

# ATLAS International Transport & General Contracting L.L.C – S.P.C.

## BUSINESS CONTINUITY PLAN

*Marine & Offshore Construction Operations*

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Review Cycle	Annual (or after any activation)
Document Owner	Contract Manager
Approved By	Chief Operations Officer
Classification	CONFIDENTIAL — Internal Use Only

*Prepared & Maintained by the HSEQ & Operations Division*



# 1. Introduction

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## 1.1 Purpose

This Business Continuity Plan (BCP) establishes the framework, procedures, and responsibilities required for Atlas International Transport & General Contracting L.L.C – S.P.C to maintain critical operations and recover swiftly from disruptive incidents. Marine and offshore construction operates in inherently hazardous and unpredictable environments; the resilience of our operations directly affects personnel safety, client commitments, regulatory compliance, and the Company's long-term reputation.

## 1.2 Scope

This plan applies to all Atlas International Transport & General Contracting L.L.C – S.P.C business units, including:

- Offshore platform construction and installation
- Harbour, jetty, and breakwater construction
- Subsea pipeline laying and cable installation
- Marine dredging and land reclamation operations
- Vessel fleet management and logistics
- Shore-based offices, engineering, and project management functions
- Supply chain and subcontractor interfaces

## 1.3 Objectives

The primary objectives of this BCP are to:

- Protect the safety and welfare of all personnel onshore and offshore
- Safeguard critical assets including vessels, equipment, and data
- Ensure continuity of essential business functions during a disruption
- Minimise financial, operational, and reputational impact
- Comply with legal, regulatory, and contractual obligations
- Restore full operational capability within defined Recovery Time Objectives (RTOs)

## 1.4 Guiding Principles

### SAFETY FIRST

No business objective shall ever override the safety of personnel. All BCP activation decisions prioritise people before assets or schedules.

### COMMUNICATION

Clear, timely communication with employees, clients, regulators, and next-of-kin is mandatory throughout any incident.

### ESCALATION

When in doubt, escalate. Activate the BCP early — it is always easier to stand down a response than to recover from delayed action.

## 2. Business Impact Analysis & Risk Register

### 2.1 Critical Business Functions

The following functions have been identified as critical — their disruption for more than the stated Maximum Tolerable Period of Disruption (MTPD) would cause unacceptable harm to the business:

Critical Function	MTPD	RTO Target	RPO Target
Offshore Project Operations	24 hours	12 hours	4 hours
Vessel Dispatch & Fleet Control	4 hours	2 hours	1 hour
Emergency Response & Safety	0 hours	Immediate	Immediate
Engineering & Design Support	48 hours	24 hours	8 hours
Payroll & HR Systems	72 hours	48 hours	24 hours
Client Communications	8 hours	4 hours	2 hours
Financial & Accounts Systems	72 hours	48 hours	24 hours
Procurement & Supply Chain	48 hours	24 hours	12 hours
IT Infrastructure & Data	24 hours	8 hours	4 hours
Regulatory Reporting	48 hours	24 hours	8 hours

*RTO = Recovery Time Objective | RPO = Recovery Point Objective | MTPD = Maximum Tolerable Period of Disruption*

### 2.2 Threat & Risk Register

The following threats have been assessed for likelihood and impact on marine construction operations:

Risk / Disruption Scenario	Likelihood	Impact	RAG Rating	BCP Owner
Extreme weather / tropical cyclone	HIGH	HIGH	<b>HIGH</b>	Operations Director / Manager
Vessel collision, grounding or sinking	MEDIUM	HIGH	<b>HIGH</b>	Fleet & Marine Manager
Offshore personnel injury / fatality	MEDIUM	HIGH	<b>HIGH</b>	HSEQ Director
Major oil or chemical spill	MEDIUM	HIGH	<b>HIGH</b>	HSEQ Director
Cyber-attack / IT system failure	HIGH	HIGH	<b>HIGH</b>	IT Manager
Loss of key management personnel	MEDIUM	HIGH	<b>HIGH</b>	CEO / HR Director

Supply chain disruption / material shortage	HIGH	MEDIUM	<b>MEDIUM</b>	Contract / Procurement Manager
Port / harbour closure	MEDIUM	HIGH	<b>MEDIUM</b>	Fleet & Marine Manager
Regulatory shutdown / permit suspension	LOW	HIGH	<b>MEDIUM</b>	Legal & Compliance Manager
Fire or explosion on vessel / platform	LOW	HIGH	<b>HIGH</b>	HSEQ Director
Pandemic / infectious disease outbreak	LOW	HIGH	<b>MEDIUM</b>	HR Director
Civil unrest / geopolitical disruption	LOW	HIGH	<b>MEDIUM</b>	Operations Director / Manager
Power failure at shore base	MEDIUM	LOW	<b>LOW</b>	Facilities Manager
Data breach / loss of records	MEDIUM	MEDIUM	<b>MEDIUM</b>	IT Manager
Subcontractor insolvency / failure	MEDIUM	MEDIUM	<b>MEDIUM</b>	Contract / Procurement Manager

### 3. BCP Governance Structure

#### 3.1 Crisis Management Team (CMT)

The Crisis Management Team is activated upon declaration of a Significant or Major incident. The CMT holds overall authority and accountability for BCP decisions.

Role	Position	Primary Contact	Alternate Contact
CMT Chair	Chief Executive Officer	+971 504453937	
Operations Lead	Operations Director / Manager	[COO Mobile]	[Ops Director]
Safety Lead	HSEQ Director	[HSEQ Mobile]	[HSEQ Manager]
Communications Lead	Head of Corporate Affairs	[Corp Affairs Mobile]	[PR Manager]
Finance Lead	Chief Financial Officer	[CFO Mobile]	[Finance Director]
Legal Lead	General Counsel	[Counsel Mobile]	[Legal Manager]
HR Lead	HR Director	[HR Mobile]	[HR Manager]
IT Lead	IT Manager	[IT Mobile]	[IT Support Lead]
Fleet Lead	Fleet & Marine Manager	[Fleet Mobile]	[Fleet Supervisor]

## 3.2 Incident Response Team (IRT)

The Incident Response Team manages tactical response at the operational level. Each project or vessel has a designated IRT Lead who reports directly to the CMT.

- Offshore Project Manager — on-site tactical command
- Master / Vessel Superintendent — fleet emergency response
- Site Safety Officer — safety and evacuation coordination
- Marine Coordinator — vessel movement and logistics
- Engineering Lead — technical assessment and structural integrity

## 3.3 Escalation & Activation Levels

Level	Classification	Description	Activation
1	MINOR	Localised disruption; managed within normal operations with limited impact on project schedule.	IRT Lead — notify OD/OM within 2 hours
2	SIGNIFICANT	Disruption affecting one or more critical functions; risk of schedule or cost impact.	IRT activates; CMT notified; BCP invoked within 4 hours
3	MAJOR	Widespread disruption; threat to life, major asset loss, or significant financial impact.	Full CMT activation; executive decision-making; external agencies notified
4	CATASTROPHIC	Company-threatening event; operations halted; regulatory or legal consequences likely.	Board briefed; legal counsel activated; external crisis comms engaged

## 4. Incident Response Procedures

### 4.1 Initial Response — First 30 Minutes

#### IMMEDIATE ACTIONS (All Incident Types)

1. **STOP work in the affected area and account for ALL personnel.**
2. Administer first aid; call emergency services if life-threatening (MAYDAY on VHF Ch 16 if at sea).
3. Notify the IRT Lead and Operations Director (OD) / Operations Manager (OM) immediately — do not delay for information gathering.
4. Preserve the scene; do not move equipment or personnel unless required for safety.
5. Initiate incident log — record times, actions, and decisions from the outset.
6. Assess incident classification (Levels 1–4) and activate appropriate response tier.

## 4.2 Scenario-Specific Response Procedures

### A. Vessel Emergency (Collision / Grounding / Flooding / Fire)

- Sound emergency alarm; initiate muster; Master assumes command
- Issue MAYDAY or PAN-PAN via VHF Ch 16 and activate EPIRB if required
- Prepare survival craft and don lifejackets; execute abandon ship only on Master's order
- Notify Coast Guard, Port Authority, and vessel owner/insurer within 30 minutes
- Fleet & Marine Manager to mobilise standby rescue vessel or nearest available support
- CMT to convene within 1 hour; establish family liaison if casualties confirmed

### B. Personnel Injury or Fatality (Offshore)

- Provide immediate first aid; request medevac or SAR helicopter if required
- HSEQ Director and CMT notified immediately — fatalities trigger full CMT activation
- Notify next-of-kin directly and personally, no social media before family notification
- Preserve scene; initiate statutory incident investigation per RIDDOR/local regulations
- Regulatory authority notified within the statutory timeframe (typically 24 hours)
- Arrange critical incident stress management (CISM) for affected personnel

### C. Extreme Weather (Cyclone / Hurricane / Severe Storm)

- Monitor Met Office / JTWC alerts from 72-hour-out watch; brief all crews twice daily
- Issue 48-hour preparedness alert: secure loose equipment; top up fuel and provisions
- Issue 24-hour standby: non-essential personnel evacuated; vessels prepare to shelter or sea-route
- Issue evacuation order as required; all offshore personnel to shore 12 hours before landfall
- Activate facility securing procedures; shut down non-essential utilities and systems
- Post-event: structural survey before reoccupation; damage assessment within 6 hours of all-clear

### D. Cyber Attack / IT System Failure

- IT Manager to isolate affected systems immediately to prevent spread
- Activate manual/paper-based backup procedures for all critical operations
- Notify insurer and engage pre-approved Incident Response vendor within 2 hours
- Do not pay ransomware without CMT and Board approval and legal advice
- Preserve forensic evidence; avoid wiping systems before expert review
- Restore from clean backups per IT Disaster Recovery Plan (AITGC-IT-DR-001)

### E. Key Personnel Loss (Death, Incapacitation, or Sudden Departure)

- Deputy/alternate designee assumes responsibilities immediately per succession matrix
- HR Director to notify payroll, legal, and client-facing contacts within 24 hours
- Knowledge transfer review within 48 hours; identify critical documents and access credentials
- CMT to assess operational impact and activate interim staffing within 72 hours
- Communication to clients and partners approved by CMT before release

## F. Environmental Spill (Fuel / Hydraulic / Cargo)

- Stop discharge; contain with booms and absorbents immediately
- HSEQ Director notified within 30 minutes; environmental authority within legal timeframe
- Activate pre-positioned oil spill response equipment on all vessels
- Engage contracted marine oil spill response organisation (OSRO) if spill exceeds onboard capacity
- Document spill volume, type, location, and weather; photograph site every 30 minutes
- Complete MARPOL notification and flag state reporting requirements

## 5. Business Recovery Strategies

### 5.1 People & Workforce Continuity

- Maintain a trained Deputy/Alternate for every Tier 1 and Tier 2 management role
- Crosstrain critical offshore personnel; minimum 2 qualified persons per specialist role per vessel
- Maintain approved roster of pre-vetted contractor personnel for surge mobilisation
- Remote working capability for all shore-based staff within 4 hours of activation
- Welfare support and EAP (Employee Assistance Programme) activated for all major incidents

### 5.2 Vessel & Equipment Continuity

- Maintain reciprocal standby vessel agreement with minimum one partnered marine operator
- Critical spare parts inventory held at primary and secondary shore bases
- Pre-agreed hire agreements with equipment rental companies for key plant and machinery
- Insurance review ensures replacement value coverage for all major vessels and equipment
- Annual dry-dock and maintenance schedule ensures fleet availability does not fall below 80%

### 5.3 IT & Data Recovery

- Daily automated backups to geographically separate cloud data centre (Azure / AWS)
- RPO of 4 hours for critical systems; full restore tested quarterly
- Shadow IT environment maintained for critical project management systems
- Physical paper-based backup procedures available for vessel dispatch and emergency comms
- Satellite communications (VSAT / Iridium) as backup for offshore data connectivity

### 5.4 Alternate Work Locations

Facility Type	Location	Capacity	Activation Time
Primary Shore Base	Main Harbour Facility	120 staff + vessel berths	Normal operations
Secondary Shore Base	Backup Port Facility	40 staff + 4 vessel berths	4 hours
Emergency Operations Centre	City Office — 3rd Floor	20 CMT members	1 hour
Remote Working (All Shore Staff)	Home / Remote Locations	Unlimited	2 hours

Offshore Muster Point	Emergency	Designated Station	Lifeboat	All project personnel	Immediate
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## 5.5 Supply Chain Continuity

- Approved vendor list maintained with minimum 2 qualified suppliers per critical category
- Strategic stock of high-lead-time materials (anchor chain, mooring gear, structural steel)
- Quarterly supplier financial health reviews; early warning triggers for key vendors
- Import/export documentation pre-prepared for critical components to reduce customs delays

## 5.6 Client & Stakeholder Communication

- Client Relationship Manager notifies each affected client within 4 hours of Level 2+ activation
- Template communications prepared for common scenarios (weather delay, safety incident, vessel loss)
- Weekly project status updates escalated to daily during BCP activation
- Dedicated incident hotline activated for major events (staffed 24/7 during activation)

## 6. Communications & Notification Plan

### 6.1 Internal Notification Cascade

Upon BCP activation, the CMT Chair initiates the notification cascade below. Each role is responsible for notifying the parties listed under their remit within the stated timeframe.

CMT Role	Notify Within	Responsible For Notifying
CEO (CMT Chair)	Immediate	Board Chair, Operations Director / Manager, CFO, General Counsel
Operations Director / Manager	30 minutes	All Project Managers, Fleet Manager, Procurement
HSEQ Director	30 minutes	All Site Safety Officers, Offshore OIMs, OSRO
Head of Corporate Affairs	1 hour	Media/PR agencies, social media monitoring
HR Director	1 hour	All employees, next-of-kin (if casualties), EAP provider
IT Manager	30 minutes	All system administrators, IT vendors, cloud provider
CFO	2 hours	Insurers, bank relationship manager, auditors
General Counsel	1 hour	Regulatory authorities, legal counsel, flag state

## 6.2 External Stakeholder Communications

Stakeholder	Contact Method	Frequency Activation	During	Lead
Clients / Project Owners	Direct call + formal letter	Within 4 hrs; then daily		Operations Director / Manager
Port / Harbour Authority	VHF + phone	Immediate; then as required		Fleet Manager
Maritime Rescue Coordination	VHF Ch 16 / phone	Immediate emergencies	for	Master / IRT Lead
Flag State Authority	Phone + formal report	Within 24 hours		General Counsel
Environmental Authority	Phone + statutory report	Per legal requirement		HSEQ Director
P&I Club / Insurers	Phone + email	Within 24 hours		CFO
Media & Press	Press release only	As required; CMT approval		Head of Corp Affairs
Subcontractors	Phone + email	Within 8 hours		Contract Manager / Procurement

## 6.3 Social Media & Public Communications Protocol

<b>MEDIA RULE</b>	No employee shall make any public statement, social media post, or media comment about an incident without explicit written approval from the Head of Corporate Affairs and CMT Chair.
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- All media enquiries directed to: Head of Corporate Affairs (dedicated incident hotline)
- Social media monitoring activated 24/7 during Level 3 and 4 incidents
- First public statement issued within 2 hours of confirmed Level 3/4 incident
- Legal review required before any statements referencing liability, cause, or regulatory action

## 7. Resource Requirements & Dependencies

### 7.1 Critical Resource Inventory

Resource Category		Minimum Requirement	Current Status	Backup / Source
Standby Vessel	Rescue	1 available always	Available	Partner operator MOU
Oil Spill Response Kit		Per vessel (Tier 1 OSRO)	Deployed on all vessels	OSRO contractor
Satellite Communications		VSAT + Iridium per vessel	Installed	Iridium backup
Emergency Generator		Shore base + offshore	Tested monthly	Hire agreement
PPE Stock	Emergency	90-day onsite supply	Maintained	Approved vendor
Medevac Capability		Within 2 hrs of all offshore sites	Contracted	Medical charter
IT Backup Systems		Cloud DR + on-site NAS	Active	Azure DR environment
Emergency Reserve	Cash	3 months operating cost	Maintained	CFO authority
Spare Vessel Parts		Critical parts at shore base	Maintained	Supplier agreements
Legal Retainer		24/7 maritime legal access	Active	Retained counsel

### 7.2 Key Supplier & Vendor Contacts

Service		Primary Vendor	Secondary Vendor	Contact / Note
Marine Supply	Fuel	[Vendor A]	[Vendor B]	Emergency supply within 12 hrs
Vessel Charter (Emergency)	Charter	[Charter Co. A]	[Charter Co. B]	MOU in place
IT Recovery	Disaster	[IT Vendor]	Azure / Cloud	SLA: 4-hour restore
Oil Response	Spill	[OSRO Name]	National OSRO	Pre-positioned equipment
Medical Medevac	/	[Medical Co.] Charter	Coast Guard SAR	24/7 on call

Engineering Consulting	[Eng. Firm A]	[Eng. Firm B]	48-hr mobilisation
Legal (Maritime)	[Law Firm]	[Backup Firm]	Retainer; 24/7 access
Temporary Labour	[Staffing Agency]	[Backup Agency]	Marine-certified roster

## 8. Training, Testing & Maintenance

### 8.1 Training Programme

Training Activity	Audience	Frequency	Method
BCP Overview Awareness	All employees	Annual	E-learning + briefing
CMT Roles & Responsibilities	CMT members	Annual	Workshop + tabletop
IRT Offshore Drills	Offshore project teams	Per project mobilisation	Live drill
Vessel Emergency Drills	Vessel crews	Monthly	Muster drill
Abandon Ship / Lifeboat Drill	All vessel personnel	Quarterly	Live exercise
Oil Spill Response Drill	HSEQ + vessel crew	Biannual	Live exercise
Cyber Incident Simulation	IT + senior management	Annual	Simulated attack
Media / Communications Training	CMT + spokespeople	Annual	Scenario workshop
Post-Incident Debrief Training	IRT Leads + Site Officers	After every activation	Facilitated review

### 8.2 Testing & Exercise Schedule

- Tabletop Exercise (CMT): Annual — simulate a major offshore incident scenario
- Functional Exercise (IRT + CMT): Every 2 years — full simulated activation
- Live Vessel Emergency Drill: Monthly per vessel — evacuation, fire, and flooding scenarios
- IT Disaster Recovery Restore Test: Quarterly — restore critical systems from backup
- Communication Cascade Test: Biannual — test all contact numbers and notification chains
- BCP Document Review: Annual — update contacts, vendors, and procedures

### 8.3 Post-Incident Review

Following every BCP activation (any level), a structured Post-Incident Review shall be conducted within 14 days of stand-down. The review shall:

- Document the timeline of events and actions taken
- Identify what worked well and what did not
- Capture lessons learned and assigned corrective actions
- Update this BCP as required and re-communicate changes to all stakeholders
- Submit a formal Lessons Learned Report to the Board within 30 days

## 9. Plan Maintenance & Control

### 9.1 Review & Update Schedule

This BCP shall be reviewed and updated:

- Annually as a scheduled review (minimum), coordinated by the Operations Director / Manager
- Within 30 days following any BCP activation at Level 2 or above
- Upon any significant organisational change (merger, new division, key personnel change)
- Following any significant change in regulatory requirements
- Following industry-wide lessons from major marine incidents

### 9.2 Document Version Control

Version	Date	Description of Change	Approved By
1.0	January 2025	Initial release — full BCP developed	CEO

### 9.3 Distribution & Storage

- Master copy maintained by Operations Director / Manager; stored in secure document management system
- Controlled copies distributed to all CMT members and IRT Leads
- Printed copies held in Emergency Operations Centre, all vessel bridges, and offshore site offices
- Electronic copies backed up to cloud storage accessible from any location
- All holders of printed copies notified immediately upon any update; superseded copies destroyed

## 10. Approval & Sign-Off

Role	Name	Signature	Date
Chief Executive Officer	_____	_____	_____
Operations Director / Manager	_____	_____	_____
HSEQ Director	_____	_____	_____
Chief Financial Officer	_____	_____	_____

*Atlas International Transport & General Contracting L.L.C – S.P.C — Ready for Every Sea, Prepared for Every Challenge*

