

**MINING ASSOCIATION OF CANADA
(MAC)**

**GUIDELINES FOR CORPORATE
CRISIS MANAGEMENT PLANNING**

The Mining Association of Canada has designed a reference guide on corporate crisis management planning to assist its member companies in developing or improving plans for responding to, and communicating during, a crisis. It is a planning guide and deals with communications issues, not operational issues, and reflects best practices drawn from the mining as well as other industries.

The Guide's Foreword as well as Table of Contents is provided in the following pages.

For a complete copy of the MAC's Guidelines for Corporate Crisis Management Planning, please contact the MAC office at 613 233-9391, or by e-mail at mlaflech@mining.ca

MINING ASSOCIATION OF CANADA

GUIDELINES FOR

CORPORATE CRISIS MANAGEMENT PLANNING

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FOREWORD

When a mining company experiences a major accident or incident, everyone in the industry is affected. News of the accident is broadcast around the world, prompting the public to question the practices and safety of the industry.

Prior to the development of the Towards Sustainable Mining initiative by the Mining Association of Canada (MAC) in 2000, research was conducted with both internal industry leaders and external stakeholders. Both shared a concern that people's judgement of the mining industry was negatively influenced by incidents such as tailings dam breaks, fires, explosions and mine accidents that resulted in harm to people and the environment.

Significantly, however, while the external stakeholders were concerned about the potential of accidents and incidents, they also expressed a grave concern about **how** the mining industry communicated during and after a crisis of this kind. From their perspective, the industry must do all it can to prevent accidents, but, despite best planning and practices, if an incident does occur, the industry must improve its communication effectiveness and responsiveness. They reminded the industry that their performance was, and would continue to be, judged by the worst performer. This finding spurred the MAC Towards Sustainable Mining Task Force to take action. A crisis management team was formed to study best practices in the industry and make recommendations on how to proceed.

This reference guide has been designed to assist your company in developing or improving your plans for responding to, and communicating during, a crisis. It is a planning guide and deals with communications issues, not operational issues, and reflects best practices drawn from the mining as well as other industries. You can use this information to develop or assess your own plan and customize the information to reflect your company and corporate culture. Part One is a review of the key components of a corporate crisis management plan. Part Two is a sample of a corporate crisis management plan. It shows how your plan may look and what it may contain. It is not intended as a substitute for your plan, but to serve as a guide to help you develop or assess your own plan.

We hope these guidelines will assist you in preparing a plan that adds protection to your people, your assets and your reputation and also improves the industry's performance in crisis management.

Gordon R. Peeling
President and Chief Executive Officer
The Mining Association of Canada

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