



# SAFETY POLICY 2022



# TABLE OF CONTENT

TABLE OF CONTENT	2
SAFETY POLICY	3
1. INTERNATIONAL SAFETY MANAGEMENT	4
1.1. <i>Field of application</i>	4
1.2. <i>Definitions</i>	4
1.3. <i>Risk levels classification and definitions</i>	4
1.4. <i>Definition of applicable measures according to risks</i>	5
2. SAFETY MANAGEMENT ORGANIZATION	10
2.1. <i>Organizational chart</i>	10
2.2. <i>Roles and responsibilities</i>	10
2.2.1. <i>Board of Directors</i>	10
2.2.3. <i>Culture and talent manager</i>	11
2.2.4. <i>Corporate development team</i>	11
2.3. <i>Employees obligations</i>	11
3. CRISIS MANAGEMENT	14
3.1. <i>Definition of a crisis</i>	14
3.2. <i>Crisis management organization</i>	14
3.2.1. <i>Co-deciding partners</i>	14
3.2.2. <i>Security Contact Point</i>	14
3.3. <i>Triggering a crisis management team</i>	14
3.4. <i>Crisis management unit (CMU)</i>	15
3.4.1. <i>Composition of the crisis management unit (CMU)</i>	15
3.4.2. <i>Responsibilities of CMU members</i>	15
3.5. <i>Crisis Assistance Services</i>	16

# SAFETY POLICY

The safety of people and property is a core value at Baastel. In addition to complying with legal obligations and the contractual requirements of its clients and partners, the operational context in areas with degraded security is a challenge for the safety of people, property and activities as well as the reputation of Baastel. Taking these issues into account is essential for Baastel and contributes to the success of our interventions.

## Baastel's goals

- ✓ Ensure, in the best possible conditions, the protection of employees and individuals in their functions and missions for Baastel;
- ✓ Protect its material and intangible property and operations;
- ✓ Respect its legal obligations in terms of health and safety of employees abroad;
- ✓ Comply with security requirements in accordance with Baastel's contractual commitments to its clients and partners;
- ✓ Maintain the integrity of its image and reputation.

The protection of people is Baastel's priority. The principles of individual responsibility, subsidiarity, proportionality and prevention underlie all safety and health regulations of Baastel.

## Responsibilities

The Board has final legal responsibility for safety. It delegates certain responsibilities. Baastel considers the active participation of all employees and their involvement in the implementation of the Safety Policy to be essential. Baastel expects all its employees to be part of this process, and that each of them is aware of his or her role and personal responsibility, which implies strict compliance with safety requirements.

## Means of implementation

- ✓ Baastel Safety Policy
- ✓ Development of relevant security standards and procedures, ensuring that they cover all its operating locations
- ✓ Promotion of a safety culture shared by all employees
- ✓ Analysis and evaluation of acceptable risks for the people and activities identified
- ✓ Informing and awareness-raising of travelers of the risks involved
- ✓ Implementation of appropriate measures and monitoring of missions in high-risk areas
- ✓ Establishment of a crisis management organization
- ✓ Establishment of mechanisms for updating, controlling and verifying compliance

# 1. INTERNATIONAL SAFETY MANAGEMENT

The following provisions determine the procedural and security requirements for international operations.

## 1.1. Field of application

These provisions apply to all missions, activities and entities of Baastel.

## 1.2. Definitions

**International mission (travel):** Any deployment or proposed deployment of individuals outside the Canadian, Belgian and French national territories or the territory of nationality of the employee under contract or mandate with Baastel, regardless of the framework (short assignment, expatriation, project, office, etc.) or the status of the person deployed.

**Short mission:** International deployment of less than three consecutive months.

**Expatriation/Detachment:** Any deployment of Baastel employees outside the territory of their nationality in accordance with the applicable labor legislation, as well as any international deployment of a consultant, regardless of nationality, outside the territory of his or her nationality for a period exceeding three consecutive months.

**Internal travel:** travel during the course of a mission between two locations, regardless of the means.

**Reporting entity:** Baastel entity that has mandated an assignment, including for example Baastel Canada, Baastel Europe, representations, etc.


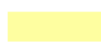


## 1.3. Risk levels classification and definitions

The risk level of an area is established in reference to the risk map published by the French Ministry of Europe and Foreign Affairs (MEAE). It is important for the traveler to check all the areas he/she will visit during his/her trip.

The MEAE classifies risk areas on a four-level scale :

- **Zone 1 (green)** : Normal vigilance
- **Zone 2 (yellow)** : Reinforced vigilance
- **Zone 3 (orange)** : Not recommended except for imperative reasons
- **Zone 4 (red)** : Formally not recommended

These levels are reproduced on the MEAE maps using the color code, below.

 Formally not recommended	 Reinforced vigilance
 Not recommended except for imperative reasons	 Normal vigilance

For Belgian employees, the risk level and travel safety recommendations established according to the Belgian government's reference framework (Foreign Affairs, Foreign Trade and Development Cooperation) is verified in addition to the MEAE's risk level and recommendations.

For Canadian employees, the risk level and travel safety recommendations established according to the Canadian government reference (Government of Canada) is verified in addition to the MEAE's risk level and recommendations.

Employees check the risk level of the area(s) in which they will be traveling at the following links:

MEAE: <https://www.diplomatie.gouv.fr/fr/conseils-aux-voyageurs/conseils-par-pays-destination/>

Government of Canada: [www.travel.gc.ca](http://www.travel.gc.ca)

Foreign Affairs, Foreign Trade and Development Cooperation (Belgium):

[https://diplomatie.belgium.be/fr/Services/voyager\\_a\\_letranger](https://diplomatie.belgium.be/fr/Services/voyager_a_letranger)

#### **1.4. Definition of applicable measures according to risks**

The safety measures applicable to travel and to the management of internal travel within a country are determined according to the risk level classification of the area(s) of intervention.

This classification is a prerequisite for all travel and must be undertaken during the planning phase of all missions. The relevance of the associated measures must also be regularly re-evaluated, particularly for missions in orange or red zones.

Risk level		Low	Medium	High	Very high
zone classification		1	2	3	4
R i s k  a s s e s s m e n t	<b>Description of country profiles</b>  <i>These profiles are indicative, and most countries have elements of several categories. It will be necessary to establish an analysis.</i>	<ul style="list-style-type: none"> <li>Stable economic situation</li> <li>Free activities and movement of the local population</li> <li>Strong political stability</li> <li>Low level of crime without violence</li> <li>Overall peaceful socio-political and economic situation</li> <li>State control over the entire area always</li> </ul>	<ul style="list-style-type: none"> <li>Fluctuating economic situation</li> <li>Changes in governance with friction</li> <li>Limited violent crime</li> <li>Social, economic, political events with occasional, localized acts of violence</li> <li>Increased risks during election periods, possible acts of violence</li> <li>Present state control, state capacity sometimes lacking</li> <li>Rare violent actions targeted but with a significant impact (acts of terrorism)</li> <li>Security situation may deteriorate in a cyclical manner</li> </ul>	<ul style="list-style-type: none"> <li>Degraded economic situation</li> <li>Instability of political system</li> <li>Regular violent crime</li> <li>Social, economic, political tensions resulting in large-scale acts of violence (demonstrations, intercommunity clashes, electoral violence)</li> <li>State control and capacity for action in the area uncertain</li> <li>Targeted but significant impact of specific violent actions (jihadism, insurgency, terrorism...)</li> <li>Movements of armed groups within a perimeter of 100 kilometers around the zone</li> </ul>	<ul style="list-style-type: none"> <li>Regular suspension of economic activities</li> <li>Degraded humanitarian context</li> <li>Fragility of the political system and/or changes of government under high tension</li> <li>Endemic violent criminality</li> <li>Targeting of international actors</li> <li>Widespread lawlessness, clashes between militias, civilians, looting, destruction</li> <li>Presence of insurgent and/or jihadist groups</li> <li>Lack of or inadequate state control, mobilization of armed/security forces</li> </ul>
	<b>Risk for people</b>	The exposure of people to threats to their physical integrity is very occasional.	People are regularly exposed to threats to their physical integrity and property.	People are systematically exposed to threats to their physical integrity and property.	The threats to the physical integrity of people and property are extreme.
P r o c e d u r e s	<b>Minimum frequency of review of safety and emergency analyses and procedures</b>	Annual	Semi-annual	Before every mission	Before every mission
	<b>Safety Analysis</b>	Systematic, by the traveller	Systematic, by the traveller	Systematic and mandatory, by the traveler and the Security Contact Point : <a href="#">SAFETY ANALYSIS TEMPLATE_BAASTEL (2).docx</a> Validation required.	Systematic and mandatory, by the traveler and the Security Contact Point : <a href="#">SAFETY ANALYSIS TEMPLATE_BAASTEL (2).docx</a> Validation required.
	<b>Validation of missions and measures put in place to ensure safety</b>	No specific safety validation (Individual responsibility)	No specific safety validation (Individual responsibility)	The Security Contact Point (SCP) validates the trip with the co-deciding partners *see internal procedure.	The Security Contact Point (SCP) validates the trip with the co-deciding partners *see internal procedure.
	<b>Interactions with consular authorities</b>	Registration Service	Registration Service	Registration Service  Canadian employees: <a href="https://voyage.gc.ca/voyager/inscription">https://voyage.gc.ca/voyager/inscription</a>	Registration Service  Canadian employees: <a href="https://voyage.gc.ca/voyager/inscription">https://voyage.gc.ca/voyager/inscription</a>

	<p>Canadian employees: <a href="https://voyage.gc.ca/voyager/inscription">https://voyage.gc.ca/voyager/inscription</a></p> <p>Belgian employees: <a href="https://travellersonline.diplomatie.be/">https://travellersonline.diplomatie.be/</a></p> <p>French employees: <a href="https://pastel.diplomatie.gouv.fr/fildariane/dyn/public/login.html">https://pastel.diplomatie.gouv.fr/fildariane/dyn/public/login.html</a></p> <p>Registration with the consular authorities for travel over 3 months. (Individual responsibility)</p>	<p>Canadian employees: <a href="https://voyage.gc.ca/voyager/inscription">https://voyage.gc.ca/voyager/inscription</a></p> <p>Belgian employees: <a href="https://travellersonline.diplomatie.be/">https://travellersonline.diplomatie.be/</a></p> <p>French employees: <a href="https://pastel.diplomatie.gouv.fr/fildariane/dyn/public/login.html">https://pastel.diplomatie.gouv.fr/fildariane/dyn/public/login.html</a></p> <p>Registration with the consular authorities for travel over 3 months. (Individual responsibility)</p>	<p>Belgian employees: <a href="https://travellersonline.diplomatie.be/">https://travellersonline.diplomatie.be/</a></p> <p>French employees: <a href="https://pastel.diplomatie.gouv.fr/fildariane/dyn/public/login.html">https://pastel.diplomatie.gouv.fr/fildariane/dyn/public/login.html</a></p> <p>Registration with the consular authorities for travel over 3 months.</p>	<p>Belgian employees: <a href="https://travellersonline.diplomatie.be/">https://travellersonline.diplomatie.be/</a></p> <p>French employees: <a href="https://pastel.diplomatie.gouv.fr/fildariane/dyn/public/login.html">https://pastel.diplomatie.gouv.fr/fildariane/dyn/public/login.html</a></p> <p>Prise de contact avec représentation consulaire locale pour chaque mission.</p>
<p><b>Information and awareness of travelers and commitment of travelers</b></p>	<p>Mandatory UNDSS training upon hiring</p> <p>Canada : <a href="https://voyage.gc.ca/voyager/avertissements">https://voyage.gc.ca/voyager/avertissements</a></p> <p>Belgium : <a href="https://diplomatie.belgium.be/fr/Services/voyager_a_lettranger/conseils_par_destination">https://diplomatie.belgium.be/fr/Services/voyager_a_lettranger/conseils_par_destination</a></p> <p>France : <a href="https://www.diplomatie.gouv.fr/fr/conseils-aux-voyageurs/conseils-par-pays-destination/">https://www.diplomatie.gouv.fr/fr/conseils-aux-voyageurs/conseils-par-pays-destination/</a></p> <p>(Individual responsibility)</p>	<p>Mandatory UNDSS training upon hiring</p> <p>Canada : <a href="https://voyage.gc.ca/voyager/avertissements">https://voyage.gc.ca/voyager/avertissements</a></p> <p>Belgium : <a href="https://diplomatie.belgium.be/fr/Services/voyager_a_lettranger/conseils_par_destination">https://diplomatie.belgium.be/fr/Services/voyager_a_lettranger/conseils_par_destination</a></p> <p>France : <a href="https://www.diplomatie.gouv.fr/fr/conseils-aux-voyageurs/conseils-par-pays-destination/">https://www.diplomatie.gouv.fr/fr/conseils-aux-voyageurs/conseils-par-pays-destination/</a></p> <p>(Individual responsibility)</p>	<p>Mandatory UNDSS training upon hiring</p> <p>Canada : <a href="https://voyage.gc.ca/voyager/avertissements">https://voyage.gc.ca/voyager/avertissements</a></p> <p>Belgium : <a href="https://diplomatie.belgium.be/fr/Services/voyager_a_lettranger/conseils_par_destination">https://diplomatie.belgium.be/fr/Services/voyager_a_lettranger/conseils_par_destination</a></p> <p>France : <a href="https://www.diplomatie.gouv.fr/fr/conseils-aux-voyageurs/conseils-par-pays-destination/">https://www.diplomatie.gouv.fr/fr/conseils-aux-voyageurs/conseils-par-pays-destination/</a></p> <p>Specific information and awareness by the Security Contact Point before each mission.</p> <p>Reminder of specific instructions before each trip</p>	<p>Mandatory UNDSS training upon hiring</p> <p>Canada : <a href="https://voyage.gc.ca/voyager/avertissements">https://voyage.gc.ca/voyager/avertissements</a></p> <p>Belgium : <a href="https://diplomatie.belgium.be/fr/Services/voyager_a_lettranger/conseils_par_destination">https://diplomatie.belgium.be/fr/Services/voyager_a_lettranger/conseils_par_destination</a></p> <p>France : <a href="https://www.diplomatie.gouv.fr/fr/conseils-aux-voyageurs/conseils-par-pays-destination/">https://www.diplomatie.gouv.fr/fr/conseils-aux-voyageurs/conseils-par-pays-destination/</a></p> <p>Specific information and awareness by the Security Contact Point before each mission.</p> <p>Reminder of specific instructions before each trip and travel between two locations</p>
<p><b>Confirmation of the safety analysis before departure</b></p>	<p>Individual responsibility, check 24 to 48 hours before departure</p>	<p>Individual responsibility, check 24 to 48 hours before departure</p>	<p>Yes, 48 hours before departure</p>	<p>Yes, maximum 24 hours before departure</p>

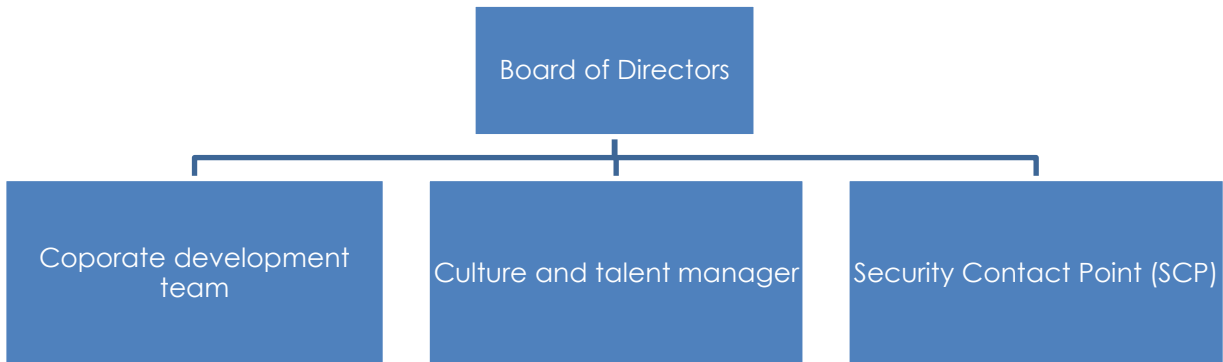
	<b>Follow-up on the administrative preparation (visa, vaccines, passports, transportation) of travelers</b>	By the traveler	By the traveler	By the traveler + The Security Contact Point checks the transportation with the traveler before departure.	By the traveler + The Security Contact Point checks the transportation with the traveler before departure.
	<b>Welcome on arrival</b>	Non-systematic	Non-systematic	Depending on the safety or local context	Systematic
	<b>Operational and safety follow-up</b>	Global tracking: known travel dates and itineraries	Global tracking: known travel dates and itineraries  Reinforced follow-up in case of deteriorated situation.	Close follow-up. Confirmation of traveler's arrival, automatic follow-up messages sent to traveler and Security Contact Point every 48 hours: Traveler must confirm that their situation is secure. Confirmation of traveler's return.	Close follow-up. Confirmation of traveler's arrival, automatic follow-up messages sent to traveler and Security Contact Point every 48 hours: Traveler must confirm that their situation is secure. Confirmation of traveler's return.
	<b>Specific safety measures</b>	<p><b>Travel</b> The traveler is free to move around (public transportation, rental cars, etc.).</p> <p>It is not recommended to travel at night outside of the cities (between 11pm and 5am).</p> <p><b>Accommodation</b> Accommodation should be in secure hotels. Reservations should be made in advance, whenever possible, to ensure availability of rooms.</p>	<p><b>Travel</b> The traveler's trips are ideally made with rental vehicles from known rental agencies and accompanied by drivers proposed by the rental agencies, who have a good knowledge of the geographical area covered.</p> <p>The use of public transportation is possible. The traveler should check with local hoteliers or travel agencies for information on the risks involved.</p> <p>It is strongly recommended not to travel at night outside the cities (between 7pm and 5am).</p> <p><b>Accommodation</b> Accommodation must be in secure hotels. Reservations should be made in advance, whenever possible, to ensure room availability. The following criteria should be considered when selecting hotels: (a) Location of the hotel; b) Presence of a security system; c) Enclosed indoor parking (if possible);</p>	<p><b>Travel</b> The traveler's trips are exclusively made with rental vehicles from known rental agencies and accompanied by drivers proposed by the rental agencies, who have a good knowledge of the geographical area covered. If necessary, military convoys may be used.</p> <p>It is strictly forbidden to drive at night outside the cities (between 7pm and 5am). It is also forbidden to spend the night in the vehicle.</p> <p><b>Accommodation</b> Accommodation must be in secure, well-maintained hotels located in secure areas. Reservations should be made in advance, whenever possible, to ensure room availability. Baastel experts will consult on the choice of hotels based on the following criteria: (a) Location of the hotel; b) Presence of a security system; c) Enclosed indoor parking (if possible); d) Reviews available on the internet or other sources of information (consulate, tourist guides, etc.);</p>	<p><b>Travel</b> Travel is strongly discouraged. If it is essential, the precise modalities must be detailed in the security analysis, in particular to determine the need for the traveler to be accompanied by an escort.</p> <p>It is formally forbidden to travel at night outside the cities (between 7pm and 5am).</p> <p><b>Accommodation</b> Accommodation must be in secure, well-maintained hotels located in secure areas. Reservations should be made in advance, whenever possible, to ensure room availability. Baastel experts will consult on the choice of hotels based on the following criteria: a) Location of the hotel ; b) Presence of a security system; c) Enclosed indoor parking (if possible); d) Reviews available on the internet or other sources of information (consulate, tourist guides, etc.); e) Knowledge of the place by collaborators.</p>



			d) Reviews available on the internet or other sources of information (consulate, tourist guides, etc.); e) Knowledge of the place by collaborators.	e) Knowledge of the place by collaborators.	
	<b>Additional resources</b>	24-hour assistance service with Beneva (La Capitale): 1-800-363-9050 Europassistance:01 41 85 85 85	24-hour assistance service with Beneva (La Capitale): 1-800-363-9050 Europassistance:01 41 85 85 85	24-hour assistance service with Beneva (La Capitale): 1-800-363-9050 Europassistance:01 41 85 85 85	24-hour assistance service with Beneva (La Capitale): 1-800-363-9050 Europassistance:01 41 85 85 85

## 2. SAFETY MANAGEMENT ORGANIZATION

### 2.1. Organizational chart



### 2.2. Roles and responsibilities

#### 2.2.1. Board of Directors

The Board of Directors is legally responsible for safety matters.

It validates the Safety Policy and its updates. It decides on the evacuation/repatriation of people and the continuity of activities, except in emergency and crisis situations.

The Board delegates the monitoring and management of safety to the Security Contact Points (SCPs) designated by the corporate development team member in charge of the project. The Board may take over the responsibility delegated to the SCPs at any time.

It shall monitor or have monitored the application of the standards and may, at any time, take control actions.

#### 2.2.2. Security Contact Point (SCP)

The Security Contact Point (SCP) is designated by the corporate development team member in charge of the project at the opening of each project where travel is planned. He or she is usually an intermediate or senior internal consultant. In the absence of such a consultant on a project, the SCP is either a member of the corporate development team, the culture and talent manager, or a partner.

The SCP actively participates in the management of safety for the missions on which he/she is assigned this role.

As such, he/she :

- Ensures the proper implementation of the Safety Policy and the effective implementation of the defined procedures and means;
- Is responsible, in collaboration with the traveler, for the analysis and the safety assessment in the context of travel in higher risk areas (orange or red zone);

- Ensures the proper implementation of close follow-ups with the traveler when the mission is in a higher risk zone (orange or red zone);
- Ensures the follow-up and day-to-day management of safety issues and informs the Board of Directors as needed;
- Has a duty to alert the Board of Directors in the event of significant changes in the security situation;
- Is responsible for the management of minor incidents;
- Actively participates in crisis management.

### **2.2.3. Culture and talent manager**

The Culture and talent manager:

- Proposes updates to the Safety Policy to the Board;
- Supports the SCPs and each person involved in the undertaking of their safety-related responsibilities, by reminding them of their role or by offering support in the concrete application of the Policy.

### **2.2.4. Corporate development team**

- The corporate development team member in charge of the project designates a SCP at the opening of each project and according to the internal procedure. He/she informs the project agent;
- The project agent ensures that all travel information is gathered into Baastel's database;

## **2.3. Employees obligations**

Employees remain responsible for their own safety.

All employees must:

- Be covered by Baastel insurances;
- Be informed and be aware of the risks (hygiene, health and security/safety) inherent to his/her mission before departure, by verifying the safety information provided on the website of the Ministry of Europe and Foreign Affairs (France), the Government of Canada and the Ministry of Foreign Affairs, Foreign Trade and Development Cooperation (Belgium);
- Confirm his/her knowledge and understanding of the risks inherent to the missions he/she may be required to make (included in the contract);
- Become aware of international risk management via UNDSS BSAFE training (United nations department of safety & security);
- For short missions, register on the MEAE's / Voyage.gc.ca / Travellersonline.diplomatie.be / Ariane portal or on an equivalent site (if available);
- For expatriates, register with the consular authorities corresponding to their nationality;
- Comply with security procedures, instructions and guidelines, whether internal to Baastel or imposed by a third party identified by Baastel;
- Inform Baastel in advance of travel itinerary, contact information, emergency contact details, classification of the mission area (zone(s)) and any travel concerns;
- Systematically inform Baastel of any change of itinerary and obtain authorization for the modified itinerary when the mission is in a high risk area (orange or red zone);
- Send an incident report to Baastel in the event of an incident;

- Report any situation which, in his/her opinion, presents unacceptable risks or for which he/she considers the measures taken by Baastel to be insufficient and from which he/she may decide to withdraw in order to guarantee his/her safety;
- Comply with the laws and regulations in place in the country in which he/she is working, the traffic regulations and the populations and customs of his/her professional environment.

## **2.4. External consultants and subcontractors**

### External consultants :

- Remain responsible for their own safety;
- Are required to respect and comply at a minimum with the safety measures defined by Baastel;
- Must have valid insurance (health repatriation insurance) applicable to the mission;

### Subcontractors :

- Are responsible for the safety of their employees and material and intangible property and must communicate any safety requirements and standards to Baastel ;
- Are required to respect and comply at least with the safety measures defined by Baastel for the mission if Baastel is contractually responsible for the project;
- Must insure their employees and collaborators for the mission.

## 3. CRISIS MANAGEMENT

### 3.1. Definition of a crisis

A crisis can be defined as an abnormal event/incident that has escalated to the point of threatening the stability, operational capability and reputation of the company. It is characterized in particular by:

- Its unexpected nature;
- The need for an urgent response;
- The interaction of multiple stakeholders;
- The need for additional resources;
- Strong internal and external pressures;
- Unpredictable media exposure and duration.

Any minor or major incident can evolve into a crisis.

### 3.2. Crisis management organization

The organization of the incident/crisis management depends on the severity of the event and adapts to the evolution of the scenario. It is established as follows:

Scenario	Decision	Emergency response & Coordination
Minor incident	Security Contact Point	Security Contact Point
Crisis	Co-deciding partners and the Board (if needed) Canada : Alain Lafontaine and Evan Green Europe : Gaétan Quesne and Olivier Beucher	Security Contact Point and co-deciding partners

#### 3.2.1. Co-deciding partners

- Take decisions in the event of a major incident or crisis ;
- Are the only ones authorized to communicate externally in case of a major incident or crisis;
- Lead the crisis unit, in collaboration with the Security contact point if necessary.

#### 3.2.2. Security Contact Point

- Is responsible for managing minor incidents;
- Reports to co-deciding partners in the event of a major incident or crisis.

### 3.3. Triggering a crisis management team

Any incident is immediately communicated by the person observing or experiencing the incident to the Security contact point or to a partner.

In the event of a major incident, the Security contact point immediately informs the co-deciding partners, who decide whether to set up a crisis management unit.

### 3.4. Crisis management unit (CMU)

The crisis management unit is dedicated to the management of sensitive or critical situations that the organization may face. Its role is to manage events and develop strategies to deal with the turmoil.

The members of the crisis management unit are responsible for implementing the decisions of the co-deciding partners and ensuring that actions are taken to:

- Prevent a potential crisis, by identifying crisis scenarios;
- Limit the impact of a crisis in progress in order to protect the organization (its activity, its image, its reputation);
- Allow the continuity of activities in complete safety during the crisis and / or to ensure a rapid return to normal;
- Benefit from the feedback on past crises to better manage future crises.

#### 3.4.1. Composition of the crisis management unit (CMU)

CMU members	Responsible
Head of CMU	Co-deciding partners
Collaborator	Security contact point
Administrative and financial support	Projet agent, Culture and talent manager, Director of finance

#### 3.4.2. Responsibilities of CMU members

<b>Head of CMU</b>
<ul style="list-style-type: none"> <li>- Reports to the Board regularly</li> <li>- Transmits the decisions taken by the Board</li> <li>- Mobilizes the members of the crisis management team</li> <li>- Organizes the CMU</li> <li>- Leads the crisis management operation, in collaboration with the Board</li> <li>- Coordinates the work carried out by the CMU and the contributions of the various parties</li> <li>- Organizes staff meetings and provides them with the necessary information</li> <li>- Leads and implements the post-crisis evaluation and lessons learned</li> </ul>
<b>Security contact point</b>
<ul style="list-style-type: none"> <li>- Gathers and prepares relevant information on concerned staff</li> <li>- Collaborates with the CMU Chief to manage the situation</li> </ul>
<b>Administrative and financial support</b>
<ul style="list-style-type: none"> <li>- Gathers and prepares relevant information on concerned staff</li> <li>- Advises the CMU Chief on administrative and financial matters</li> </ul>

### 3.5 Crisis Assistance Services

In the event of an incident, accident or crisis, employees can contact the appropriate help desk for assistance, advice or support while traveling. These services are available 24 hours a day, 7 days a week, 365 days a year.

**Canadian employees: Beneva (La Capitale) Travel Assistance Service: 1-800-363-9050**

**European employees: Europassistance 24-hour assistance service: 01 41 85 85 85**

For internal consultants who are not Canadian or European employees, they must make sure they have the contact information of their insurer at all times during their trips so that they can communicate directly with them in case of problems.

Finally, in the event of an incident or crisis, employees and internal consultants must instantly contact the Security contact point. They can also contact one of the partners at the following contact details:

Partner	Email address	Cellphone number
Alain Lafontaine	<a href="mailto:alain.lafontaine@baastel.com">alain.lafontaine@baastel.com</a>	1 (819) 923-1421
Sylvain Lacoursière	<a href="mailto:sylvain.lacoursiere@baastel.com">sylvain.lacoursiere@baastel.com</a>	1 (819) 635-6022
Evan Green	<a href="mailto:evan.green@baastel.com">evan.green@baastel.com</a>	1 (819) 329-4490
Olivier Beucher	<a href="mailto:olivier.beucher@baastel.com">olivier.beucher@baastel.com</a>	00 33 632321276
Gaétan Quesne	<a href="mailto:Geatan.quesne@baastel.com">Geatan.quesne@baastel.com</a>	00 33 782924498