



Corporate Summary



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LINK Associates International

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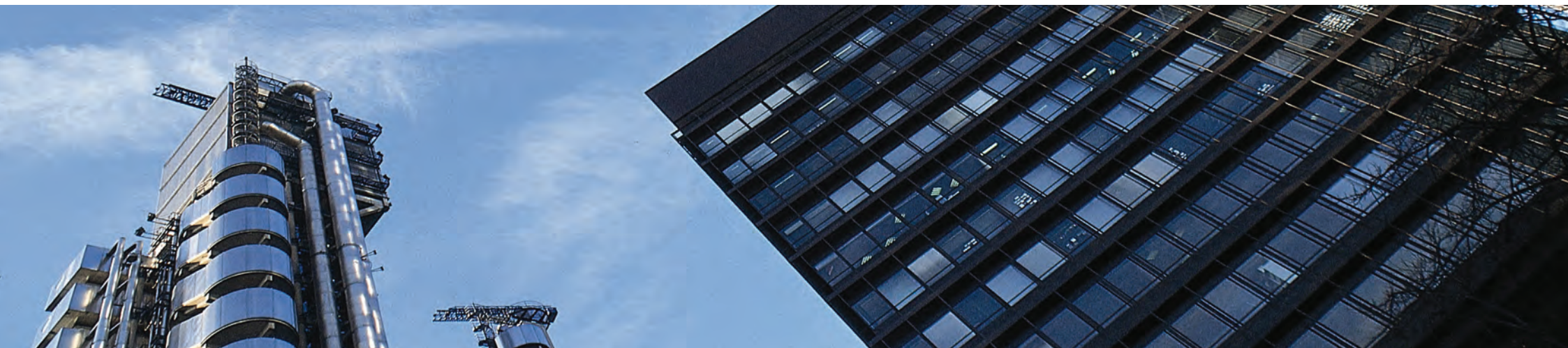
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1. Who are we?

LINK Associates International provides consultancy and training across a range of risk management areas including the response to emergency and crisis situations and the processes for mitigation and recovery, business continuity and strategic/crisis response programmes. Outside this core area are services associated with running exercises to assess organisational capability; advice on safety management, auditing, training and accident investigation.

Founded in 1986 as a specialist risk management consultancy, we have assisted companies to achieve the highest standards in the fields of business continuity, risk and crisis management, and the management of emergencies in respect of health, safety and company assets/reputation.

Over the years the Company has developed into a world-renowned consultancy and training organisation. Many training programmes have industry accreditation and approval. The client base is wide, encompassing industry groups such as oil and gas, finance, petrochemicals, power generation, water, pharmaceutical, food and leisure, government departments and agencies, all organisations where special risk factors and reputation considerations are paramount. The client base is focused on FTSE 100 companies, with work being conducted within the UK and internationally.

We blend the broad range of skill and depth of knowledge of our consultants with current academic theory and LINK's experience, to deliver an individually tailored interface into organisations from operations through to board level. A corporate culture of quality and flexibility matched with our unique, cutting edge products and range of delivery, particularly our expertise in simulation, has developed enduring client relationships and facilitated the continuing successful expansion of our global customer base.

Headquartered in Derby the company has developed world class facilities for training and assessing management teams in their response to emergencies and business disruption. LINK Associates International has bases in London and Derby in the UK, Atlanta in the USA and an alliance in Australia.

LINK regularly publishes information and guidance for clients which is often made available to interested parties as part of the company philosophy of raising standards and sharing good practice. Examples have included feedback on the London bombings which was issued through the BCI^[1] and more recently, guidance on Pandemic Flu^[2]. A recent publication, 'The Future Imperfect' by the BCI^[3], offering a perspective on current affairs, crises and rising issues.

LINK Associates International is an ISO 9001:2001 and BS 25999:2 accredited company.

1. www.thebci.org/7-7Report.pdf

2/3. Available for download from www.linkassociates.com

2. Business Continuity

Services include:

- Executive programmes
- Impact and risk assessment
- Preparation of plans
- Embedding business continuity
- Training
- Testing, auditing and evaluation

Business Continuity and Risk Management are closely linked; one feeds into the other. Failure of critical systems will lead to significant impacts on organisations. Business continuity planning is designed to identify and control such failures.

An effective business continuity management system demonstrates the linkage between governance and the management of risk. It places people at the heart of the system. Monitoring and testing should challenge the understanding of the organisation and not be a tick box approach. LINK follows the guidance issued by the BSI 25999 Business Continuity Standard.

LINK delivers value by:

- Facilitating the development of business continuity management systems and arrangements in line with BS 25999 and associated industry guidance
- Working with organisations to develop/enhance business continuity management programmes
- Weatherproofing Business Continuity systems using an integrated approach which investigates the robustness of an organisations response capability
- Dissolving departmental silos to strengthen the business continuity process
- Establishing programmes which integrate business continuity with corporate risk management and governance
- Developing tailored training and exercising to grow the organisation's people procedures and facilities

Training:

- **Fundamentals of Business Continuity**
- **Command Centre Operations and Crisis Leadership for Business Continuity Management**
- **Pandemic Master Class**
- **BCI 3 day Certificate Business Continuity Training**



3. Crisis Management

Services include:

- Scenario analysis and preparation
- Executive seminars and workshops
- Stakeholder analysis
- Corporate analysis into vulnerability
- Integration of corporate planning into risk management
- Preparation of plans
- Testing, auditing and evaluation

Handling corporate strategic impacts at the highest company level provides the focus for these programmes. For a company to be successful when challenged with a potential crisis there is a need to establish strategic thinking at all levels from the Board of Directors to first line management. Crisis management requires an effective system in place, which can deliver timely intervention.

LINK delivers value by:

- Conducting scenario analysis to identify corporate and strategic response across transactional and contextual environments
- Implementing issues management programmes, including the development of methodologies to source and capture data
- Undertaking vulnerability reviews, challenging the internal assumptions of an organisation and analysing its risks and vulnerabilities
- Providing consultancy and active support for the maintenance of systems including information management, facilities and procedures
- Developing business recovery project teams control and decision-making skills, and their ability to implement remedial actions for risk mitigation or response
- Testing governance arrangements by assessing the management and direction of an organisation during a crisis response and how well it meets its legal, financial and stakeholder obligations
- Running media management workshops for executives and senior management
- Developing and running exercises in a dynamic and interactive environment where simulation creates the conditions for teams and individuals to explore and learn about crisis management

4. MediaLINK

Services include:

- Reputation management
- Horizon scanning
- Boundary spanning
- Issues management
- Stakeholder engagement
- Media training

The reputation or brand of an organisation can be worth more than the market capitalisation. Many CEOs report they are spending more and more time managing corporate reputation. That reputation is hard won, easy to lose and very difficult to get back.

MediaLINK works with you to develop a proactive and workable system which will deliver:

- Where your reputation is now
- Where you want it to be
- How you will get there

We ensure that you have ownership of the system going forward by:

- Offering a linear approach to reputation and public affairs which provides an end to end capability for clients
- Providing a multi-lingual service which scans the horizon (radar) for events that may affect an organisation and thus becomes an issue for them; in effect a reputation radar
- Managing issues by taking the output from the reputation radar and guiding you how to either prepare for and/or immediately respond to the issue to prevent it becoming a crisis
- Helping organisations identify stakeholders for all the issues and risks, and developing an engagement plan for all stakeholders
- Training personnel who become boundary spanners – having a foot in the company's and the media camp
- Building a company's external affairs group to be ready for the response and how to pre-plan the Q and As
- Offering effective media training for the senior executives to be confident in front of the camera

A linear approach that provides you with the tools and techniques to maintain your reputation.

5. Emergency and Incident Management

Services include:

- Regulatory briefings
- Management workshops
- Peer reviews and audits
- Preparation of plans
- Exercises

Programmes are aimed at establishing rapid response management systems delivering crucial decisions in high pressure time constrained environments.

LINK's programmes deliver value by:

- Building practical incident management systems for a wide range of industries
- Identifying, building and strengthening individuals and team performance
- Working with HR departments on leadership development and the integration of response tools into everyday decision making
- Supporting HR departments in preparing their staff for response to major incidents
- Producing competence based standards for evaluating performance
- Conceptual testing and exercise design running in a dynamic and interactive fashion using current methodologies allowing the virtual world to come alive
- Providing a 21st Century training facility which challenges teams to demonstrate their effectiveness under pressure against their own risks and scenarios

Training programmes, some of which are accredited or approved by Chemical Industries Association, OPITO and the Institution of Chemical Engineers, include:

Training:

- Practical Emergency Management
- Incident Commander
- Management of Major Emergencies and Competence Assessment
- Chemsafe Level 2 Responder Training



6. Leadership Development

The challenge for companies is to identify and develop those personnel who are the future leaders, capable of leading teams, managing projects, and controlling risks whilst having the confidence to take command in high pressure situations.

Services include:

- Leadership development
- Command and control
- Assessment
- Project team development

LINK's programmes extend the capability of personnel by teaching them to operate as effective team members controlling complex, fast moving situations.

Highly interactive and scenario based, the learning is experiential supported by theory but not dominated by the classroom. Learning is focused through simulated events, thus raising the demands on the leader and team members to handle complex intellectual problems.

The ability to lead and command teams and control situations has to be taught and constantly practiced.



7. Safety

Increasingly directors and management are being challenged to demonstrate their commitment and their organisation's ability to control and mitigate risk. The proactive involvement of management in the protection of its people, the business, and its future requires effective understanding of risk and the safety systems that can support such ideals.

Services include:

- Executive briefings
- Accident investigation
- Auditing
- Management training
- Health and Safety advice
- Integration of corporate planning into risk management
- Preparation of plans

The success of any corporate programme is dependant upon the delivery of a focussed and well communicated risk and safety message. Effective safety systems will provide cost effective solutions and governance when integrated into the business culture.

To assist organisations to reach this goal, our unique mix of specialists backed up by research provides you with a blend of experience that can assist with a range of safety and risk issues. LINK delivers value in such projects as:

- Challenging and strengthening SMS to suit culture and maturity for newly acquired operations
- Corporate briefing on UK health and safety including director responsibilities and effective corporate systems
- Review of your company's Health, Safety And Environment Management System Including The Major Accident Prevention Policy
- Developing a robust SMS and ensuring directors are briefed on their exposure to investigation by the regulator(s)
- Auditing service for planning supervisor roles for CDM regulations
- Health and Safety compliance audit for an offshore wind farm construction project
- Delivery of audit verification services on a call off basis to a range of generating companies
- Undertaking health and safety management reviews for a UK government organisation
- Training of HSE inspectors for major hazard site reviews
- Crisis communication training for post incident response



Training programmes are approved by the Institution of Occupational Safety and Health (IOSH) and the Engineering Construction Industry Training Board (ECITB).

8. Training Facilities

From its inception, LINK has focused on establishing tailored programmes for its clients. In addition to providing advice on management systems and auditing company arrangements; LINK has provided training programmes and run exercises to test the capabilities of systems, facilities and personnel.

We run a limited number of open courses. The training facility combines the latest technology for event simulation with greater flexibility for utilisation. Simulation of business processes is a key development in establishing realism for management training and the past two years have seen a major move forward in the development of facilities and the use of portable equipment at client sites.



In Derby multiple teams can be taken through a range of programmes designed to build confidence and competence in handling complex situations. The majority of training programmes run through the centre are focused on systematically addressing the risks faced by an organization through testing and exercising.

The companies range from retail and financial organisations through to offshore oil and gas, and onshore chemical facilities. These programmes test emergency and business continuity arrangements, develop individuals and teams and allow assessment of competence where appropriate. Programmes include strategic analysis as well as operational response to events.

Such training lends itself well to a wide range of industries. The growing demand for business continuity advice and the testing of organisations is being driven through regulators such as the Financial Services Authority and the HSE.

Both organisations have used LINK Associates International for their own training.



8. Training Facilities...(continued)

8.1 PORTABLE EQUIPMENT AND SIMULATION

The systems cover a wide range of capability from local area networks, data handling, email simulation, audio and video broadcasts, virtual networking, mobile telephone exchanges and radio handsets. These are used to support local exercises and tabletop sessions as appropriate.

Illustrated in the figure opposite is an interactive presentation examining team based responses. In this example the scenario follows closely a real incident and the participants advise on the response options. Post exercise they revisit the real events and discuss the problems and learning points.



8.2 TRAINING PROGRAMMES

A wide range of programmes are available, most of which are customised to your management and operational systems. These cover business continuity, crisis management, risk, incident response, safety, leadership development and associated programmes.

