

Pembina Pipeline Corporation

Crisis Communications Plan

As of June 1st, 2011

For most current electronic copy go to:

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TABLE OF CONTENTS

1.0	Introduction	3
1.1	About this manual	
1.2	Pembina's Crisis Communications Mandate	
1.3	Do we have a crisis?	
1.4	Crisis Levels and Tables	
2.0	Crisis Response	7
2.1	Crisis Callout Procedure	
2.2	Crisis Communications Team Contact Information	
3.0	Roles and Responsibilities	9
3.1	Overview of Roles	
3.2	Working Together	
3.3	On-Call, Crisis Communications Team	
3.4	Manager, Corporate Communications	
3.5	Vice President, Corporate Affairs	
3.6	Land & Aboriginal Relations	
3.7	Media Specialist	
3.8	Employee Communications	
3.9	Communications Administrator	
3.10	Legal Affairs	
4.0	Media Relations	28
4.1	Do's and Don'ts	
4.2	Key Messages/Facts/Q&As	
4.3	Media Releases	
4.4	Approval Process and Distribution	
4.5	The Spokesperson	
4.6	The Spokesperson in a Crisis Interview	
4.7	Spokesperson Guidelines	
4.8	How do I respond to...	
4.9	The News Conference	
4.10	News Conference Checklist	
4.11	Media Centre Inventory Checklist	
5.0	Types of Crisis	43
5.1	Environmental Incident	
5.2	Protest or Public Demonstration	

Appendix A – Crisis Communications Fact Gathering Sheet

Appendix B – Crisis Communications Log Sheet

Appendix C – Media Log Sheet

INTRODUCTION

1.1 ABOUT THIS MANUAL

This Crisis Communications Plan is an essential part of the emergency response of Pembina Pipeline Corporation. For this manual to work well, it must be fully integrated into Pembina's Emergency Response Plan (ERP).

It is essential that all named within this plan (and their alternates) review it and participate in a practice session annually. For the most current copy, please use the electronic copy available at S Drive / Corporate Affairs / Corp Comm / Communications / Crisis Communications.

Who maintains this manual?

The Crisis Communications Plan is maintained by the Public Relations Advisor – Corporate Communications. The Advisor is accountable for ensuring the plan is tested, updated at least annually and ensures the plan is fully integrated with the ERP and that it meets all regulatory requirements.

1.2 PEMBINA'S CRISIS COMMUNICATIONS MANDATE

In a crisis, our communications will always:

- ☐ Place a priority on communications that support the safety of people, the environment, community and corporate property, infrastructure and assets.
- ☐ Fulfill the need of Pembina and our regulators to provide timely and complete disclosure.
- ☐ Reflect our key messages (see page 29)
 - Care about stakeholders – our employees, the public, the communities in which we work and the environment.
 - Knowledge – that shows we are trusted experts and can be relied on to respond appropriately.
 - Action – provide information that shows we are responding quickly, what we are doing to mitigate impacts and correct the situation.
- ☐ Err on the side of over-communicating to stakeholders to ensure Pembina's reputation, and stakeholder confidence in our business, is maintained.
- ☐ Ensure information will be provided in a timely and accurate manner and consider the needs of all stakeholders (internal and external).

1.3 DO WE HAVE A CRISIS?

Whether a crisis relates to an actual situation or incident, or has developed from a perceived risk to stakeholders, ask yourself if it is something that:

- ☐ Is reportable to regulatory agencies and is there a regulatory requirement to initiate crisis communications?
- ☐ Is escalating out of management's control? Is the impact material to our business?
- ☐ Threatens to impact a widening array of stakeholders?
 - Employees
 - Communities in which we operate
 - The Public
 - Customers
 - Investors
- ☐ Involves serious harm, injury or loss of life?
- ☐ Puts the environment at risk?
- ☐ Threatens operations and/or the construction of capital projects?
- ☐ Threatens the security of facilities?
- ☐ Jeopardizes Pembina's reputation?

If you've answered "yes" to any of the above, you are about to manage a communications response to a crisis.

1.4 CRISIS LEVELS

The following level system is identified in Pembina's ERP. It allows for a staged response according to the severity of the crisis. Although there are examples provided for each level, it's not an exhaustive list and judgment must be applied in all cases. Why? Because even a small incident could quickly escalate into something very significant. To help determine your response, consider the following:

- ☐ How will stakeholders perceive the incident and what will their likely reactions be?
- ☐ Is the incident reportable to regulatory agencies?
- ☐ Is the incident material to our business?
- ☐ What is the history / trend – is the incident one in a series of incidents?

Please note: each of the government authorities that Pembina may need to work with (ERCB, OGC, NEB) have slightly different ways of describing the level of an emergency. The table below summarizes these levels and responses, however, to fully understand the expectation of the various regulators, please refer to Pembina's Corporate Emergency Response Plan, which identifies the various levels in detail.

**Add the Ranks from Table 1 and Table 2 and
use the total in Table 3 to determine the emergency level**

Table 1 - Consequence of Incident		
Rank	Category	Example of consequence in category
1	Minor	<input type="checkbox"/> No worker injuries. <input type="checkbox"/> Nil or low media interest. <input type="checkbox"/> Liquid release contained on-lease. <input type="checkbox"/> Gas release impact on-lease only.
2	Moderate	<input type="checkbox"/> First aid treatment required for on-lease worker(s). <input type="checkbox"/> Local and possible regional media interest. <input type="checkbox"/> Liquid release not contained on-lease. <input type="checkbox"/> Gas release impact has potential to extend beyond lease.
3	Major	<input type="checkbox"/> Worker(s) requires hospitalization. <input type="checkbox"/> Regional and national media interest. <input type="checkbox"/> Liquid release extends beyond lease - not contained. <input type="checkbox"/> Gas release impact extends beyond lease-public health/safety could be jeopardized.
4	Catastrophic	<input type="checkbox"/> Fatality. <input type="checkbox"/> National and international media interest. <input type="checkbox"/> Liquid release off-lease not contained - potential for, or is, impacting water or sensitive terrain. <input type="checkbox"/> Gas release impact extends beyond lease-public health/safety jeopardized.

Table 2 - Likelihood of Incident Escalating		
Rank	Descriptor	Description
1	Un-likely	The incident is contained or controlled and it is unlikely that the incident will escalate. There is no chance of additional hazards. Ongoing monitoring required.
2	Moderate	Control of the incident may have deteriorated but imminent control of the hazard by the licensee is probable. In either case it is unlikely that the incident will further escalate.
3	Likely	Imminent and/or intermittent control of the incident is possible. The licensee has the capability of using internal and/or external resources to manage and bring the hazard under control in the near term.
4	Almost certain or currently occurring	The incident is uncontrolled and there is little chance that the licensee will be able to bring the hazard under control in the near term. The licensee will require assistance from outside parties to remedy the situation.
What is the likelihood that the incident will escalate, resulting in an increased exposure to public health, safety, or the environment?		

Table 3 – Incident Classification			
Risk Level	Assessment Results	Risk Level	Assessment Results
2-3 Very Low	Alert (Level 0)	5-6 Med	Level 2 Emergency
4-5 Low	Level 1 Emergency	7-8 High	Level 3 Emergency

Gauge the communications response based on the risk level determined in Table 3

Alert (Minor)	Level One (Moderate)	Level Two (Major)	Level Three (Catastrophic)
Incident Severity			
<ul style="list-style-type: none"> - no worker injuries - nil or low media interest - liquid release contained on lease - gas release impact on lease only <p>Examples: loss of pressure in line, crew not reporting in on schedule, report of a spill in an area where we operate. No worker injuries. Incident contained or controlled. No chance of additional hazards. No local media interest.</p>	<ul style="list-style-type: none"> - first aid treatment required for on lease worker(s) - local and possible regional media interest - liquid release not contained on lease - gas release impact has potential to extend beyond lease <p>Examples: minor spill, minor operational incident, incident with no injuries or injuries not requiring hospitalization. Possible local media interest. Control of incident may deteriorate.</p>	<ul style="list-style-type: none"> - worker(s) requires hospitalization - regional and national media attention - liquid release extends beyond lease – not contained - gas release extends beyond lease – public health/safety could be jeopardized <p>Examples: Operational issue that impacts our customers. Contained fire/explosion. Short-term environmental mishap (product release). Injuries to people requiring hospitalization. Pipeline spill that requires additional responders to manage clean up. Bomb threat. Labour disruption.</p>	<ul style="list-style-type: none"> - fatality - national or international media attention - liquid release off lease not contained – impacting water or sensitive terrain - gas release impact extends beyond lease - public health/safety jeopardized <p>Examples: Incident involving serious injuries/death. Uncontrolled incident. Major equipment damage, loss of sales, interruption to ongoing business. Environmental damage.</p>
Communications Response			
<p>Internal – discretionary business unit management</p> <p>External public – courtesy at Pembina's discretion</p> <p>Media – reactive as required; develop key messages (if asked statements)</p> <p>Government – ERCB needs to be notified only if there is public or media communications</p>	<p>Internal – discretionary business unit management</p> <p>External public – mandatory for individuals who have requested notification within the EPZ</p> <p>Media – reactive as required; develop key messages (if asked statements)</p> <p>Government – notify local ERCB. Call local authority and RHA if public or media is contacted</p>	<p>Internal – employee communications required (show care, praise for good response, info re investigation, learnings)</p> <p>External public – potential sheltering or evacuation</p> <p>Media – proactive (news release)</p> <p>Government – full notification</p> <ul style="list-style-type: none"> – Key messages / Q&As – Local news release and/or stakeholder bulletin (news releases posted to Pembina.com but not all sent via CNW) – Employee communications – Approvals 	<p>Manager, Corporate Communications is immediately alerted; starts callout.</p> <p>For material events, all disclosure requirements must be met.</p> <ul style="list-style-type: none"> – Plan/strategy – Background info – Key messages / Q&As – Briefing note for Board of Directors (to be sent by CEO) – News release(s) via CNW Group – Trained spokesperson – Employee communications – Stakeholder relations plan – Approvals, including legal – Post crisis strategies

CRISIS RESPONSE

2.1 CRISIS CALLOUT PROCEDURE

1. **On-Call Crisis Communications Team member receives call from the Public Information Officer (P.I.O.) in the Field via Crisis Communications number 403-691-7630.**
2. **If On-Call Crisis Communications Team member is not the Manager, Corporate Communications, then said manager needs to be contacted.**
3. **Manager, Corporate Communications, must contact (or delegate duty) the key persons noted in this Crisis Communications Plan as:**
 - ☐ **VP, Corporate Affairs**
 - ☐ **Land, Regulatory & Aboriginal Affairs**
 - ☐ **Media Specialist**
 - ☐ **Employee Communications**
 - ☐ **Legal Affairs**
 - ☐ **Communications Administrator**
4. **Manager, Corporate Communications (or delegate), must establish a direct link and update schedule with counterpart in the Field (P.I.O.).**
5. **Once a direct link between the Manager, Corporate Communications (or delegate) and the P.I.O. (Field) is established; Crisis Communications number 403-691-7630 is to be used for Media Relations only.**

2.2 CRISIS COMMUNICATIONS TEAM CONTACT INFORMATION

Corporate Communications Team Emergency On-Call Cell: 403-691-7630

<i>Title</i>	<i>Contact Name</i>	<i>Contact Information</i>	<i>Alternate Contact</i>
Manager, Corporate Communications			
Vice President, Corporate Affairs			
Land & Aboriginal Relations			
1-888-920-1979			
Media Specialist			
Employee Communications			
Communications Administrator			
Legal Affairs			

ROLES & RESPONSIBILITIES

3.1 OVERVIEW OF ROLES

How Pembina handles a crisis will influence the public's perception of the company. Your role within the crisis communications team is vital in ensuring Pembina's reputation is maintained. You must act responsibly and decisively by providing accurate and timely information in an open, honest and caring manner. In all aspects of a crisis, we need to engage the appropriate communications / community relations team members to ensure our reputation is maintained. Roles are summarized below. A comprehensive checklist of duties for each role is provided on the pages referenced by each role.

Crisis Communications Team

- ***On-Call, Crisis Communications Team member*** (XXX) – Responsible for handling crisis call and gathering initial details (refer to Appendix A). On-Call person also needs to contact Manager, Corporate Communications to initiate broader call out (page 11).
- ***Manager, Corporate Communications*** (XXX) – Responsible for overseeing and guiding the crisis communications process and developing the overall communications strategy in response to the incident (page 12).
- ***VP, Corporate Affairs*** (XXX) – Provides strategic counsel to the Manager, Corporate Communications, executive team and Board of Directors during and after the crisis, and oversees all communications to investors (page 16).
- ***Land & Aboriginal Relations*** (XXX) – Responsible for developing and implementing a plan to maintain the confidence of landowners and Aboriginal neighbours who may be impacted by the crisis. Works closely with Operations. Supports evacuation and landowner call out procedures if it's required (page 18).
- ***Media Specialist*** (XXX) – Manages media; acts as spokesperson and/or supporting the technical and/or supports as required the executive spokesperson (page 20).
- ***Employee Communications*** (XXX) – Supports the development of specific plans to communicate the crisis to employees and contractors (page 23).
- ***Communications Administrator*** (XXX) – Provides administrative support to the crisis communications team (page 25).
- ***Legal Affairs*** (XXX) – Advises on materiality of crisis, approvals on news releases, advises on potential post-crisis outcomes such as regulatory investigations, criminal charges, insurance claims (page 26).

3.2 WORKING TOGETHER

To facilitate an integrated team during a crisis, the Manager, Corporate Communications will, when an incident occurs, assemble the “Crisis Communications Command Centre” (most likely to be located in 21st floor meeting room #2131). Each member of the team would assemble here (in person or via conference call).

Meetings would be used to:

- ☐ Get briefed on crisis and represent the Crisis Communications Team at the Corporate Emergency Operations Centre.
- ☐ Gather all the details of the crisis and of what’s occurred: who, what, where, when, why, how.
- ☐ Develop a communications and stakeholder relations plan. Identify priorities and assign tasks; be clear about next steps, roles and responsibilities. Ensure communication to all stakeholder groups is consistent and efficient.
- ☐ Resolve issues and answer questions.
- ☐ Establish time for next round-table meeting.

3.3 On-Call, Crisis Communications Team

Responsible for handling crisis call and gathering initial details (refer to Appendix A). On-Call person also needs to contact Manager, Corporate Communications to initiate broader call out. On-Call may also be asked to complete call out procedures in the event that the Manager, Corporate Communications, is not available.

On-Call, Crisis Communications Team Checklist

<i>Crisis Response Tasks</i>	✓	<i>Notes/Reminders</i>
Pre-Event		
At least annually, review this Crisis Communications Plan and Pembina's ERP; participate in crisis exercises. Modify as required.	<input type="checkbox"/>	
Ensure Crisis Communications Team phone line is transferred properly between persons responsible		Pembina's Crisis Communication Call Forwarding Manager Select the first option: Forward all calls to a different number Change the number that the crisis phone number (403-691-7630) is to be forwarded to. Click 'Update' <u>Close and test to ensure number is forwarded as desired.</u>
	<input type="checkbox"/>	
	<input type="checkbox"/>	
Crisis Event		
Notified of crisis by Public Information Officer (P.I.O.) in the Field	<input type="checkbox"/>	
Document all facts of the crisis. Keep accurate, timely notes on all activities. Maintain a log of key contacts.	<input type="checkbox"/>	See fact gathering sheets and log sheets in Appendices A and B.
Contact Manager, Corporate Communications and provide details	<input type="checkbox"/>	
Once Manager, Corporate Communications (or delegate) has established a link with the P.I.O. (Field); Crisis Communications number (403-691-7630) should be forwarded to Media Specialist	<input type="checkbox"/>	See Media Specialist contact information on page 8
Sole purpose of Crisis Communications number (403-691-7630) remains as media relations only	<input type="checkbox"/>	

3.4 MANAGER, CORPORATE COMMUNICATIONS

The Manager, Corporate Communications is responsible for overseeing and guiding the crisis communications process and developing the overall communications strategy in response to the crisis. The objective is to manage the crisis so Pembina's corporate reputation is maintained with all stakeholders (media, employees, shareholders, customers, government, Aboriginal and community stakeholders and non-government organizations). This person is also responsible for managing and maintaining the Crisis Communications Plan and managing government relations (government representatives must be aware of the incident, what Pembina is doing to correct the situation and how we are working to keep the public protected and informed).

Contact Information

<i>Manager, Corporate Communications</i>	<i>Alternate Contact</i>

Manager, Corporate Communications Checklist

<i>Crisis Response Tasks</i>	<i>✓</i>	<i>Notes/Reminders</i>
Pre-Event		
At least annually, review this Crisis Communications Plan and Pembina's ERP; participate in crisis exercises. Modify as required.	<input type="checkbox"/>	
At least annually, review government regulations (ERCB's Directive 071 and Canadian Standard Association's Emergency Preparedness and Response) and ensure our crisis plan fulfills regulatory requirements. Work with HS&E to identify gaps and improvements.	<input type="checkbox"/>	
At least annually, oversee circulation and updates to the Crisis Communications Plan and ensure all team members have up-to-date copies and understand their roles. Hold at least one table top exercise per year with all members of the crisis team.	<input type="checkbox"/>	
Crisis Event		
Notified of crisis by ON CALL Manager	<input type="checkbox"/>	
Document all facts of the crisis. Keep accurate, timely notes on all activities. Maintain a log of key contacts.	<input type="checkbox"/>	See fact gathering sheets and log sheets in Appendices A and B.

<i>Crisis Response Tasks</i>	✓ <i>Notes/Reminders</i>
Use Contact List (page 8) to brief crisis communications team. Determine if they are on standby or if it's an 'all hands on deck' event and the need to be in the office. Ensure Manager has on-call cell phone;	<input type="checkbox"/>
Ensure the Executive Team & HSE Manager have been informed (dependent on the level of the crisis)	Let them know what the initial communications steps are / or will be and to what support is required from a communications perspective. <input type="checkbox"/>
Ensure community relations 1-888-920-1979 line is being handled by Land & Aboriginal Relations. Integrate ALL communications to government with Pembina's Liaison Officer who is responsible for maintaining contact with external agencies, including the management or reporting requirements to government agencies	ERCB community relations contact is XXXXXXXXXXXX Please refer to the ERCB's Community & Aboriginal Relations Team Map and Contact info (stored at: S / Corporate Affairs / Corp Comm / Communications / Crisis Communications) When in doubt – call the ERCB Field Office closest to the Crisis event and ask to speak to a member of the Community Aboriginal Relations (C.A.R.) Team. <input type="checkbox"/>
Ensure media calls are forwarded to Media Specialist by reception (reception can be reached at 403-231-7500). Ensure appropriate regulators have been notified. Have media relations specialist make contact with ERCB communications / stakeholder relations. Integrate ALL communications to government with Pembina's Liaison Officer who is responsible for maintaining contact with external agencies, including the management or reporting requirements to government agencies.	ERCB communications / media relations contact is XXXXX Emergency Response Group at ERCB is X OGC Contact: XXXXXXX - Communications: [REDACTED] NEB Contact: [REDACTED] – Communications: [REDACTED] Alberta Environment: [REDACTED] Communications: [REDACTED] <input type="checkbox"/>
If situation escalates, work with the Administrator to set up Crisis Communications Command Centre meeting room (if required) (maps, ERP and Crisis Communications Plan, paper, pens, white board, etc.). Manager may choose to join Emergency Operations Centre.	Those who can't attend meetings in person should participate via conference call. [REDACTED] <input type="checkbox"/> For further instructions, see Crisis Communications folder in S Drive.
Oversee preparation of external and employee communications plan/strategy. Think broadly of all audiences: Communities, Aboriginal groups, government / regulators, NGO'S, employees, investors, customers, media, industry - Local opinion leaders (Chambers of Commerce, NGOs) - Local government officials – integrate with provincial and federal stakeholders as well (MP, MLA's)	Integrate with broader Pembina team. [REDACTED] HSE with regulators; marketing / ops with customers. Ensure appropriate notification to regulators has occurred. See templates in this document for both key messages and news release <input type="checkbox"/> [REDACTED]

Crisis Response Tasks	✓ Notes/Reminders
<p>Think all tools: website, events, portal, email, bulletin boards, news releases, key messages</p> <p>Initial and priority steps are:</p> <ol style="list-style-type: none"> 1) develop and get approval for key messages – circulate internally 2) ensure news release is being drafted and getting approved – issue if required 	
<p>Make contact with Pembina's Public Information Officer; ensure that person gets the support he / she requires (key messages, if asked, news releases, bulletins).</p>	
<p>Decide if Corporate needs to send additional personnel to support this individual.</p>	<input type="checkbox"/>
<p>Discuss with VP, Corporate Affairs and Legal Affairs whether this is a material event. If it is, immediately assign news release to Media Specialist; get necessary approvals and issue.</p>	<input type="checkbox"/> <p>Three executives need to sign off on news release. Make sure news release goes to all audiences at the same time. CEO should alert Board of Directors prior to distribution.</p>
<p>Gather background information, develop key messages and Q&A, facts and draft news release for posting via CNW.</p>	<input type="checkbox"/> <p>See page 28 for guidance.</p>
<p>Make sure all information gets to executive and leadership team, with instructions to keep employees informed. Ensure regular updates to this group of people.</p> <p>The email should include:</p> <ul style="list-style-type: none"> - The facts as we know it - The approved key messages - Clarify who is the appointed media spokesperson - Summarize the next steps action – what operations is doing and what the communications plan is 	<p>Integrate with Employee Communications and Land, Aboriginal and Community Relations</p>
<p>Get the proper approvals for all internal and external communications; ensure that Crisis Dark Site on pembina.com has been activated with updated information</p>	<input type="checkbox"/> <p>Refer to the Approval Process, page 32. Ensure ERCB (NEB OR OGC) receives copy of news release.</p>
<p>Create folder on S Drive / Corporate Affairs / Corp Comm / Communications / Crisis Communications.</p> <p>Ensure all documents related to the crisis are maintained here and ensure all Crisis Communications team members know how to find the info and use the file.</p>	<p>An FTP site has been established – training required for all 'could be' users.</p> <p>http://www.pembina.net/hse/erp-forum.nsf</p> <p>Select "trust this publisher" if a security box pops up. Use your lotus notes ID and password On the left hand side of the screen, select "Category". Use this link to refresh the page, and to return to the layout everyone will use. On the right hand side of the screen, select the event you want to participate in. Select "New Response". In the TITLE, enter your desired position - your name. For Example: Incident Commander Support - [REDACTED]</p> <p><input type="checkbox"/> Select "Category" on the left side of the screen to view the changes. (this will refresh the screen and return you to the</p>

Crisis Response Tasks	✓	Notes/Reminders
		main view)
Provide updates to VP, Corporate Affairs on an ongoing basis to ensure she has the information she requires to work with the executive team, Board of Directors and investors	<input type="checkbox"/>	
Consult with Media Specialist on the use of a spokesperson (potentially the CEO) if the situation escalates. Ensure key messages and training is provided to that person.	<input type="checkbox"/>	
Ensure appropriate ministerial government relations on provincial and federal levels.		Integrate work with Community Relations efforts.
Ensure regulatory reporting has occurred through HSE	<input type="checkbox"/>	
Review media coverage as collected by Media Specialist or alternate.	<input type="checkbox"/>	
Consult with Media Specialist (and Public Information Officer) on need for a news conference.	<input type="checkbox"/>	
Consider and arrange for external (agency) public relations support if needed.	<input type="checkbox"/>	Options include: [REDACTED] [REDACTED]
Post Event		
Plan "closure" communications. News release, community-based advertising. Stakeholder outreach (written or face to face). Recognize and thank as appropriate.	<input type="checkbox"/>	
Consider utilizing Community Investment budget to partner with the community in some way to mitigate impact of crisis.	<input type="checkbox"/>	
Retain detailed notes on file for future reference.	<input type="checkbox"/>	
Conduct a review of crisis communications to assess response and identify improvement areas. Fix, Keep, Toss. Report recommendations to VP, Corporate Affairs.	<input type="checkbox"/>	
Ensure Crisis Communications Plan is updated accordingly and circulated revised. Retrain where necessary / to review learnings and new processes.	<input type="checkbox"/>	
Work with Legal Affairs to understand the risk of any charges being laid against Pembina. Ensure strategies are in place to mitigate impact to reputation.	<input type="checkbox"/>	
Lead team in developing and executing a post-crisis communications & community relations plan that includes strategies to retain or build stakeholder confidence in Pembina. Report to VP, Corporate Affairs.	<input type="checkbox"/>	

3.5 VP, CORPORATE AFFAIRS

The Vice President, Corporate Affairs provides strategic counsel to executive management during the crisis and guides development of a post-crisis communications plan to re-establish and strengthen Pembina's reputation. She also handles all investor relations activities, approves all communications (as per disclosure policy) and supports the president and CEO to ensure the Board of Directors is kept regularly informed.

Contact Information

<i>VP, Corporate Affairs</i>	<i>Alternate Contact</i>
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

VP, Corporate Affairs Checklist

<i>Crisis Response Tasks</i>	<i>✓</i>	<i>Notes/Reminders</i>
Pre-Event		
At least annually, review the Corporate Crisis Communications Plan; participate in crisis exercises.	<input type="checkbox"/>	
Crisis Event		
Notified of situation by Manager, Corporate Communications	<input type="checkbox"/>	
Confirm that members of Executive Team have been notified. (the On Call Manager should have put them on standby, or if crisis warrants it, the executive team may need to assemble in office.)		
Provide details of situation on an FYI basis.	<input type="checkbox"/>	
Document all facts of the crisis. Keep accurate, timely notes on all activities. Maintain a log of key contacts.	<input type="checkbox"/>	See fact gathering sheets and log sheets in Appendices A and B.
Oversee Manager, Corporate Communications development of specific plans for internal and external communications.	<input type="checkbox"/>	
Participate in approval of any communications materials. Help to ensure the approval process moves swiftly. Ensure disclosure policy is followed.	<input type="checkbox"/>	Refer to the Approval Process, page 33
Ensure appropriate communications to investors. Manage all investor inquiries.		
- news release per distribution network		
- phone calls / email Q&A	<input type="checkbox"/>	

<i>Crisis Response Tasks</i>	<i>✓ Notes/Reminders</i>
Recommend if an investor conference call is required. Identify what tools and logistics are required to make this happen.	<input type="checkbox"/>
Along with Manager, Corporate Communications and Media Specialist, assess need for CEO (or other) to take on spokesperson role.	<input type="checkbox"/>
Direct media inquiries to Media Specialist.	<input type="checkbox"/>
Work with CEO and COO to keep Board of Directors informed of crisis response efforts, impacts and how they're being mitigated.	<input type="checkbox"/>
Post Event	
Retain detailed notes on file for future reference.	<input type="checkbox"/>
Oversee development and roll-out of a post-crisis communications plan to retain or build stakeholder confidence in Pembina.	<input type="checkbox"/>
Participate in post-crisis communications review (i.e. lessons learned).	<input type="checkbox"/>

3.6 LAND, REGULATORY & ABORIGINAL AFFAIRS

Responsible for developing and implementing a plan to maintain the confidence of landowners and Aboriginal neighbours who may be impacted by the crisis. Land will work closely with Operations. Land will support evacuation and landowner call out procedures as required.

Contact Information

<i>Land & Aboriginal Relations</i>	<i>Alternate Contact</i>
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Land, Regulatory & Aboriginal Affairs Checklist

<i>Crisis Response Tasks</i>	<i>✓</i>	<i>Notes/Reminders</i>
Pre-Event		
At least annually, review the Crisis Communications Plan; participate in crisis exercises.	<input type="checkbox"/>	
At least annually, ensure the contact pages for our stakeholders are current – names, addresses, emails, fax. Ensure this information is readily accessible by Crisis Communications Team	<input type="checkbox"/>	See S Drive / Corporate Affairs / Corp Comm/ Stakeholder Lists and Database Development StakeTracker Database once fully implemented
Crisis Event		
Ensure appropriate management of Community Relations phone line 1-888-920-1979. Establish a new message; monitor phone and respond to inquiries as required. If additional support is required, assemble it.	<input type="checkbox"/>	Use key messages and Q&A when providing information; use information approved by Manager, Corporate Communications.
Document all facts of the crisis. Keep accurate, timely notes on all activities. Maintain a log of key contacts and all correspondence.	<input type="checkbox"/>	See fact gathering sheets and log sheets in Appendices A and B.
Keep community relations personnel at regulator (ERCB, OGC or NEB) informed; seek advice and input.	<input type="checkbox"/>	ERCB community relations contact is [REDACTED] [REDACTED] Please refer to the ERCB's Community & Aboriginal Relations Team Map and Contact info (stored at: S Drive / Corporate Affairs / Corp Comm / Communications / Crisis Communications) When in doubt – call the ERCB Field Office closest to the Crisis event and ask to speak to a member of the C.A.R. Team. OGC Communications Manager – [REDACTED]

Crisis Response Tasks	✓ Notes/Reminders
<p>Support the Manager, Corporate Communications in the development of specific plans for general public and community stakeholders.</p> <p>What communities do we impact? Who specifically within that community must we work with? Work with Public Information Officer to determine appropriate response to:</p> <ul style="list-style-type: none"> - First Nations - Métis - Integrate with regulatory notification through HSE - Recreational facilities/ clubs - Landowners. Occupants & Trappers - Industry tenure holders 	<p>See S Drive / Corporate Affairs / Corp Comm / Stakeholder Database</p> <p>NOTE: Telephone notification is appropriate and quick however, always ensure that written notification is sent via email / fax. Retain copies of all correspondence. Legal review of correspondence may be required.</p>
<p>Assess if communities need to be informed and how best to do that (i.e. bulletin, letter, phone call, face-to-face meeting or open house). Work with media relations specialist to ensure appropriate news releases / community based advertising. Make sure these materials are shared with our communities.</p>	<p>Ensure alignment with any employee communications that may have occurred. Ensure all messages shared with community are aligned with what has been approved.</p> <p>Document all communications with communities. When they were notified, how and when.</p>
<p>Determine if it's best to stay in Calgary, or to travel to the communities to meet in person and support the ops response team.</p>	
<p>Participate in Crisis Communications Command Centre meetings.</p> <p>Identify community concerns issues; recommend strategies to resolve and respond quickly.</p>	
<p>Direct media inquiries to Media Specialist.</p>	
<p>Work with Manager, Corporate Communications to determine if there is any support that can be provided through Community Investments to assist the community during the crisis. Help establish strategy.</p>	
<p>In the event a product is released, Pembina will implement its Emergency Response Plan using trained personnel to respond to the immediate safety and environmental requirements of the residents who reside within the designated emergency area.</p>	<p>Upon notification of any reported product release, Pembina will respond immediately to assess the situation, and implement the appropriate measures, with public safety as the first priority.</p> <p>This is achieved cooperatively through Operations (ICS Team) and Land and Aboriginal Relations.</p>
Post Event	
<p>Recommend how best to 'close' the crisis with stakeholders. Any mitigation actions required? Any presentations re cause or how we will avoid it in the future? How best to do this – face to face; report, site visit / tour, etc.</p>	
<p>Retain detailed notes on file for future reference.</p>	
<p>Participate in post-crisis review (i.e. lessons learned).</p>	
<p>Participate in the development of plan to mitigate impact of crisis and rebuild stakeholder support utilizing Community Investment strategies.</p>	

3.7 MEDIA SPECIALIST

The Media Specialist's key priority is ensuring accurate, timely and approved information is released to the media. The specialist could act as spokesperson and/or support any technical and/or executive spokesperson assigned. The specialist will also review media monitoring and correct any inaccuracies, manage the media around any potential lawsuits and work to bring media closure to the incident.

Contact Information

<i>Media Specialist</i>	<i>Alternate Contact</i>
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Media Specialist Checklist

<i>Crisis Response Tasks</i>	✓	<i>Notes/Reminders</i>
Pre-Event		
At least annually, review the Crisis Communications Plan; participate in crisis exercises.	<input type="checkbox"/>	Ensure all employees noted in the Crisis Communication Plan are notified of pending emergency exercises.
At least annually, ensure media training is provided to potential spokespersons.	<input type="checkbox"/>	
At least annually, participate in media training and/or crisis communications training.	<input type="checkbox"/>	
At least annually, complete an assessment of media outlets in our operating communities (print, radio and television). Ensure our database is up to date with contact names, addresses, emails, and fax numbers.		
Review these needs with CNW.	<input type="checkbox"/>	
At least annually, make contact with these media outlets. Ensure they have our contact info.	<input type="checkbox"/>	
At least annually, review website to ensure messages of care, concern and responsibility are there. Make sure contact info drives media inquiries to Jason's land line / cell.	<input type="checkbox"/>	Media & Public Relations line [REDACTED] [REDACTED] [REDACTED]
At least annually, review 'dark' site on the web to ensure it's ready to go. [REDACTED]		
At least annually, review our safety / crisis key messages. Make sure our background info, facts, Q&As are up to date. Make sure we have a good foundation from which to work from, in the event	<input type="checkbox"/>	All key messages on the shared drive S Drive / Corporate Affairs / Corp Comm / Communications / Key Messages

Crisis Response Tasks✓ **Notes/Reminders**

of a crisis.

Crisis Event

Document all facts of the crisis. Keep accurate, timely notes on all activities. Maintain a log of key contacts.	<input type="checkbox"/>	See fact gathering sheets and log sheets in Appendices A and B.
Notify Calgary reception desk; make sure media inquiries are directed to Media Specialist [REDACTED]	<input type="checkbox"/>	Office voicemail will provide out of office cell number if required
Participate in Crisis Communication Command Centre meetings.	<input type="checkbox"/>	
Work with Manager, Corporate Communications to establish a timely briefing schedule with PIO (Public Information Officer).	<input type="checkbox"/>	
Work with Manager, Corporate Communications to develop background info, key messages, Q&A, draft news release. Ensure all collateral materials are integrated and consistent with employee communications and community relations efforts!	<input type="checkbox"/>	All documents should be dated and kept on the shared S Drive / Corporate Affairs / Corp Comm / Communications / Crisis Communications An FTP site has also been established – requires training for all “could be” users.
Contact regulator's communications team. Establish a contact with that office. Ensure that news releases are coordinated with regulator so that any information is consistently shared.	<input type="checkbox"/>	ERCB communications / media relations contact is [REDACTED] OGC Communications Manager is [REDACTED] NEB Contact: [REDACTED] – Communications: [REDACTED] Alberta Environment: [REDACTED]
Support Crisis Communications Administrator in gathering up maps, pictures, video and any other visual support that will help communicate.	<input type="checkbox"/>	
Work with Manager, Corporate Communications to determine ‘how to’ communicate. Is a news release necessary?	<input type="checkbox"/>	If news releases are issued, ensure employees and community stakeholders get the information too. Work with Employee and Community Relations to ensure communication is integrated with these audiences.
Determine best location for handling the media. Go to site of incident or remain in Calgary? How best to manage and control the media and provide support to the front line. Recommend approach to Manager, Corporate Communications	<input type="checkbox"/>	
Activate any additional media monitoring, analyze media coverage and correct any media inaccuracies.	<input type="checkbox"/>	
Clear all media requests for photo and/or video opportunities with the OSIC (On Site Incident Commander).	<input type="checkbox"/>	
Consult with Manager, Corporate Communications on the use of other potential spokespeople, including the CEO.	<input type="checkbox"/>	Use of Pembina's CEO in order to show care and concern would be triggered by critical injuries, multiple injuries, evacuation.
Brief and prepare spokespeople as required. Prepare to act as media spokesperson as required.	<input type="checkbox"/>	
Consider use of third-party experts that can address the situation	<input type="checkbox"/>	

Crisis Response Tasks	✓	Notes/Reminders
and/or vouch for Pembina's ability/expertise.		
Provide regular updates to the media. Ensure news releases are posted via CNW Group.	<input type="checkbox"/>	
Activate Media Centre and appoint Media Centre Assistant, if required.	<input type="checkbox"/>	See Media Centre Inventory Checklist, page 42.
In consultation with Manager, Corporate Communications, determine the need for a news conference, webcast or teleconference.	<input type="checkbox"/>	Refer to News Conference section, page 40.
If needed, present news conference, webcast or teleconference in a timely fashion.	<input type="checkbox"/>	
Consider any paid media. Advertising (print / radio), to get our information out in a timely manner.	<input type="checkbox"/>	
Review website. Ensure key messages and information related to the crisis is easy to access from www.pembina.com; ensure it remains current.		
	<input type="checkbox"/>	
Post Event		
Retain detailed notes on file for future reference.	<input type="checkbox"/>	
Stand down Media Centre.	<input type="checkbox"/>	
Consider development of "closure" news release; what action we took and how we resolved crisis.	<input type="checkbox"/>	ERCB recommends that this occur. See Directive 071
Participate in post-crisis communications review (i.e. lessons learned).	<input type="checkbox"/>	
Provide regular updates to the media based on damage/loss or provide a "closure" news release. Consider advertising strategy to say "thank you" or to more broadly communicate mitigation steps.	<input type="checkbox"/>	

3.8 EMPLOYEE COMMUNICATIONS

Supports the development of specific plans to communicate the crisis to employees and contractors

Contact Information

<i>Employee Communications Contact</i>	<i>Alternate Contact</i>
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Employee Communications Checklist

<i>Crisis Response Tasks</i>	<i>✓</i>	<i>Notes/Reminders</i>
Pre-Event		
At least annually, review the Crisis Communications Plan; participate in crisis exercises.	<input type="checkbox"/>	
Crisis Event		
Document all facts of the crisis. Keep accurate, timely notes on all activities. Maintain a log of key contacts.	<input type="checkbox"/>	See fact gathering sheets and log sheets in Appendices A and B.
Support the development of specific plan for employee communications: face-to-face, portal, email, voice mail, etc.		Integrate with external communications. Maintain all documents on the shared S Drive / Corporate Affairs / Corp Comm / Communications / Crisis Communications.
If disclosure requirements allow it, employees should learn about the crisis first. At the very least, they should learn about it at the same time as external stakeholders.	<input type="checkbox"/>	Remember, employees are our ambassadors; make sure they have the information they require to maintain stakeholder confidence.
	<input type="checkbox"/>	Utilize the field clerks to distribute information.
Ensure employees understand that only designated spokespeople are allowed to speak to media. Media inquiries should be redirected to Media Specialist.	<input type="checkbox"/>	Media Specialist contact information provided on page 8
Participate in Crisis Communication Command Centre meetings.	<input type="checkbox"/>	
Issue employee updates as required to address safety, event clean up, labour disruptions/work schedule impacts and show care and concern.		[REDACTED]
Ensure portal is up to date and aligned with web site information	<input type="checkbox"/>	
Coordinate with Human Resources to notify next-of-kin for an injury or fatality.		[REDACTED]
Use Employee & Family Assistance Program (EFAP) counselling services.	<input type="checkbox"/>	

<i>Crisis Response Tasks</i>	<i>✓ Notes/Reminders</i>
Post Event	
Retain detailed notes on file for future reference.	<input type="checkbox"/>
Issue employee updates as required to address safety, event clean up, and show care and concern.	<input type="checkbox"/>
Participate in post-crisis communications review (i.e. lessons learned).	<input type="checkbox"/>
If appropriate, work with executive team to recognize the response efforts and the great work that went to minimize the impacts to people, community, environment and our business.	<input type="checkbox"/>

3.9 COMMUNICATIONS ADMINISTRATOR

Provides administrative support to the crisis communications team

Contact Information

<i>Communications Administrator Contact</i>	<i>Alternate Contact</i>
██████████	██████████
██████████	██████████
██████████	██████████
██████████	██████████

Communications Administrator Checklist

<i>Crisis Response Tasks</i>	<i>✓</i>	<i>Notes/Reminders</i>
Pre-Event		
At least annually, review the Crisis Communications Plan; participate in crisis communications exercises.	<input type="checkbox"/>	
Crisis Event		
If requested by Manager, Corporate Communications, book meeting room for Crisis Communications Command Centre indefinitely until the crisis stands down. Ensure the Centre is ready to be used (assemble maps, crisis plans, paper, white board, food).	<input type="checkbox"/>	2131 meeting room is designated as meeting room for the Crisis Communications Team.
Participate in Crisis Communication Command Centre meetings.	<input type="checkbox"/>	
Remain available to monitor Manager, Corporate Communications' phone as required.	<input type="checkbox"/>	
Assemble pre-approved media kits with facility fact sheets, news releases and other relevant background information, if applicable. Work with Manager, Corporate Communications and Media Specialist.	<input type="checkbox"/>	
Post news releases to CNW, www.Pembina.com and send to Employee Communications for posting on portal	<input type="checkbox"/>	
Work with Land & Aboriginal Relations and Media Specialist to ensure all information is disseminated correctly. Send/ fax all news releases to business units, community leaders, elected officials and other VIPs. Keep record of transmission	<input type="checkbox"/>	
Support Media Specialist (and Media Centre Assistant if appointed) to ensure readiness and operation of Media Centre.	<input type="checkbox"/>	See Media Centre Inventory Checklist, page 42.
Provide ongoing support to crisis communications team as necessary.	<input type="checkbox"/>	
Post Incident		
Arrange post-crisis communications review meeting.	<input type="checkbox"/>	
Participate in post-crisis communications review (i.e. lessons learned).	<input type="checkbox"/>	

3.10 LEGAL AFFAIRS

Advises on materiality of crisis, approvals on news releases, advises on potential post-crisis outcomes such as regulatory investigations, criminal charges and insurance claims.

Contact Information

<i>Legal Affairs Contact</i>	<i>Alternate Contact</i>
██████████	██████████
██████████	██████████
██████████	██████████
██████████	██████████
██████████	██████████

Legal Affairs Checklist

<i>Crisis Response Tasks</i>	<i>✓</i>	<i>Notes/Reminders</i>
Pre-Event		
At least annually, review the Crisis Communications Plan; participate in crisis communications exercises.	<input type="checkbox"/>	
Crisis Event		
Participate in Crisis Communication Command Centre meetings.	<input type="checkbox"/>	
Document all facts of the crisis. Keep accurate, timely notes on all activities. Maintain a log of key contacts.	<input type="checkbox"/>	See fact gathering sheets and log sheets in Appendices A and B.
If necessary; grant 'privilege' to team members; especially those who may be investigating cause	<input type="checkbox"/>	
Quickly review key messages, Q&As, news releases and other communications (especially to regulators, government and communities).	<input type="checkbox"/>	
Post Incident		
Participate in post-crisis communications review (i.e. lessons learned).	<input type="checkbox"/>	
Manage any legal action (from property owners, communities, regulators). Ensure communications team is aware of, and prepared for, any potential charges against Pembina.	<input type="checkbox"/>	

MEDIA RELATIONS

4.1 DO'S AND DON'TS

Whether preparing news releases for the media, or developing briefings for external and employee communications, it is important to follow a few simple rules.

Do...

- ☐ Release information as quickly as possible.
- ☐ Check all information for accuracy and identify credible sources.
- ☐ Show care (employees, public, communities, environment), knowledge (of the situation) and action (what is being done to rectify the situation).
- ☐ Be open and honest.
- ☐ Be accessible.

Don't...

- ☐ Release names of those killed or injured until next-of-kin have been notified AND have given their consent.
- ☐ Speculate about anything, such as the cause, long-term impact, cost or extent of any damage, or timelines for resuming production.
- ☐ Make any reference to blame, negligence or liability.
- ☐ Provide any confidential or proprietary information about such issues as which employees are involved, insurance coverage, name of contractors or legal impact.
- ☐ React to statements made by critics and/or disgruntled employees.

Privacy and Next-of-Kin

When a crisis involves a person or persons (as a result of injury or fatality), disclosure of the person(s) name CANNOT occur until next-of-kin has been notified AND they have given their consent to release the name. It's important to ensure that privacy legislation is adhered to when providing information about personnel.

The following outlines what information can be released:

- ☐ Name of employee can ONLY be released once next-of-kin has been notified AND they have given consent to release the name.

- ☐ Employee(s) title and how long have they been an employee of Pembina with consent OR if it does not provide enough information to identify the employee.
- ☐ In the case of an injury, which hospital they are in and their condition (which has been provided by the hospital, for example critical, stable) only with consent if associated with the person(s) name.
- ☐ Age can only be reported if it has been approved by the individual/next-of-kin and/or reported publicly elsewhere.

With employee communications, there is sometimes the need to provide more specifics, especially in order to show care for the situation. Detailed information can only be provided if it is done with the permission of the affected employee (normally through a spouse). This sometimes includes how their health care is progressing, or in the case of death, funeral service/obituary type.

4.2 KEY MESSAGES/FACTS/Q&AS

Delivering clear and consistent messages to both internal and external audiences in the event of a crisis means that all communicators and designated spokespeople must have the same facts and information at their fingertips.

NOTE: as key messages are developed (Pembina's safety record, spill history, HVP releases, etc) they will be centrally located on the S Drive / Corporate Affairs / Key Messages.

Key Messages

These are designed to provide reassurance that Pembina is responding with care, knowledge and appropriate action. Examples may include:

- ☐ Pembina's first priority is the safety of our employees and the public.
- ☐ We are working to minimize impacts to surrounding communities and the environment.
- ☐ Pembina is working with the relevant regulatory bodies.
- ☐ We will provide updated information as soon as safety and emergency response operations permit.

Facts/Backgrounder

This should be a point-form summary of information that can be used to explain the facts of the situation to internal and external audiences. Points to include:

- ☐ What has happened, when and where?
- ☐ What facility/business is affected and a few facts about that business (e.g. location, primary function, production capacity).
- ☐ Numbers (not names) of injured.
- ☐ Impact on employees/area residents/stakeholders/the environment.

- ☐ What Pembina is doing to contain the situation and who we are working with (e.g. stakeholders, regulatory bodies and other industry).

Q&As

A series of questions and answers should be developed in anticipation of information requests from the media or public. They will be specific to the nature and type of crisis, but should include:

- ☐ Safety, environmental or health impacts of products that may be involved (such as sour gas or spills of specific products.)
- ☐ Impacts on nearby residents or other stakeholders.
- ☐ Information about evacuation procedures/facilities or road closures, if any.
- ☐ Information on who is handling what (e.g. local community or emergency response, regulatory bodies, police.)
- ☐ Information pertaining to previous similar crisis... when, who, how, etc.

4.3 MEDIA RELEASES

The first release of information about a crisis to the media should come quickly. Issuing media releases is an important way of:

- ☐ Informing the public of the facts.
- ☐ Demonstrating that appropriate action is being taken to ensure the safety of employees, the public and the environment.
- ☐ Portraying compassion and commitment to resolving the incident as quickly as possible.

The Initial Media Release

Media statements should contain only verified facts and be kept brief – to a single page if possible. Employees should be informed before, or at the same time, as the media release is distributed to the public.

The following provides a template for planning and preparing an initial media release:

- ☐ Issued on letterhead marked News Release. Format in standard Pembina news release style.
- ☐ Date and location release issued from; if you expect to do more than one news release in a day, put a time on the release.
- ☐ The following information, preferably in this order:
 - The nature of the incident, if it is known (e.g. spill, leak, explosion, accident with equipment, etc.).
 - The location and time of the incident.
 - The factual impact of the incident up to time of statement (never speculate).

- Identify hazardous substances, if any were released.
- Information related to injury or loss of life and property or environmental damage. (Do NOT release names of injured or fatalities.)
- Actions we're taking to respond to the crisis and minimize impact to people, environment and our business.
- Optional Quotes (from Pembina management):
 - "What is being done to bring the incident under control."
 - "When it is expected to be under control, if known."
 - "Quotes that illustrate care and concern."
 - "Details of what's being done to correct the incident and/or reduce its impact."
- Utilize Key Messages:
 - Care about the situation – impact to people and the environment.
 - Knowledge – that shows we know what to do and can be trusted to respond appropriately.
 - Action – provide information that shows we are responding quickly, what we are doing to mitigate impacts and correct the situation.
- Appropriate Conclusions:
 - Pembina very much regrets the incident (and any injuries, loss of life or impact on the environment).
 - Pembina is investigating the cause of the incident and how to prevent a recurrence.
 - Pembina is working closely with the relevant authorities (if this can be substantiated).
 - Pembina will release further information as it becomes available.
 - Pembina remains concerned and committed to our employees, their families, the community and our customers.
- Pembina boilerplate and forward-looking legal statement.
- Spokesperson name and contact information.

Sample News Release (a formatted version, with logo is on s drive/corporate affairs/communications and public affairs/crisis communications). Use as a guideline only; Communications team will write and manage approval process:

Pembina Pipeline Corporation responds to (what has happened ie pipe break)

Clean up and repairs underway (what we're doing about it)

CITY, Month date, year (time of release optional) – Pembina Pipeline Corporation is (cleaning up, responding to a (spill / fire / accident) at (location here) following a (pipeline break / describe incident) that occurred at (xx am / pm today or yesterday). You may need another sentence here to describe anything big; i.e. injuries, evacuations etc.

Put here brief description of what happened and what the result was (ie damage, amount of oil spilled etc). Explain impact - damage to fish, environment; describe what is wrong. If there are injuries put that here too; and where treatment is occurring (i.e. what hospital).

“Quote here re care and concern from management.”

Provide details here that show how we're responding. The actions we have taken already. And, the actions we're going to take next. If there are specific instructions for community residents put that here.

Pembina is working closely with the Alberta Energy Resources Conservation Board (ERCB), Alberta Environment and the Alberta Emergency Management Agency, as well as trained local spill response teams to reduce impacts to (environment, people, water way, etc). The cause of the incident is under investigation.

If we have any information about impact to our business (or impacts to customers), put that here. Investors will want to get a sense of what the impact to the company is.

Pembina is a member of the Western Canadian Spill Services Co-operative, an integrated network of trained emergency response specialists that operate in specific geographic areas. Petroleum companies in each area work together to maintain response readiness. This includes formal contingency plans, contact lists and oil spill containment and recovery (OSCAR) units.

Pembina transports crude oil and natural gas liquids produced in western Canada, owns and operates oil sands pipelines and has a growing presence in midstream and natural gas services sectors. Pembina's common shares and convertible debentures are traded on the TSX under the symbols PPL and PPL.DB.C respectively.

This news release contains forward-looking statements identified by the words "EXAMPLE", "EXAMPLE" and "EXAMPLE". Forward-looking statements are based on Pembina's current goals, expectations, estimates, projections and assumptions made in light of its experiences and the risks, uncertainties and other factors related to its business. Readers are cautioned that actual results could differ materially from those expressed or implied as a result of changes to Pembina's plans and the impact of events, risks and uncertainties discussed in Pembina's current annual information form, annual and quarterly reports to investors and other documents filed with Canadian securities commissions.

- 30 -

For further information contact:

NAME, TITLE

(403) 231-XXXX

1-888-428-3222

Follow-Up Media Releases

Additional releases and/or briefings should follow the initial media statement, as new information becomes available. Follow-up media statements are an important first step to initiating closure of the incident with stakeholders. When the situation is under control and the crisis has ended, a closure statement should be released.

The same format for news releases should be used, referencing actions since the first release. New information should be released to all stakeholders at the same time and in a consistent manner.

4.4 APPROVAL PROCESS AND DISTRIBUTION

Pembina's disclosure policy requires three officers of the company to approve all external communication. In the case of a crisis, it is preferred that these three officers be:

- ☐ COO (ensures facts relating to crisis are correct)
- ☐ VP Corporate Affairs (ensures disclosure to investors)
- ☐ VP General Counsel (to oversee risk of liability)

Input from main Business Units (Conventional, Oil Sands, Midstream & Marketing, Gas Services, Major Projects), Technical Services and Health, Safety and Environment is also essential, to ensure accuracy of information. **Move quickly. To maintain stakeholder confidence, Pembina must move quickly to get information out. It needs to be accurate, but not necessarily complete.**

All news releases must be issued via CNW, but only material announcements are required to go via broad distribution channels. Media outlets located near the crisis location must receive the news release.

Other Distribution

Other stakeholders to receive the news release include:

- ☐ President and CEO and executive team
- ☐ Board of Directors
- ☐ All employees / contractors
- ☐ Community stakeholders (residents, First Nations or Métis Settlement offices, elected officials)
- ☐ Regulators (through HSE)
- ☐ Post to Pembina website and portal
- ☐ Customers (through normal business channels)

4.5 THE SPOKESPERSON

Throughout the course of a crisis, Pembina's spokesperson must be prepared to speak out early and often – through the news media and via internal employee networks. This way, the company retains control of the communications process and avoids reactive responses.

Remember:

- ☐ The media are the quickest way to get information out to the public.
- ☐ Reporters have deadlines that must be respected.
- ☐ If possible, give all reporters the same information at the same time, preferably in groups.
- ☐ The media cannot function without information. If we are not open and accessible, others will quickly fill the silence, often with rumours and speculation.

The Role of the External Spokesperson

- ☐ To provide consistent and timely messages to the media and general public.
- ☐ To present a fair and accurate perception of Pembina.
- ☐ To convey that Pembina cares about its stakeholders, has knowledge of its operations and is taking action to improve its performance.

One Spokesperson

Ideally, there is one spokesperson in a crisis – from start to finish. This person is the sole source of information for the company, providing continuity through all the main stages of the crisis. This ensures the media receives consistent messages that are not mixed or in conflict with one another.

Once the incident is under control, the spokesperson may be used less frequently, but should remain as the company's main source of information.

The Appropriate Spokesperson

The spokesperson should be someone appropriate to the crisis and is very knowledgeable about the affected operations and/or community.

The more serious the crisis, the more senior the spokesperson should be. For example, in a major crisis, the President and CEO may be the spokesperson.

In the initial stages of a crisis, a front-line employee or a member of the communications team may sometimes act as a temporary spokesperson (in order to get the information out quickly) until the designated spokesperson can be on the scene.

Training

The spokesperson is someone who has been trained in media/crisis communications and has experience with interviews. It is important that the spokesperson speak effectively, comfortably and with credibility.

All members of management, who are likely to act as a spokesperson in a crisis, should learn how to work with the media as part of their management training.

Technical Resource Person

Some situations may demand that a technical resource person accompany the main spokesperson.

This is especially true in a crisis where there are highly technical factors and where the main spokesperson does not have the base of knowledge to address or answer questions about technical issues.

The technical resource person will help ensure that credible information gets out to the public very quickly, especially in the early stages of a crisis.

The technical resource person responds to questions of a technical nature only. Their role is to clarify and confirm technical processes (such as how something works or, what something does or does not do) in plain language. They do not make comments on position of the company.

Not all technical staff are adept at simplifying or explaining. Some care should be taken to identify those staff members who can put technical and complex information into simple language.

4.6 THE SPOKESPERSON IN A CRISIS INTERVIEW

Before the Interview

As the designated spokesperson, you are in charge. Act like it. Be professional, courteous and in control at all times.

Be as helpful and accommodating as you can. Remember that family, friends, colleagues and neighbours are concerned about what has happened.

Ideally, the public should see or read your interview and think, "It's too bad this happened, but it's clear Pembina and its people know and care about what they are doing."

Decide What to Say

The main message to convey is that Pembina cares about its stakeholders, has knowledge about its operations and is taking action to improve the situation.

Anticipate and prepare for negative questions. Practice what you are going to say out loud.

Use the following points in a crisis interview:

- ☐ Who you are and why are you the spokesperson?
- ☐ What has happened?
- ☐ Is anyone hurt? (no names)
- ☐ What is the greatest concern right now?
- ☐ Is there any danger to people or the environment right now?
- ☐ Has any material been spilled or released? Is it dangerous?
- ☐ What steps have been taken to control the situation?
- ☐ Is there any evacuation or disruption to traffic or other services?
- ☐ Who else can the media contact for information?

Deliver the Message

Try to address all points. Notes will help. Any points that are not addressed will leave gaps in the public's knowledge of the incident. Always show empathy.

Leaving the Interview

Present the facts as you know them. Answer any questions, then leave in a reasonable and diplomatic way, making a statement like the one below:

"That's all the information I have right now. I'll be glad to help you later if I can, but right now I have to get back to work. In the meantime, you can call our communications department – their number is (on this card, on the news release) and they will help you. Thank you."

The Ambush Interview

Not all interviews are planned. Sometimes, reporters conduct ambush interviews and show up at your office or home unannounced. This may be especially true if the person the media wants to talk with is not easily available.

If you find yourself in this situation, follow these tips:

- ☐ Be aware that the reporter's camera and/or microphone is on and your reaction is being recorded.
- ☐ Be pleasant and cooperative.
- ☐ Get the reporter's name, number and try to set up an interview later that day, keeping the reporter's deadline in mind.
- ☐ If you are not at liberty to talk about the incident, do not say "no comment." For additional information, refer to "No Comment" is Not an Option.

- ☐ If you do an interview, ask for time to review your notes on the incident and check with the on-site manager and other relevant sources to make sure you have the most up-to-date and accurate information so that you may speak on behalf of the company.

4.7 SPOKESPERSON GUIDELINES

Delivering the Message

- ☐ When human safety or other serious concerns are involved, deal with those concerns first. Express Pembina's honest concern for the safety of people and the environment. Do not try to downplay any hazards.
- ☐ Be prepared. Have your key messages and Q&A in hand before a crisis occurs, or at least before you deal with the media.
- ☐ Communicate only information that is approved for external distribution. Opinions and speculation have no place in any crisis communications.
- ☐ Speak with authority and confidence. The media is never as informed about our operations as you are.
- ☐ Stay on track with your answers and get the most important details and facts across first.
- ☐ Remain professional and non-confrontational. If a reporter is hostile, stay calm, cool and collected. Never lose your temper.
- ☐ Avoid jargon. Spell out acronyms. Prepare and provide a glossary of technical terms if the story cannot be told otherwise.
- ☐ When you use measurements, numbers or statistics, be clear and make sure everyone understands what you mean.

Avoiding the Pitfalls

- ☐ Do not feel pressured to provide the reporter with an answer on the spot. Think about your response before you answer. Remain composed.
- ☐ Do not answer questions that you do not understand. Ask for clarification. If necessary, rephrase the question for the reporter, for instance: "Are you asking if...?"
- ☐ Do not be intimidated. You may tell a reporter that you need to check before you can answer a specific question.
- ☐ Never speculate. If you do not know the answer to a question or if it lies outside the framework of the approved statements or beyond your area of expertise, say "I don't know, but I will check on that and get back to you."
- ☐ Keep all promises to the media. Record the questions you said you would research and get back to the reporter as soon as you have the information.
- ☐ There is no such thing as "off the record." If you say something, be prepared to see it in print.

- ☐ Never repeat alarmist, negative or offensive language. Do not let reporters put words in your mouth.
- ☐ Never exaggerate.
- ☐ Do not speak or answer on behalf of other companies or groups. Simply respond by saying “You’ll have to ask (the organization’s spokesperson) that question.”

In Front of the Camera

- ☐ If you can, pick the setting in advance.
- ☐ Before a camera crew arrives, clear away everything that you don’t want to appear on the tape (charts, documents, personal effects, etc.).
- ☐ Talk to the reporter – do not look into the camera.
- ☐ Be open, confident, friendly, honest and helpful.
- ☐ Pause before you answer.
- ☐ Say what you want to say, then stop. Don’t be pressured to “fill the silence.”
- ☐ Do not swivel or tilt your chair or grip the furniture.
- ☐ Never have an off-the-record conversation, even when you think the taping has stopped and the interview over. Always speak in your “official” voice as if you are going to be quoted.
- ☐ Request to stay in the room while the reporter “re-asks” the questions for the camera.
- ☐ Tip for Radio Interviews: Hold the phone receiver one inch from your mouth.

“No Comment” is Not an Option

Sometimes it’s tempting to avoid answering a question by saying “no comment.” But resist the temptation. The media and public will interpret a “no comment” as stonewalling and could conclude that Pembina has something to hide.

If there are reasons you cannot speak about a subject, explain why.

- ☐ It’s too soon to say for sure...
- ☐ We don’t know yet...
- ☐ We will soon be making a formal statement...
- ☐ That’s speculation right now...
- ☐ I don’t know so I’ll find out and get back to you...

4.8 HOW DO I RESPOND TO . . .

Hypothetical Questions?

Reporters may sometimes try to get you to speculate on what might happen. This invites a sensationalized treatment of the incident. Do not even try to answer hypothetical questions. The solution is to focus on what you know, such as the actions Pembina is taking to deal with the incident and the progress so far.

Q: *“What’s the worst thing that can happen because of this spill? Will area residents have to be evacuated?”*

A: “At this time, the situation has stabilized (the spill is contained; the fire is under control) and we are doing everything possible to limit the impact. We are working with (government and local agencies) to ensure the full safety of the public. That is the priority that will determine what happens in the future.”

Negative Remarks?

Reporters may use negative words or phrases when asking a question. Do not repeat these words because the reporter can now attribute them to you in the following way: “A Pembina official called the recent incident an ‘environmental mess!’ Do not argue over the term or phrase. Instead, use neutral words such as “situation,” “incident,” or “spill” to describe what has happened. Then, focus on what Pembina is doing to respond to the situation.

Q: *“What are you doing about this environmental mess?”*

A: “We have a highly trained team of specialists who are doing everything possible to contain the situation and bring conditions back to normal. Everyone is working as hard as they can to confine the impact and contain the damage.”

Finger Pointing?

Never speculate about the cause of an event, admit liability or make any reference to blame or negligence. Usually when an emergency response team has been called out, the situation is so complex that the causes of the crisis will only become clear after an extensive investigation. Focus your answer on the steps that Pembina is taking to respond to the emergency and the company’s commitment to public and environmental safety.

Q: “Some say the explosion was caused by faulty construction. Is that true?”

A: “It is simply not possible to say at this time. Our primary concern right now is the safety of the residents in the area. We will be fully investigating the incident to determine its cause and will release our findings as soon as possible.”

Corporate Criticism?

Do not argue with the reporter. Be brief and firm. During a serious crisis, it is virtually impossible to determine its cause. It will only become clear after a thorough investigation. Reporters and industry critics who draw conclusions at this point are always speculating and making premature judgments. Say so.

Q: “[A critic] says that this incident is just another example of corporate negligence. Is that true?”

A: “It is pure speculation on the part of anyone as to the cause(s) of the incident. We’ve launched a full investigation to find out why the situation happened and to prevent it from ever occurring again. Until then, drawing any conclusion is premature and unwarranted.”

4.9 THE NEWS CONFERENCE

Timely news briefings ensure the public remains informed about the state of the crisis and knows that Pembina is acting quickly and in a caring, knowledgeable manner to protect the safety of its employees, the public and the environment.

Factors that will determine the need for a news conference include:

- ☐ The number and intensity of media inquiries.
- ☐ A significant change in the status of the crisis. For, example, the incident is contained or it has spread.
- ☐ The need to explain technical or complex details about the incident and its impact.
- ☐ The investigation into the incident is completed and the results are ready for release.

4.10 News Conference Checklist

The following three-part checklist outlines the steps in preparing for and conducting a news conference.

<i>Steps/Tasks</i>	<i>✓</i>	<i>Notes/Reminders</i>
Preliminary Actions		
Establish the date, time and location of the news conference. Determine if this should be media only and/or integrated with investor conference call.		
Web cast or telephone conference? Decide on format.		
Invite the media (via CNW).	<input type="checkbox"/>	
Invite representatives from other affected groups, such as the police chief, Ministry of Environment personnel, ERCB, etc., as appropriate.		Work with HS&E, Community Relations, Employee Communications
Make sure there is a “window” for this information to get to employees (i.e. email to all employees; web cast via portal).	<input type="checkbox"/>	ERCB communications / media relations contact is [REDACTED]
Assign responsibility for the physical arrangements. Book room, ensure power hook-ups and make arrangements for coffee.	<input type="checkbox"/>	Get support from Crisis Communications Administrator, as required.
Assemble charts, maps, diagrams for display.	<input type="checkbox"/>	
Arrange for video and/or audio taping of the conference for the company.	<input type="checkbox"/>	
Arrange for webcast and/or teleconference for out-of-town media, if necessary.	<input type="checkbox"/>	
Compile and assemble background information, such as facility fact sheets, site maps, copies of news release, etc. for media.	<input type="checkbox"/>	See approvals process, page 30.
Prepare key messages and anticipated Q&As for the spokesperson and obtain approvals.	<input type="checkbox"/>	
Practice with the spokesperson before the conference.	<input type="checkbox"/>	If time allows, get professional media trainers.
Give advance copies of materials to the communications team and others, as necessary.	<input type="checkbox"/>	

Steps/Tasks	✓ Notes/Reminders
Conducting the Conference	
Log the names and affiliations of the media attending the conference.	<input type="checkbox"/> Use the Media Log Sheet in Appendix C.
To begin the conference:	
<input type="checkbox"/> Identify yourself and your position.	
<input type="checkbox"/> Introduce the company team, including technical advisors.	
<input type="checkbox"/> Explain to the audience:	
— The format of the conference	
— The time available	
— How questions will be dealt with	<input type="checkbox"/>
Spokesperson should provide the following information:	
<input type="checkbox"/> Summary of the most recent news release.	
<input type="checkbox"/> Any injuries (NO NAMES) or condition of people already identified *IF* next-of-kin have been notified and have given consent.	
<input type="checkbox"/> Status of employees and the conditions of the site. For example, is the site safe and secure?	
<input type="checkbox"/> Corrective actions being taken.	
<input type="checkbox"/> The status of the investigation into the cause of the crisis.	
<input type="checkbox"/> Any hazardous substances that may have been released.	
<input type="checkbox"/> Any precautionary actions that should be taken by employees, the public or authorities at the site.	
<input type="checkbox"/> Recovery operations, if underway.	
<input type="checkbox"/> The site's safety record.	
<input type="checkbox"/> Messages of care and concern.	<input type="checkbox"/>
Monitor the questions and answers.	<input type="checkbox"/>
Concluding the Conference	
Spokesperson should provide the following information:	
<input type="checkbox"/> Provide telephone numbers for any further inquiries.	
<input type="checkbox"/> Announce the time for next briefing, if possible.	
<input type="checkbox"/> Thank the media for their participation and cooperation.	<input type="checkbox"/>
Prepare post-conference notes and reports.	<input type="checkbox"/>
Follow-up on coverage and correct any inaccuracies.	<input type="checkbox"/>

4.11 Media Centre Inventory Checklist

The number and intensity of media inquiries will be the deciding factor for whether a Media Centre is established. The following list of supplies and equipment for the Media Centre is only a guideline.

<i>Inventory</i>	<i>✓</i>	<i>Notes/Reminders</i>
Furniture		
Folding tables and chairs for working and briefing areas.	<input type="checkbox"/>	
Lockable file cabinet for equipment.	<input type="checkbox"/>	
Electronic Equipment		
Portable TV, radios, clocks, tape recorders, batteries.	<input type="checkbox"/>	
Laptop computers, digital projector, laser printer, copier, fax machine, telephone(s).	<input type="checkbox"/>	
Podium with sound equipment attachments.	<input type="checkbox"/>	
Office Supplies		
Extension cords, masking tape, pens, pencils, blank audio and videotapes, computer disks.	<input type="checkbox"/>	
Paper: printer paper, lined notepads, company letterhead, news release letterhead.	<input type="checkbox"/>	
Flip charts, easels, easel paper, markers.	<input type="checkbox"/>	
Special Media Items		
Name tags for staff, blank news passes, clip-on badges and sign-in log sheets.	<input type="checkbox"/>	Use the Media Log Sheet in Appendix C.
Supplies of Pembina news kits, background information.	<input type="checkbox"/>	
Reference Material	<input type="checkbox"/>	
Technical charts, diagrams as appropriate.	<input type="checkbox"/>	
Maps: site, local, regional.	<input type="checkbox"/>	
Pembina info (brochures, annual reports, safety stats/spill info)		
Special Resources		
Cellular phones, pagers or two-way radios, satellite phones.	<input type="checkbox"/>	
Additional lines and telephones for media use.	<input type="checkbox"/>	
Secure phone lines for company personnel.	<input type="checkbox"/>	
Refreshment Facilities		
Coffee, tea, water, soft drinks, juice and local food arrangements.	<input type="checkbox"/>	
Washroom/shower facilities.	<input type="checkbox"/>	
Fresh clothing, such as shirt, tie/or blouse for spokesperson if appropriate.	<input type="checkbox"/>	

TYPES OF CRISIS

5.1 WHEN THE CRISIS IS AN ENVIRONMENTAL INCIDENT

What is an Environmental Crisis?

Any major accident or equipment failure at Pembina facilities could develop into an environmental incident. For example, a fire might trigger the release of airborne toxins and/or substance spills. Expect that the media will always inquire about the environmental impact of any emergency situation that develops at Pembina facilities.

An environmental crisis is

- ☐ an unanticipated and uncontrolled release of substances into the air, waterways or land that is, or is perceived to be, large enough to create a significant, negative impact on the environment and/or have a potentially adverse impact on the health and safety of the community.

What the Media, Stakeholders and Employees Want to Know

In addition to the facts about the incident (such as where it happened and what happened), the media will want information about three major points:

- ☐ The potential danger to the community.
- ☐ The short- and long-term impact on the environment.
- ☐ What Pembina is doing to correct the situation, assess the impacts and ensure it doesn't happen again.

These are legitimate questions and the spokesperson must try to answer them as honestly as possible.

Unfortunately, many of the key facts (such as the incident's cause, size, or potential impact on the community and surrounding environment) might be unknown during the initial phases of an environmental incident. It is important to stress that certain facts about the incident may not be known at the time and will probably not be known until a post-incident investigation.

It is also important to stress that any seemingly drastic measures being taken (such as an evacuation) are standard procedure and precautionary, and not necessarily indicative of the true danger or magnitude of the situation.

The communications objective during an environmental incident is to focus on what is being done to control the situation and to return it to normal. It is important that the spokesperson refrain from speculation about the causes and the potential impact and concentrate on what is being done to solve the problem and limit the environmental damage.

5.2 A PROTEST OR PUBLIC DEMONSTRATION

In the event of a protest on or involving Pembina property, we will:

- ☐ Take steps to protect employees, the public and our property
- ☐ Avoid confrontation and escalation
- ☐ Allow the protesters to say their piece if they can do so in a safe and legal manner
- ☐ Look for a way to engage constructively with the protesters.

We will not

- ☐ Be drawn into debate before the media or protesters
- ☐ React to stunts and publicity tactics
- ☐ Escalate the situation.

How to Deal with Protestors

Each protest or action aimed at Pembina will be unique. Protestors will aim for an element of surprise so we may have little or no time before the event to develop a communications strategy. While there is no cookie-cutter approach, here are some suggestions for managing the initial response:

- ☐ Alert your supervisor/manager and ensure police have been notified that a protest is occurring.
- ☐ Contact the Corporate Affairs communications team 1-403-691-7630 and Corporate Legal team.
- ☐ Allow protesters to say their piece if they can do so in a safe and legal manner.
- ☐ Be responsive to media, but engage them on our terms – not the protesters'. That may mean doing media interviews in a separate location away from a demonstration, or scheduling individual interviews with reporters rather than walking into a scrum.
- ☐ Provide timely updates and instructions to employees and contractors, particularly if the action is ongoing and they may come into contact with protesters. Notify other stakeholders (our customers, industry peers) who may be affected.
- ☐ Consider inviting the protest organizers to discuss their issues with Pembina in person and away from the spotlight. Communicating through the media is not a substitute for face-to-face communication.

Key Messages

- ☐ We respect the rights of organized groups and members of the public to express their views and we will not interfere with a safe, legal demonstration.
- ☐ The safety of our employees and contractors is our first priority and we will take necessary steps to ensure they are not put at risk as a result of this action.
- ☐ We hear the protesters' message and take their concerns very seriously.
- ☐ We aim to work closely with our stakeholders to understand and respond to their concerns. We are eager to sit down with this group in the near future to start a constructive dialogue.

APPENDICES

Appendix A – Crisis Communications Fact Gathering Sheet

Team members use these sheets to document the facts of the crisis.

Appendix B – Crisis Communications Log Sheet

Copy and use these logs to keep notes during the crisis.

Appendix C – Media Log Sheet

Copy and use these logs to record all media on-site at the Media Information Centre.

APPENDIX A – CRISIS COMMUNICATIONS FACT GATHERING SHEET

Date
Time
Your name
What happened?
Where?
What time did it occur?
Any reasons why, at this stage?
Injuries / deaths?
Are their names known?
Where are the injured people now?
Are other employees / public in danger?
What is the impact to stakeholders?
What's the environmental impact? (real / potential / perceived) (watercourse / air quality affected?)
What's the operational impact to customers? (real / potential / perceived)
What's the impact on the company's reputation? (real / potential / perceived)
Any hazardous materials released? (product type)
Is evacuation possible?
What has been done so far?
Who has been notified?
Who is in charge at the site?
Has the media called?
What's your next step?
Has the Level of Emergency been identified?
On-site Contact Name, Title, Phone Number, Update Schedule

APPENDIX B – CRISIS COMMUNICATIONS LOG SHEET

TIME AND EVENT LOG

Title

Name

Date

Page

of

Area

Emergency

Conversation Summary (telephone or in person)

Time

Conversation
with

Phone #

Call
Made

Rec'd
call

Note: Document all key events, actions and decisions,
not just telephone calls

APPENDIX C – MEDIA LOG SHEET

[illegible]