An Emirates response to EK521

Gill Sparrow
Manager, Contingency Response Planning, Emirates
Crisis Management

An Emirates response

Contingency Response Planning
Gill Sparrow
It's not a project, it's a culture
The secret of crisis management is not good vs. bad, it's preventing the bad from getting worse!
Categorisation

Network Operations
## Network Operations Categorisation

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Action</th>
<th>Full Activation</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAT A</td>
<td>Catastrophic</td>
<td>Hull loss / Severe damage to property / Fatalities</td>
<td>CrisCell / Activation of ICC</td>
</tr>
<tr>
<td>CAT B</td>
<td>Major</td>
<td>Mayday, Hijack/Bomb, Threat “Red”, Near Miss</td>
<td>Full / Partial ICC</td>
</tr>
<tr>
<td>CAT C</td>
<td>Minor</td>
<td>Minor damage, Serious disruption, Hub closure / IT failure</td>
<td>Partial Activation</td>
</tr>
<tr>
<td>CAT D</td>
<td>Missing</td>
<td>Fuel endurance exceeded / overdue ETA +90 min / no contact</td>
<td>Dedicated Key Stakeholder Contact / Call Out</td>
</tr>
<tr>
<td>CAT E</td>
<td>Incident</td>
<td>Severe SOO</td>
<td>Information for official reporting and follow-up</td>
</tr>
<tr>
<td>CAT F</td>
<td>Incident</td>
<td>Minor incident, change of ops, Plan diversion / all return</td>
<td>Information for follow-up</td>
</tr>
<tr>
<td>CAT G</td>
<td>Limited Impact</td>
<td>General Information</td>
<td>No Impact</td>
</tr>
</tbody>
</table>
Reputation
Liability
Care for our people
Business continuity

Key objectives:

• Ownership of the response.
• Passenger & crew verification and on-going support.
• Co-ordination with affected station.
• Creation of media strategy.
• Support to the internal and external investigation.
• Manpower evaluation & capability.
• Deployment of Go Aircraft.
• Liaison with Underwriters.
Total on board: 300
In transit: 120
Temperature: 49.5°C
EK521 media communication

Emirates can confirm that an incident happened at Dubai International Airport on 3rd August at about 1245pm local time. Further information will be shared when it becomes available. At this stage we ask media to contact PR@emirates.com with any enquiries.

Initial timelines

• 1255 – media support centre established
• 1300 – first media enquiries (National and International)
• 1305 – 1st press statement released, dark site activated, social media updated
• 1305 – Indian & Yangon PR agency activated
• 1316 – internal communication released
• 1325 – published 4 hour network cancellation
• 1335 – one fatality announced
• 1337 – 2nd statement released (PR hotline)
• 1347 – all passengers and crew accounted for
• 1503 – nationalities released with TEC numbers
EK521 passenger care

3 AUG  
EK521 Accident

11 AUG  
TEC Opened

15 SEP  
Passenger and Crew Care website launched

23 SEP  
TEC handover to ERP

30 NOV  
Un-associated PE completed

Associated PE completed
Areas of strength
2016
Command & control

- Discipline of following checklists
- Trained Crisis Management Team
- Quick deployment in key areas
- Timely communication
Humanitarian response

- Quick deployment in key areas
- Emcare escalation process & flexibility within our response
- Short & long term passenger & crew care
- Our people
“All I have to do in this business of airline emergency response is ask: How would I want to be treated. More importantly, how would I want my family to be treated.”

- Jim Hall, Former Chairman, NTSB
Areas of Learning & progress
Command & control

• Liaison with external stakeholders.
• Quarantine of data.
• Inadequate crisis management & notification system.
• Site (crash & wreckage) management.
Humanitarian response

- Enhanced survivor process, particularly at DXB.
- Triage & casualty tracking.
- Better understanding and support for emcare Responders before and during activation.
- Not enough resources for mixed survivor / fatality accident.
Learning

Sharing the Learning
Focus Areas

• Resources & experience.
• Department ownership to continually be prepared.
• emcare Responders.
• Introduction of UAE GCAA Family Assistance Regulation.
• Continual engagement with external partners globally.
• Establishing robust protocol for CAT A / CAT C activation.
Thank You
Contingency Response Planning
Gill Sparrow