

From the Desk of Robert Jensen

This year, 2007 has seen many positive changes. Despite constant challenges - mergers, fuel prices, customer rights legislation, bad weather and the need to be "green", the business has forced members to cut costs, and still deliver improved service. During the year, Kenyon also spent more time meeting, training and consulting with you- our members emergency managers, risk managers, insurance managers and communication staff than ever before. We also spent less time responding to aircraft losses.

In addition, 2007 also saw the European Regions Airline Association introduce and adopt Emergency Response and Preparedness Standards drafted, with Kenyon assistance. These standards raise the bar in crisis management. An expectation has been set that having a crisis management plan is simply not enough; instead it should meet certain minimum standards, and the resources and concept of response must be validated. This year also saw the South Korean Government joining a small but growing number of countries mandating crisis response plans, including care for passengers and their families following a loss. This growing trend of focusing and committing real and experienced resources to prepare for and respond to incidents is welcomed by Kenyon.

Unfortunately, 2007 also saw a high number of aircraft losses in Africa and Asia. Sadly in many cases these carriers were not prepared for a loss and simply walked away from their responsibility or turned management of the incident over to their underwriters and solicitors / lawyers. Many claims managers and lawyers have experience in accident response. However, for some with whom we have personal experience, their skills are focused on dealing with coverage and settlement of damages, and they have little knowledge or interest in recovery and identification of deceased and personal effects or crisis communications.

These sensitive areas often involve a close working relationship between the airline and local governments and require experience and resources. Sadly, in many cases under resourced or untrained people were hired to solve the issues, resulting in government and public criticism of the response, further adding to an already bad situation. Airlines must take charge of the event, and should check to make sure that there is appropriate coverage in their policy. This should not be regarded as an act of generosity on the part of insurers but seen as a right earned by many years of paying premiums significantly in excess of claims made.

Finally the acquisition of Kenyon - from a wholly owned subsidiary of a publicly traded company to a private company, is a dream come true for me. There is no other group of people including, employees, team members, airline members, and crisis managers, with whom I would rather work.

My warmest personal regards, for a safe and enjoyable holiday period; end of another hopefully good year, and for the beginning of a new year with endless opportunities for success.

A New "Standard" for Aviation Emergency Response

In most other sectors of aviation operations there are formal 'standards' applied either by governments, regulatory organizations or trade associations. Standards exist, of course, for safety but also for the quality of catering, check-in procedures, baggage labeling and many other routine processes. There has been, however, a distinct lack of standards applied to airline emergency response. It is as if by ignoring the topic, we hope it will go away.

The European Regions Airline Association (ERA) has recently taken a leadership role in publishing the 'ERA Emergency Response Preparedness Standards' or 'ERAPS' for the benefit of its member airlines. Kenyon was proud to be asked by the ERA to research and prepare the Standard and we now have a partnership with ERA to promote the requirements of ERAPS and to assist member airlines to reach the necessary level of preparedness.

Together ERA, with Kenyon, has briefed Daniel Calleja, the European Commission's Director for Air Transport on the standards. Future meetings are planned to discuss how these standards and measurement methods can be used across Europe for all carriers.

ERAPS is a modern reflection of the planning and training that is necessary for an airline to achieve in order to meet the complexities of an international aircraft accident and the demands of the victims, their families, staff members and the many other stakeholders. The Standard comprises 8 categories of preparedness:

- Management A reflection of attitude and organization for emergency response. This includes provision of suitable resources, plans and procedures, facilities and agreements with third-party organizations.

- Human Support and Assistance The ability to provide immediate, short-term and long-term care for passengers, crew, other and other effected personnel and their families. This would include arrangements for Call Centers, Family Assistance, and management of personal effects.
- Crisis Communications The ability, through trained personnel, to effectively work with the news media in times of emergency.
- Business Continuity The capacity of the company to continue normal or near normal operations or to return to these conditions as soon as possible after the accident.
- Alliance and Codeshares A documented and trained understanding of the mutual roles and responsibility of each effected party involved in an aircraft accident.
- Insurance The establishment pre-incident of relationships with underwriters, brokers and their lawyers to ensure an understanding of the relevant roles and restrictions should an accident occur.
- Airports A documented and trained agreement with the management of route airports for the local response and restrictions that can be expected during an emergency.
- Ground Handling Agents The establishment of pre-incident agreements of the airline's expectations of Ground Handling Agents in times of emergency. This would also include the provision of suitable plans and training from the airline to the agent.

For more information on the standards or evaluation programs, please contact Jerry Allen, Kenyon at +44 1344 316650 or Nicki Mowers, ERA at +44 1276 856495.

Planning Challenges

Emergency planning is not an isolated task, but one that is linked with a review of the current plan, writing or amendment of plans, training the plan and exercising the plan. Planning professionals consider these tasks to be a constant circle of activity. Time, resource or budget constraints often exert pressure to shortcut the planning process. Without adequate training and rehearsals, the written plans and prodecures are merely scrap paper. An accident is a very bad point to read the emergency plan for the first time.

Some other common planning pitfalls and myths are as follows:

- Companies often have excellent corporate plans but these have been prepared at the expense of

local plans. It is at local level (particularly true for airlines) that there are the greatest challenges and the greatest risks. Start your planning review, revision effort and training at local level and build the corporate plan with the understanding of your weakest links.

- "The heavier the plan the better the plan". This is a myth. In Kenyon, we have seen dozens of plans that are ecologically unsound because of the amount of paper used. In reality, the most user friendly plans are those that are prepared and issued as 'families' of plans with sections specifically for separate functions. Remember, a plan is only as good as the ability of the user to understand and implement his/her tasks.
- "I can use someone else's plan and simply insert my company details" This is a myth and a VERY dangerous practice. We have seen several plans that we have recognized from other companies. It is so easy to use a plan from elsewhere as it cuts out time and possibly expense in preparation. Unfortunately, it also makes the plan largely unusable and creates a completely false expectation among staff, partners and other stakeholders that the company is well prepared.

Kenyon's Role

The role of the Kenyon Planning team is to assist client companies to be better prepared to meet the challenges of crises and emergencies.

Planning Team

Our planning staff comprise experts in contingency planning and operations but, importantly, they have available to them the unique and significant resource of Kenyon's field experience in managing complex international emergencies. When preparing plans, any one of the Kenyon full-time or contracted employees can be asked for their particular real-world experience to validate planning assumptions, timings or procedures.

The full-time planning staff are:

- Jerry Allen, Vice President Planning and Training
- Tim Whitaker, Director Planning
- Diane Moseley, Planning Specialist Europe, Middle East and Africa
- David Gault, Planning Specialist Far East and Australia

These staff are supplemented by a number of prominent Planning Associates across the World that Kenyon can call upon for their specialist, industry-specific or regional skills.

Services:

Audit or Review – an independent review of plans, procedures,

facilities and staff training to determine the current level of preparedness to manage crisis or emergency.

Planning – the preparation of new or revised material in accordance with current best practice and reflecting company culture, resources and priorities for recovery.

Training – training of staff at all levels to operate the plan and to understand their roles and responsibilities.

Exercises and Drills – preparation and management of emergency exercises ranging from table-top examination of specific elements of the plan to complex simulations of emergency scenarios.

Contact Us

For further advice or information on emergency and crisis planning please contact customercare@kenyoninternational.com or any of the Kenyon offices worldwide.

Training

To meet the needs of its members, Kenyon delivers training in three specific ways:

1. Popular subjects selected from the 'Kenyon Consultancy and Training Guide' and delivered 'in-house' to single-client companies to their agenda of date and location.
2. Custom-designed training to meet customer specific needs, timescales or volume and usually delivered in-house but the use of Kenyon training venues is becoming more common.
3. Open training courses delivered to any individual(s) that wish to book places. The courses chosen are on more popular topics and the courses are usually run at a Kenyon center on pre-programmed dates.

The last three months has been an extraordinary busy period for Kenyon Training. Kenyon instructors have been deployed to Korea, India, Colombia and Sudan to deliver training on topics as varied as: Go Team preparation, management of Family Assistance Centers and Crisis Management within the hospitality industry.

Existing Kenyon Members are benefiting from the significant training fee discounts and, in many cases, those clients have asked for training to be delivered 'off-site' at a Kenyon training facility so that their staff are less distracted by normal business. For 2008, Kenyon has a full program of 'open' training available starting with 6 different management courses available at our Bracknell Training Center in the UK between January – March 2007.

For further information on these courses, a copy of the Consultancy and Training Guide or on any of the many other

training options, please contact your Kenyon customer services representative or email to: customercare@kenyoninternational.com.

Response

Kenyon's Incident Response Services provide comprehensive support to its members at the time of an incident. It provides support over the full spectrum of a member's needs in the wake of a mass fatality or can be tailored to help a member take care of a family in the event of a single fatality. Regardless of the size of the incident, the focus is to help families, survivors, members and their employees.

Kenyon integrates its response with the On Scene Advisory Service. Trained experienced responders offer advice and consultation primarily to the member but also to other responding agencies and organizations. They provide a macro view of the response to the client making specific recommendations for action to be taken.

The advice on scene advisors provide is on every aspect of the response to include Kenyon's other Recovery Assistance Operations Services:

Kenyon International Call Center (KICC) -- The KICC gives families toll free access to the response, gathers critical contact information from families and integrates it into the entire response system.

Human Support Services -- Human Support Services is the support for families at the incident site and to those not traveling. At the site the Family Assistance Center takes care of the family's logistical needs and provides a structure for them to give and receive information about this unfamiliar process. Families can also receive emotional and psychological support from mental health professionals.

Human Remains -- Kenyon has the resources to conduct a complete forensic postmortem mortuary, with forensic scientists and three mobile mortuaries. Kenyon can also support other mortuaries logistically.

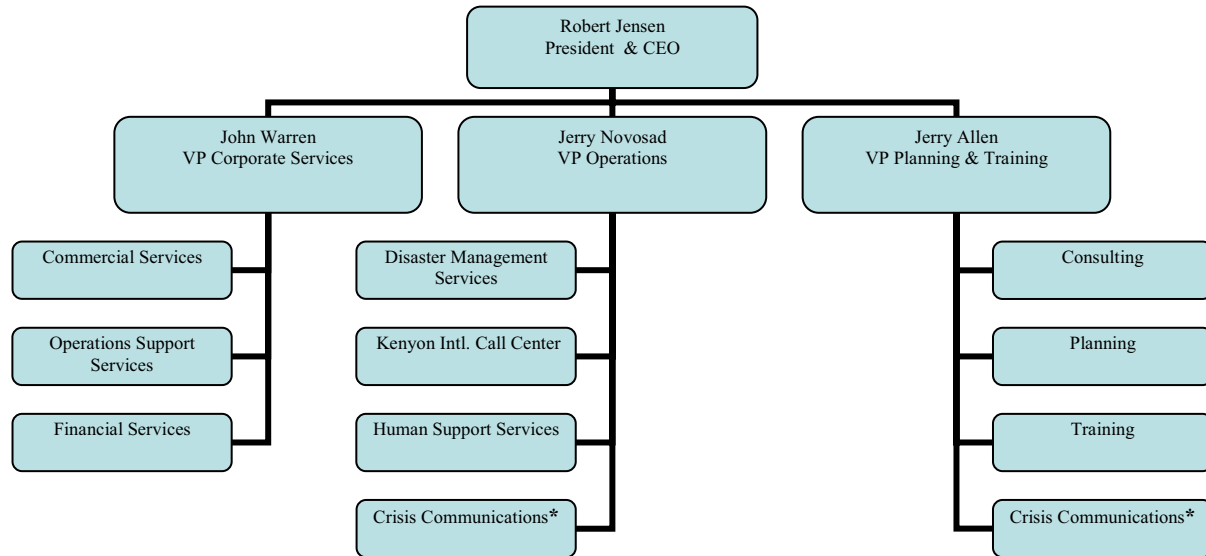
Repatriation -- Once the deceased have been identified they must be sent to their final resting place. Kenyon's Repatriation Service insures family's needs are met with the greatest dignity and respect.

Personal Effects -- Kenyon returns the belongings of those involved to their families according to family wishes. Associated personal effects, property directly attributed to and identified as belonging to a deceased or survivor, are returned first after being inventoried. The unassociated personal effects, those items of property that we do not know who they belong to, are inventoried, catalogued and photographed. Kenyon produces a picture catalogue and detailed inventory for families to view to identify and claim their loved one's belongings.

Continued on page 5, first column.

Meet the Kenyon Team

Over the next year we would like to provide you a look at the various departments and staff of Kenyon. To start this off here is an organizational chart and a brief introduction of the Kenyon leadership.



* Crisis Communications is provided pre-incident as a training service and during incident operations as a services.



Robert A. Jensen, Chief Executive Officer. He has been with Kenyon since 1998. On 1 October 2007, Jensen acquired Kenyon, at which time it became a private company. He serves as an international advisor to both government officials and members of the private sector on disaster management issues. He earned a Bachelor of Science in Criminology and Law Enforcement from California State University, Fresno and is a member of the American Academy of Forensic Sciences and International Association of Emergency Managers. He is the Chairman of the

Board for the Virginia Institute of Forensic Science and Medicine, and authored the only guide of its kind- Mass Fatality and Casualty Incidents, a Field Guide.



John Warren, Vice President, Corporate Services. Warren has been with Kenyon since 1997. He earned a Bachelor of Science degree in Business Administration from the University of Florida, Gainesville, Florida and a Masters of Science degree in Management from the Naval Postgraduate School in Monterey, CA. He retired from the U.S. Army as a Colonel after 25 years of service. Warren has been instrumental in the development of Kenyon policies and procedures supporting the administration, management and operations of Kenyon and providing support to Kenyon's Members.



Jerry J. Novosad, Jr., Vice President, Operations. Novosad has been with Kenyon since 2000. He earned a Bachelor of Business and Administration from the University of Texas and a Masters of Science in Management from the Naval Postgraduate School in Monterey, CA. He also attended the Industrial College of the Armed Forces at the National Defense University. He retired from with the US Army as a Colonel after 27 years of service. Novosad has been instrumental in the creation of the Kenyon International Call Center, the production of emergency

response plans and training and has served as Senior Incident Director for numerous operations.



Jerry Allen, Vice President, Planning and Training. Jerry has been with Kenyon since 2004. From 1979 to 2000, He served as a commissioned officer in the Royal Air Force where he had wide and varied experiences in crisis and contingency planning. From 2000 to 2004, Allen served as a senior staff member for the International Air Transport Association (IATA) where he worked on innovative Aviation Business Continuity Projects and directed IATA's Crisis Management Services. Allen created Kenyon's Crisis Communications services and developed best-practice methods for contingency planning and emergency response.

Memorials - Kenyon will organize a memorial for families, which can include a visit to the incident site. Additionally Kenyon can plan and conduct anniversary memorials for families including them in the planning process.

All these services help the families involved through a very difficult and unfamiliar process. By focusing on the needs of the family's the Kenyon member's needs are more than met.

Gates and Partners

"ONE STOP" DISASTER PLANNING AND RESPONSE

Whenever an airline is faced with a major incident, it is essential that it can call on experts in all fields – lawyers, crisis managers, insurers and brokers – who can combine to offer an all-encompassing service to provide the best possible service in assisting with disaster response and management. The input of specialist legal advisers is an intrinsic element of that response.

Gates and Partners is a leading niche aerospace law firm providing specialist advice in all of the legal issues affecting aviation industry and our partners combine many years' experience in handling some of the most prominent aviation disasters of the past 30 years. We provide truly specialist and focussed expertise to our aviation clients from our offices in the City of London and Singapore. We are currently directing the disaster management of the Gol Airlines Boeing 737 loss in Brazil 2006, the Helios Airways Boeing 737 loss near Athens in August 2005 and the Copterline crash involving a Sikorsky S76 helicopter, also in 2005.

Our pedigree in handling the legal aftermath of aviation disasters is unquestioned but our services to our clients, like those of Kenyon, do not have to start only at that stage and the key to an airline's survival following an accident will often be based in the sophistication of its disaster preparedness. There are real benefits for an airline facing a major incident if its various advisers and experts have been able to come together beforehand to work as a unit disaster preparation, training and auditing. Gates and Partners is collaborating with Kenyon to do just that – to provide the airline industry with a comprehensive and unique disaster planning and response system as well as an innovative auditing service. Through a joint venture formed in 2006, the Gates/Kenyon "One-Stop" Disaster Response is designed to assist before, during and after a major loss to ensure the most efficient handling of the incident.

Through accredited personnel, Gates and Kenyon provide an innovative disaster response audit which evaluates an airline's disaster preparedness; it includes a strategic assessment of a carrier's emergency response plan, a review of legal risk compliance and adequacy of legal contractual structures and documentation as well as training and rehearsal of nominated personnel and advice on contingency procedures and manuals. An audit report with recommendations is provided at the conclusion of the review. In the event of a disaster we work hand in hand with Kenyon in order to provide all the technical and legal

support required as well as, in the aftermath, directing the legal management and settlement of claims.

For more information on Gates and Partners or the Gates/Kenyon Audit or Disaster Response, please contact Paul Freeman (pfreeman@gatesandpartners.com) or Jerry Allen (allenj@kenyoninternational.com).

ERA Annual General Assembly 2007, Intercontinental Hotel Athens 18th & 19th October

The European Regions Airline Association (ERA) held their Annual General Assembly in Athens, Greece on 18 and 19 October 2007. Kenyon was privileged to be among the vast array of service exhibitors. At a joint news conference, Kenyon's CEO, Robert Jensen and ERA's General Manager, introduced the ERA Emergency Response Preparedness Standards (ERPS). Kenyon is very grateful for this opportunity to work with ERA in elevating the focus on emergency response preparedness. It was also another great opportunity for Kenyon's Commercial Representative, Tom Garner, to meet with current Kenyon Members and for Robert to meet with Member CEOs. In attendance with Kenyon was Will Phua, from Gates and Partners, Aviation Law Firm, UK, highlighting the benefits of a joint approach and allowing the opportunity to meet jointly with Members.

Crisis Seminar Attracts 100 Aviation Professionals

Kenyon co-sponsored a crisis communications seminar with the British Airports Authority (BAA) last month in London Heathrow Airport. More than 100 aviation professionals—airport personnel, airlines crisis response and communications practitioners and the media—participated in the day-long event. This is the second seminar of its kind that the BAA has put on in recent years.

Guest speakers included two aviation and business media reporters—Richard Quest from CNN and Tom Symonds from the BBC—as well as other crisis management experts including Robert Jensen, president and CEO of Kenyon International Emergency Services and Sean Gates of Gates and Partners Solicitors, London. The head of the Glasgow Airport also talked about the crisis that the airport sustained last summer.

One of the most interesting aspects of the seminar was looking at an aviation crisis scenario from four different perspectives. As a conclusion to the day, the audience was divided into four groups—airports, head office, field station and communication teams—and each was asked to discuss the crisis scenario and report back on the five priorities that they would have in resolving the issue. A panel of five experts, moderated by Jerry Allen, Kenyon Vice President of Planning and Training, then evaluated the priorities and answered questions from the audience. Based on the success of the seminar, Kenyon is considering doing additional seminars in 2008 in Europe.

A great benefit to Kenyon was the opportunity for many of

the Kenyon UK staff (Operations, Planning and Training and Commercial) to meet with our current Members.

NBAA Conference

On 25-26 September 2007 John Warren and Frank Ciaccio attended the NBAA (National Business Aviation Association) Convention in Atlanta, Georgia. The convention is important to Kenyon in that we get the opportunity to meet with Part 135 and Business/Corporate Aviation airline companies. The business aviation industry has grown tremendously over the years and there have been significant inquiries and interest into Kenyon services and what we provide to the larger commercial airlines. There is no family assistance legislation for the Part 135 carriers, however, the industry wants to provide the same level of care, "doing the right thing", for their passengers and crew. Kenyon has now started to meet their needs by providing services that once only applied to National/Major and Regional Carriers.

Korean Family Assistance ACT

The Korean Government recently enacted a Family Assistance legislation that may affect all air carriers that fly in and out of Korea. The legislation is very similar to the 1996 Federal Aviation Family Assistance Act in the United States. In summary, the Korean legislation calls for the following to be done by air carriers in the event of an accident:

1. Establishment of an Operation Center
2. Compensation to passengers
3. Repatriation of human remains and identification and return of personal effects
4. Notification and assistance to families of passengers
5. Other matters enacted by the Ministry of Construction and Transportation

Airlines are responsible to submit plans to the Ministry of Construction and Transportation very similar to what is required in the United States. In addition, any air carrier looking to receive a Air Transport business license in Korea shall submit a Aircraft Accident Response Plan (AARP) when they make the first application for the license. Kenyon can provide assistance to our clients who have and are planning on obtaining flight operations in and out of Korea in preparation and filing of their plans.

If you have any questions or comments please feel free to contact Mr. Frank A. Ciaccio, Director of Commercial Services at ciacciof@kenyoninternational.com or call at +1 (281) 872-6074.

Member's Procedures for Activation of Kenyon Services

Kenyon has recently updated its member's procedures for activation of Kenyon services at the time of an incident.

Activation still only requires a phone call to one of Kenyon's published 24 hour numbers contained in the member Agreement.

However, in addition to the Call Center (KICC) activation procedure manual, we now have manuals available for Disaster Human Services (DHS), Disaster Management Services (DMS), and Crisis Communication (CC). The purpose of these manuals is to establish operating procedures and actions to be taken in the event of an incident requiring activation of Kenyon Services. It includes actions to be taken by both the Member and Kenyon, background information on Kenyon and its services, and the tools to assist you during the incident.

The activation manuals for the specific services contracted by new Members are given to them when their signed Agreement is returned. For existing members, we will be providing these activation manuals by email in the coming months.

Kenyon recommends that your emergency personnel are familiar with all procedures in the manual to ensure everyone is properly prepared to respond during an incident. We encourage our Members to incorporate these procedures into their training and exercise drills and keep all contact information current.

If you have any questions, please contact, Frank A. Ciaccio, Director of Commercial Services at ciacciof@kenyoninternational.com or call +1 (281) 872-6074.

Kenyon's Upcoming Calendar of Events

Listed below are some of the upcoming conferences, training sessions or other events that Kenyon is attending, presenting at, or hosting. We would like very much to see you and would be happy to arrange extra time to meet with you or just say hello.

- 4th ERA/Kenyon CEO Workshop, 16 January 2008, Kenyon's Bracknell Office, UK.
- Kenyon's SAT Manager/FAC Manager Training 30-31 January 2008, Bracknell Office, UK.
- Kenyon's Exercise Management Training, 5-6 February 2008, Bracknell Office UK.
- IATA Legal Symposium, 11-13 February 2008, Buenos Aires, Argentina. Attending are Robert Jensen, who will be presenting, and Salvador Velasco.
- American Academy of Forensic Science, 18-23 February 2008, Washington D.C., US. Attending is Frank Ciaccio, and various team members.
- IATA Crisis Management Conference, 25-27 February 2008, Madrid, Spain. Continuing in our tradition of supporting the Emergency Planning Response Task Force and IATA, Kenyon will be sponsoring this

conference. Additionally, we will be conducting a Crisis Communication Workshop on Monday the 25th as well as providing representation on several panels. Attending are Lela Petracchi, Robert Jensen, Jerry Allen and Tom Garner.

- Willis/IATA/AAPA Insurance Conference, 26-29 February 2008, Phuket, Thailand. Attending is David Gault.
- Kenyon's Crisis Management Center Operations Training, 5 March 2007, Bracknell Office, UK
- Kenyon's Go Team Crisis Management Operations Training, 6 March 2007, Bracknell Office, UK
- Kenyon's Crisis Management for Station Managers Training, 26 March 2007, Bracknell Office, UK