnahmen zu unterstützen.

Wir bitten Sie, keine Informationen an Dritte weiterzugeben, und die Fragen, die an Sie durch die Familien von Opfern, Pressevertreter und Partnergesellschaften übermittelt

werden, an unser Call-Center weiterzuleiten. Unser Call-Center wird diese Fragen an unser "Medienbüro" oder das "Familienhilfezentrum" weiterleiten, je nach Art der Frage. Geben Sie bitte Ihren vollen Einsatz, um uns und Ihre Kollegen während dieser sehr schwierigen Zeit zu unterstützen.

Mit freundlichen Grüßen,

Marcello Marinelli

## **DUTCH:**

Kortgeleden ontvingen wij zeer droef nieuws en daarover wil ik graag het volgende mededelen.

Wij hebben bericht gekregen dat door een ongeluk tijdens de vlucht onze Boeing 737-800, ....(naam van het toestel)....., vluchtnummer .....op .....(datum) om .....(tijd) uur is neergestort in het luchtruim van ..... De eerste informatie en foto's, die over dit ongeluk zijn vrijgegeven door .....(naam van het bedrijf) tonen duidelijk hoe serieus deze tragedie is.

Wij zijn bedroefd en verdrietig. De namen van de crewleden die op deze vlucht dienst hadden, zijn .....Ons medeleven gaat uit naar de familie en naasten van onze crewleden en passagiers en wij bieden hen onze condoleances aan. Wij zullen de getroffen families te allen tijde bijstaan met informatie en steun. Als Corendon Airlines stellen we alles in het werk om de oorzaak van dit ongeluk te achterhalen.

Van de correcte informatie, zoals wij die doorkrijgen van de bevoegde autoriteiten, wordt iedereen op de hoogte gehouden. Om deze belangrijke en droeve situatie in goede banen te leiden en mis-informatie te vermijden zal door het callcenter, op onze website en op de sociale media de correcte en officiële informatie aan het publiek worden verstrekt. In deze moeilijke dagen doen wij hierbij een beroep op alle collega's om je best te doen en je dag en nacht in te zetten om de nodige acties te ondernemen.

Verder verzoeken wij iedereen om geen informatie met derden te delen. Vragen die jullie mogelijk krijgen van familieleden van de slachtoffers, van de pers of van partner-bedrijven dienen ter beantwoording naar het callcenter te worden doorgeleid. Afhankelijk van de inhoud van de vraag zal het callcenter de vraag doorgeven aan het "Media Bureau" of aan het "Crisiscentrum". Geef ons en ook je collega's alle mogelijke steun in hun werk in deze moeilijke dagen.

Met vriendelijke groet,

Marcello Marinelli

## **H. Prepared Statements to Share with the Tour Operators:**

### **TÜRKÇE**

Sizlere bu açıklamayı az önce aldığımız çok üzücü bir haber üzerine yapıyoruz. .... sefer sayılı Boeing 737-800 tipi ... isimli uçağımızın .... tarihinde.... saatinde....

hava sahasında bir kaza sonucu düştüğünü öğrenmiş bulunmaktayız. Bu kaza ile ilgili .....’den gelen ilk bilgiler, kazanın boyutlarını açıkça ortaya koymaktadır.

Çok büyük üzüntü ve keder içerisindeyiz. Bu kazada hayatını kaybeden yolcularımızın ve uçuşta görev yapan ekibimizin ailelerine başsağlığı diliyoruz. Ailelerimizin her daim yanlarında olacağız, onlara bilgi ve destek sağlayacağız. Bu kazanın sebebini tespit etmek için Corendon Airlines olarak tüm gayreti göstereceğiz.

Sizlerle, bu kaza ile ilgili elde ettiğimiz tüm resmi bilgileri düzenli olarak paylaşacağız. Şirketimiz adına büyük üzüntü kaynağı olan bu önemli süreci en iyi şekilde yönetebilmek,ve bilgi kirliliğinin önüne geçmek için tüm resmi bilgileri kamuoyuyla çağrı merkezimiz, internet sitemiz ve sosyal medya kanallarımız üzerinden paylaşmaya devam edeceğiz.

Sizlerden ricamız, bu kritik süreçte 3. şahıs veya şirketlere hiçbir surette açıklama yapmamanız ve size kazazede aileleri, iş ortaklarımız veya medya mensupları tarafından yöneltilen soruları direkt çağrı merkezimize yönlendirmeniz. Çağrı merkezimize gelen sorular“Aile Yardım Merkezine” veya “Medya Ofisine” yönlendirilecektir.Hepinizden bu zor süreçte bizlerden ve çalışma arkadaşlarımızdan desteklerinizi esirgememenizi rica ediyoruz.

Saygılarımla,

Marcello Marinelli

## **ENGLISH:**

A short while ago we received some very sad news and related to this, I would like to make the following statement. We were informed that our Boeing 737-800 .....(name of plane).....aircraft, flight number ..... crashed on .....(date)..... at .....(hrs) ..... in the ..... airspace as a result of an accident. The first information and images released by .....(name of company) .....regarding the accident clearly show the seriousness of this tragedy.

We feel great sadness and grief. We offer our condolences to all families of our crew and passengers involved. We will do our utmost to arrange the necessary support and help for them and to establish the cause of the accident.

We will share accurate information received from the official authorities with you continuously. In order to manage this very important and sad situation in the best way and avoid misinformation, we will supply accurate and official information to the public through our call center, website and social media channels.

Please may we ask you to not share any information whatsoever with third parties and to direct the questions addressed to you by the families of survivors, media members and partner companies to our call center. Our call center will direct these questions to our “Media Office” or “Special Assistance Center” depending on the type of question. Please provide your all support to us and your colleagues during this very difficult time.

Regards,

Marcello Marinelli

## DEUTSCH:

Vor kurzem haben wir eine sehr traurige Nachricht erhalten und ich würde gerne die folgende Erklärung dazu abgeben. Wir wurden informiert, dass unsere Boeing 737-800..... (Name des Flugzeug)..... Flugzeug, Flugnummer..... am..... (Datum)..... um..... (Uhrzeit) im Luftraum von..... abgestürzt ist..... Die ersten Informationen und Bilder bezüglich dieses Unfalls, die durch..... (Name der Gesellschaft)..... veröffentlicht worden sind, zeigen den Ernst dieses Unfalls.

Wir empfinden große Traurigkeit. Wir drücken allen Familien der Passagiere und unserer Besatzung unser Beileid aus. Wir werden auch weiterhin unser Bestes tun, um die Familien, die von diesem Unfall betroffen sind, zu unterstützen sowie um die UrFAche des Unfalls festzustellen.

Wir werden genaue Informationen weiterleiten, die wir kontinuierlich von den zuständigen Behörden erhalten. Um diese sehr wichtige und traurige Situation auf die beste Weise zu bewältigen und Fehlinformation zu vermeiden, werden wir die genauen und offiziellen Informationen für die Öffentlichkeit durch unser Call-Center, die Website und die Social Media-Kanäle verbreiten.

In dieser Zeit der großen Trauer bitte ich meine Mitarbeiter, Tag und Nacht auf jede mögliche Weise zu helfen und die erforderlichen Maßnahmen zu unterstützen.

Wir bitten Sie, keine Informationen an Dritte weiterzugeben, und die Fragen, die an Sie durch die Familien von Opfern, Pressevertreter und Partnergesellschaften übermittelt werden, an unser Call-Center weiterzuleiten. Unser Call-Center wird diese Fragen an unser "Medienbüro" oder das "Familienhilfzentrum" weiterleiten, je nach Art der Frage. Geben Sie bitte Ihren vollen Einsatz, um uns und Ihre Kollegen während dieser sehr schwierigen Zeit zu unterstützen.

Mit freundlichen Grüßen,

Marcello Marinelli

## DUTCH:

Kortgeleden ontvingen wij zeer droef nieuws en daarover wil ik graag het volgende mededelen.

Wij hebben bericht gekregen dat door een ongeluk tijdens de vlucht onze Boeing 737-800, ....(naam van het toestel)....., vluchtnummer .....op .....(datum) om .....(tijd) uur is neergestort in het luchtruim van ..... De eerste informatie en foto's, die over dit ongeluk zijn vrijgegeven door .....(naam van het bedrijf) tonen duidelijk hoe serieus deze tragedie is.

Wij zijn bedroefd en verdrietig. Ons medeleven gaat uit naar de familie en naasten van onze crewleden en passagiers en wij bieden hen onze condoleances aan. Wij zullen de getroffen families te allen tijde bijstaan met informatie en steun. Als Corendon Airlines stellen we alles in het werk om de oorzaak van dit ongeluk te achterhalen.

Van de correcte informatie, zoals wij die doorkrijgen van de bevoegde autoriteiten, zal iedereen op de hoogte gehouden worden. Om deze belangrijke en droeve situatie in goede banen te leiden en mis-informatie te vermijden zal door ons callcenter, op onze website en op de sociale media de correcte en officiële informatie aan het publiek worden verstrekt.

Hierbij doen wij een beroep op u om geen informatie met derden te delen. Vragen die u krijgt van familieleden van de slachtoffers, van de pers of van partner-bedrijven dienen ter beantwoording naar ons callcenter te worden doorgeleid. Afhankelijk van de inhoud van de vraag zal het callcenter de vraag doorgeven aan het "Media Bureau" of aan het "Crisiscentrum".

Geef ons en ook uw collega's alle mogelijke steun in hun werk in deze moeilijk dagen.

Hoogachtend,

Marcello Marinelli

## APPENDIX-48: ERP TRAINING SYLLABUS

	CMC		Go Team - CDL		CSAT-Service Center	
TRAINING:	Initial	Rec*	Initial	Rec	Initial	Rec
DURATION (Hour):	1	1	1	1	1	1
PERIOD (Year/s):		2		2		2
TYPE:	Online / F to F	Online / F to F	Online / F to F	Online / F to F	Online / F to F	Online / F to F
SUBJECTS:						
<b>1. BASIC PRINCIPLES of EMERGENCY RESPONSE:</b>						
1.1. Definition and Decision Making	+		+		+	
1.2. Deciding on a Crisis Situation	+				+	
1.3. Crisis Management at Corendon	+	+	+	+	+	+
1.4. Crisis Organization	+	+	+	+	+	+
<b>2. OCC PROCEDURES:</b>						
2.1. Crisis Coordination Center	+	+	+	+	+	+
2.2. Activation of Callout Plans	+	+	+	+	+	+
2.3. Safety of Ongoing Operation	+	+	+		+	
2.4. Takeover, Command and Control Procedures	+	+	+		+	
<b>3. CMC PROCEDURES:</b>						
3.1. Activation of CMC	+	+	+	+	+	+
3.2. Support of CMC	+	+				
3.3. Roles and Working Procedures of CMC	+	+	+	+	+	+
3.4. Crisis Document List (CDL)	+	+	+	+	+	+
3.5. Shift Change Procedures	+	+	+		+	+
3.6. Deactivation of CMC	+	+	+		+	
<b>4. INFORMING AUTHORITIES:</b>						
4.1. Informing Third Parties (NAAs, NAIBs, Insurance Comp., Stakeholders, etc.)	+	+			+	
4.2. Passenger List & Accident Report Form	+		+		+	
<b>5. PROCEDURES about KENYON</b>						
5.1. Initial Informing	+		+		+	
5.2. Services to be required from Kenyon	+	+	+		+	+
5.3. Activation of Services	+		+		+	
5.4. Coordination with Kenyon	+	+	+	+	+	+
<b>6. SPECIAL ASSISTANCE/GO TEAM:</b>						
6.1. Centers (FFRC, FAC, CFAC, IMC etc.)	+	+	+	+	+	+
6.2. Roles and Responsibilities of CSAT, Go Team	+	+	+	+	+	+
6.3. Preparation & Go-Kit	+		+	+	+	+
6.4. Deployment	+		+	+	+	+
6.5. Incident Site	+		+	+	+	+
6.6. FAC/CFAC/IMC Procedures	+		+	+	+	+
6.7. Relation with NOKs	+		+		+	+
<b>7. COORDINATION with OTHER SERVICE PROVIDERS:</b>						
7.1. Ground Handlers	+	+	+	+	+	+
7.2. Base Liaisons	+		+	+	+	+
7.3. PR Agencies	+				+	
7.3. Other Corendon Companies	+	+	+	+	+	+
<b>8. COMMUNICATION:</b>						
8.1. Crisis Communication Organization	+	+	+	+	+	+
8.2. Internat & External Communication	+				+	
8.3. Media Management						
8.3. Corporate Communications	+				+	
8.4. Spokeperson/s	+	+	+	+	+	+

8.5. Web Dark Site	+		+		+	
8.6. Support from Kenyon, PR Agency, Insurance Company, etc	+		+		+	
<b>9. EMERGENCY SYSTEMS – INFOCALL &amp; SCENARIOS:</b>						
9.1. Infocall Emergency System Overview	+	+	+	+	+	+
9.2. Triggering, Alert Types & Call-Out Plans	+	+	+	+	+	+
9.3. User Roles & Responsibilities	+	+				
9.4. Status Control & Monitoring	+	+				
9.5. ERP Scenarios & OCC Call-Out Stages	+	+	+	+	+	+
<b>10. POST-INCIDENT PHASE:</b>						
10.1. Post-Incident Organization	+	+	+		+	
10.2. Post-Incident Review	+	+	+	+	+	+
10.3. Investigation Report	+	+	+	+	+	+
10.4. Lessons Learned	+	+	+	+	+	+

\* ERP review meetings can also be accepted as ERP recurrent training.

## APPENDIX-49: IMMEDIATE REPORT

AIRCRAFT	
A. Type	
B. Registration	
FLIGHT DETAILS	
A. Place of last landing	
B. Intended next destination and flight number	
C. Intended final destination	
D. Last position from which communication was received	
E. Passenger numbers and injuries/deaths if known at time	
ACCIDENT INFORMATION	
A. Date and time (GMT or local time) of accident	
B. Location of accident	
C. Brief details of the occurrence and the cause of the accident if known at this time	
D. Approximate extent of damage to the aircraft	
E. Details of death of or injuries to passengers, crew or third parties	
F. Action that has been taken, or is being taken, to safeguard or recover the damaged aircraft	
G. Name of senior persons at the accident site, their designation and the method of contacting them	

<b>NAME:</b>	
<b>DATE:</b>	
<b>SIGNATURE:</b>	

**APPENDIX-50: INCIDENT/ACCIDENT NOTIFICATION FORM:**

<b>Aircraft operator</b>	
<b>Registration/Type</b>	
<b>Flight Number</b>	
<b>Nature of Emergency</b>	
<b>Estimated time of landing (if applicable)</b>	
<b>The location and accessibility of site of serious incident/accident (if applicable)</b>	

<b>Names of Cockpit Crew</b>	
<b>Commander</b>	<b>F/O</b>

<b>Names of Cabin Crew</b>		
<b>Cabin Crew</b>		<b>Others</b>
<b>Cabin Chief</b>	<b>Cabin Crew</b>	

<b>A-Number of Persons on Board</b>			
<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Children</b>

<b>B-Information of Cargo</b>		
<b>Type of Cargo</b>	<b>Hold</b>	<b>Quantity</b>

<b>C-Hazardous material on board (DGR) (if applicable)</b>		
<b>Information of DGR</b>	<b>UN Code</b>	<b>Quantity</b>

<b>D-The Form Send by</b>
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# Emergency Response Plan ERP

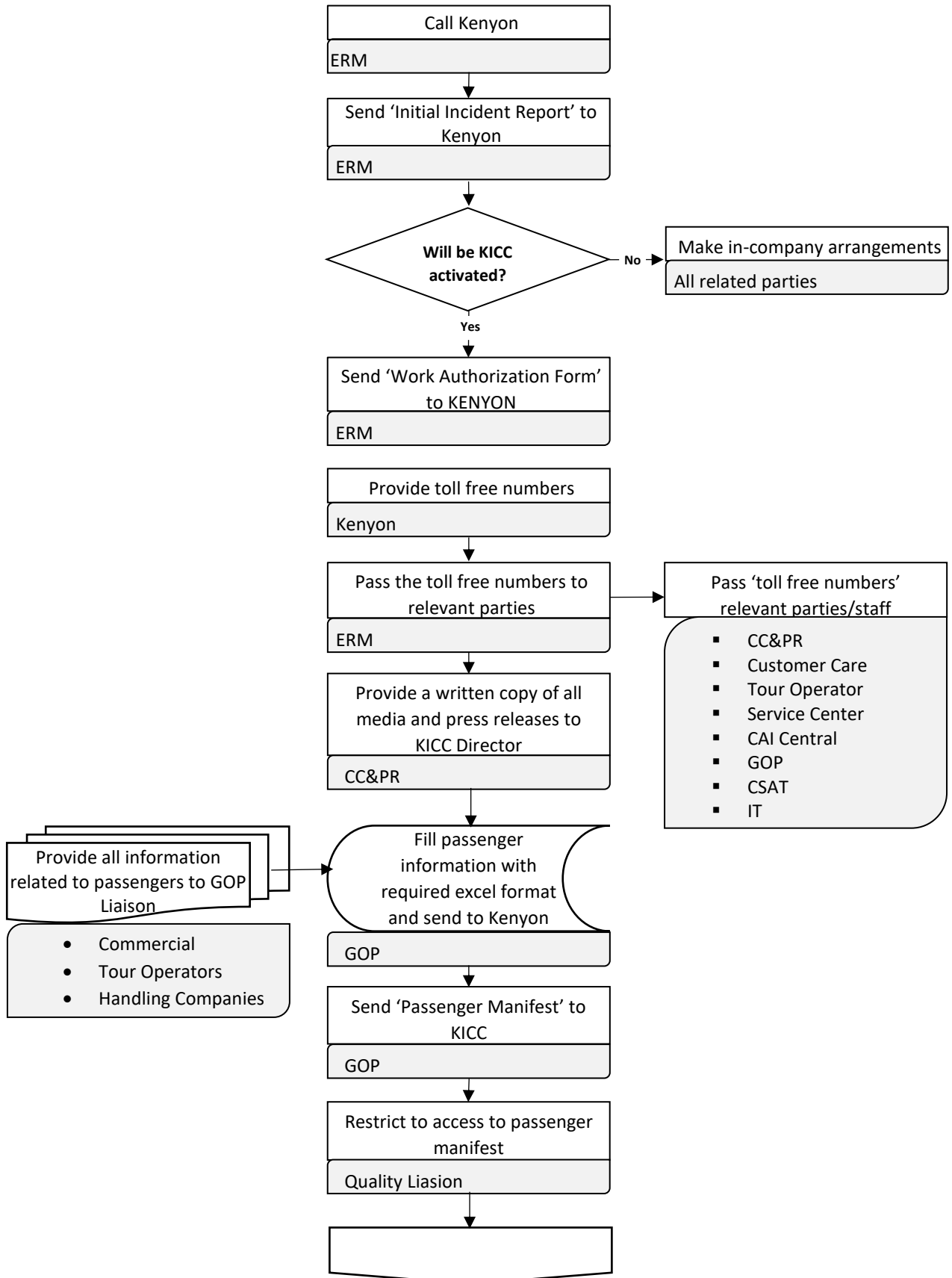
Page : ERP-8-76  
Rev. Date: 13.04.2026  
Rev. No. : 07.04

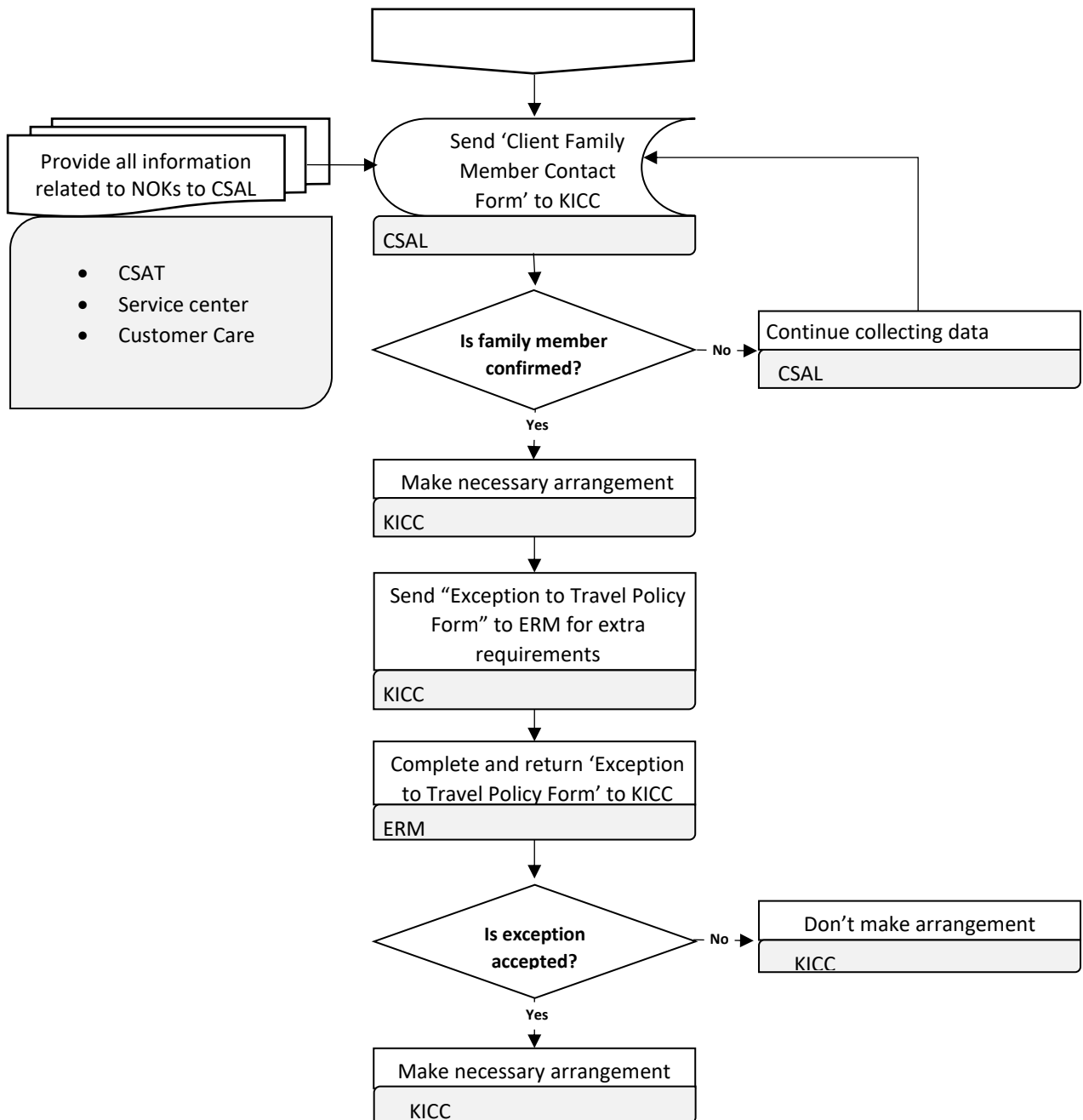
Name	Job Title	Date	Signature

## APPENDIX-51: CRITICAL ITEM LIST

No	Item	Department/ Liaison	Responsible Personnel	Date/Time	Remarks
1	E-mail and SMS to the CMC Members	OCC	A.Akyürek Dispatcher on Duty		
2	CMC Callout Plan	OCC	A.Akyürek Dispatcher on Duty		
3	Go Team Callout Plan	OCC	A.Akyürek Dispatcher on Duty		
4	CSAT Callout Plan	Deputy ERM	A.Aksakal		
5	Forward the manifest to -Service Center -SMS -CMC	GOP	A.Batu E.Gümüş S.Candal		
6	Forward the KDBF to SMS	GOP	A.Batu E.Gümüş S.Candal		
7	Notification to Authorities - UEIM -Turkish DGCA	SMS	B.Elitok K.Ercan		
8	Initial Notification to Kenyon	ERM	F.Dönmez K.Ercan		
9	Inform the Ground Handler	GOP	A.Batu		
10	Incident Report to Kenyon	SMS	F.Dönmez K.Ercan		
11	Notification to Insurance Company	FIN	C.Bulman D.Erdoğan		
12	Information to Lessor	ENG	R.Helvacı A.Uysal		
13	Work Authorization to Kenyon	SMS	F.Dönmez K.Ercan		
14	Inform the Other Crew Members, Who are Operating Other Aircrafts	FOP	E.Bayram A.Yelok		
15	Inform Corendon Staff	HRM	B.Oskay S.Berktaş		
16	Inform to Victim Crews' Families	HRM	B.Oskay S.Berktaş		
17	Activation to Web Dark Site	IT	İ.Kitiş E.Çeliktuğ		
18	Inform the Media	Corporate Communication	P.Pehlivan D.Ertemiz		
19	Inform the Tour Operators	COM	U.Okutan A.Mutlu		
20	Notification to Local Authorities (if needed)	OCC	A.Akyürek Dispatcher on Duty		
21	Initial Information to NOKs	Corporate Communication	P.Pehlivan D.Ertemiz		
22	Dispatch of Go Team	SMS	A.Aksakal		
23	Dispatch of CSAT	CSAL/SMS	E.Ulutürk V.Er A.Aksakal		
24	Press Conference	CD	Y.Karaer P.Pehlivan		
25	Forward Service Center number to KICC	SMS	F.Dönmez K.Ercan		
26	Announce to return to normal operation	CD	Y.Karaer S.Çakmaklı		

## APPENDIX-52: KICC ACTIVATION PROCESS





## APPENDIX-53: CLIENT FAMILY MEMBER CONTACT FORM



### CLIENT Family Member Contact Form

Email: [kicc@kenyoninternational.com](mailto:kicc@kenyoninternational.com)

WAS THE FAMILY MEMBER INFORMED THAT THEIR LOVED ONE WAS ON THE CONFIRMED LIST OF PDA'S? Yes  No

Name of Person performing notification

#### PDA Details

Title	
First Name	
Last Name	
Minor?	
Jr. Sr. etc.	

#### Person to Call

Title	
First Name	
Last Name	
Minor?	
Jr. Sr. etc.	
Relation to PDA	
Language Spoken	

#### Contact Details

Phone Country Code	
Phone Number	
Address 1 <sup>st</sup> Line	
Address 2 <sup>nd</sup> Line	
City	
State/Province	
ZIP/Postal Code	
Any additional Information	

**APPENDIX-54: CLIENT AUTHORIZATION TO CALL FORM**



Client Authorisation to Call Form

Form filled out by	
Date	
Time	

I have matched PDA's name to the confirmed PDA List:

Initials	
Time	

PDA Details

Title	
First Name	
Middle Name	
Last Name	
Minor?	
Jr. Sr. etc.	

Family Member

Relationship to PDA	
First Name	
Last Name	
Minor?	
Jr. Sr. etc.	

Family Member Contact Details

Phone Country Code	
Phone Number	
Additional Country Code	
Additional Phone Number	

Kenyon Recommends this Family Member be notified

Date sent to client	
Time sent to client	
Attention of	

**KENYON**  
EMERGENCY SERVICES

CLIENT ONLY

Client instructs Kenyon to: Make notification call  Do not make notification call

Special Circumstances (Relationship, name differences, other)	
Date Returned to Kenyon	
Time Returned to Kenyon	
Attention of	

Email: [kicc@kenyoninternational.com](mailto:kicc@kenyoninternational.com)

## APPENDIX-55: RESPONSIBILITY MATRIX

SCENARIO		1	2	3	4	5	6
	A/C	CAI	CAI	WL	CXI	CXI	WL
	PAX	CAI	CXI	CAI	CXI	CAI	CXI
1	CMC Callout Plan	CAI	CAI	CAI/WL	CAI	CAI	CAI/WL
2	Go Team Callout Plan	CAI	CAI	CAI/WL	CAI	CAI	CAI/WL
3	CSAT Callout Plan	CAI	CAI	CAI	CAI	CAI	CAI/WL
4	Notification to Authorities	CAI	CAI/CXI	CAI/WL	CXI	CAI/CXI	CXI/WL
5	Kenyon Activation	CAI	CAI	CAI	CAI	CAI	CAI
6	Inform the Ground Handler	CAI	CAI	CAI	CAI	CAI	CAI
7	Notification to Insurance Company	CAI	CAI/CXI	CAI/WL	CAI/CXI	CAI/CXI	CAI/CXI/WL
8	Information to Lessor	CAI	CAI	WL	CAI/CXI	CAI/CXI	WL
9	Inform Corendon Staff	CAI	CAI/CXI	CAI	CAI/CXI	CAI/CXI	CAI/CXI
10	Inform to Victim Crews' Families	CAI	CAI	WL	CAI/CXI	CAI/CXI	WL
11	Activation to Web Dark Site	CAI	CAI/CXI	CAI/WL	CAI/CXI	CAI/CXI	CAI/CXI/WL
12	Inform the Media	CAI	CAI/CXI	CAI/WL	CAI/CXI	CAI/CXI	CAI/CXI/WL
13	Inform the Tour Operators	CAI	CAI	CAI	CAI	CAI	CAI
14	Initial Information to NOKs	CAI	CAI/CXI	CAI/WL	CAI/CXI	CAI/CXI	CAI/CXI/WL
15	Press Conference	CAI	CAI/CXI	CAI/WL	CXI	CAI/CXI	CAI/CXI/WL

## APPENDIX-56: ERP SCENARIOS AND ALERT CODES

OCCURRENCE	ACCIDENT	SERIOUS INCIDENT	INCIDENT
ALERT CODE	RED	ORANGE	YELLOW
<b>ALL SCENARIOS</b>	10.1_CAI_RED_ALERT 10.2_CAI_RED_ALERT_EXERCISE 10.3_CXI_RED_ALERT 10.4_CXI_RED_ALERT_EXERCISE	20.1_CAI_ORANGE_ALERT 20.2_CAI_ORANGE_ALERT_EXERCISE 20.3_CXI_ORANGE_ALERT 20.4_CXI_ORANGE_ALERT_EXERCISE	30.1_CAI_YELLOW_ALERT 30.2_CAI_YELLOW_ALERT_EXERCISE 30.3_CXI_YELLOW_ALERT 30.4_CXI_YELLOW_ALERT_EXERCISE
<b>UNIT-BASED SCENARIOS</b>	11_RED_ALERT_CAI_CMC 11.1_RED_ALERT_CAI_CMC_EXERCISE 12_RED_ALERT_CXI_CMC 12.1_RED_ALERT_CXI_CMC_EXERCISE 13_RED_ALERT_SERVICE_CENTER 13.1_RED_ALERT_SERVICE_CENTER_EXERCISE 14_RED_ALERT_GoTeam 14.1_RED_ALERT_GoTeam_EXERCISE 15_RED_ALERT_CSAT 15.1_RED_ALERT_CSAT_EXERCISE 16_RED_ALERT_CDL 16.1_RED_ALERT_CDL_EXERCISE	21_ORANGE_ALERT_CAI_CMC 21.1_ORANGE_ALERT_CAI_CMC_EXERCISE 22_ORANGE_ALERT_CXI_CMC 22.1_ORANGE_ALERT_CXI_CMC_EXERCISE 23_ORANGE_ALERT_SERVICE_CENTER 23.1_ORANGE_ALERT_SERVICE_CENTER_EXERCISE 24_ORANGE_ALERT_GoTeam 24.1_ORANGE_ALERT_GoTeam_EXERCISE 25_ORANGE_ALERT_CSAT 25.1_ORANGE_ALERT_CSAT_EXERCISE 26_ORANGE_ALERT_CDL 26.1_ORANGE_ALERT_CDL_EXERCISE	31_YELLOW_ALERT_CAI_CMC 31.1_YELLOW_ALERT_CAI_CMC_EXERCISE 32_YELLOW_ALERT_CXI_CMC 32.1_YELLOW_ALERT_CXI_CMC_EXERCISE 33_YELLOW_ALERT_SERVICE_CENTER 33.1_YELLOW_ALERT_SERVICE_CENTER_EXERCISE 34_YELLOW_ALERT_GoTeam 34.1_YELLOW_ALERT_GoTeam_EXERCISE 35_YELLOW_ALERT_CSAT 35.1_YELLOW_ALERT_CSAT_EXERCISE 36_YELLOW_ALERT_CDL 36.1_YELLOW_ALERT_CDL_EXERCISE

## APPENDIX-57: ALERT COLOR CODES

OCCURRENCE	ACCIDENT	SERIOUS INCIDENT	INCIDENT
ALERT CODE	RED	ORANGE	YELLOW
CALL for DUTY	CAI_CMC (OCC) CXI_CMC (OCC) GOTEAM (OCC) CSAT (SMS) CDL (SMS) SER (SERVICE CENTER)	CAI_CMC (OCC) CXI_CMC (OCC) SER (SERVICE CENTER)	
STAFF ACTION	Be at the duty station as soon as possible.	Be at the duty station as soon as possible.	
INFO		GOTEAM (OCC) CSAT (SMS) CDL (SMS)	CAI_CMC (OCC) CXI_CMC (OCC) GOTEAM (OCC) CSAT (SMS) CDL (SMS) SER (SERVICE CENTER)
STAFF ACTION		Check your preparations to go on duty when called.	Check your preparations to go on duty when called.

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