

What is a crisis?

- **A crisis can be any significant event or condition that runs the risk of dramatically upsetting 3STEP organization's (or a 3STEP brand's) profitability, reputation, or ability to operate normally.**

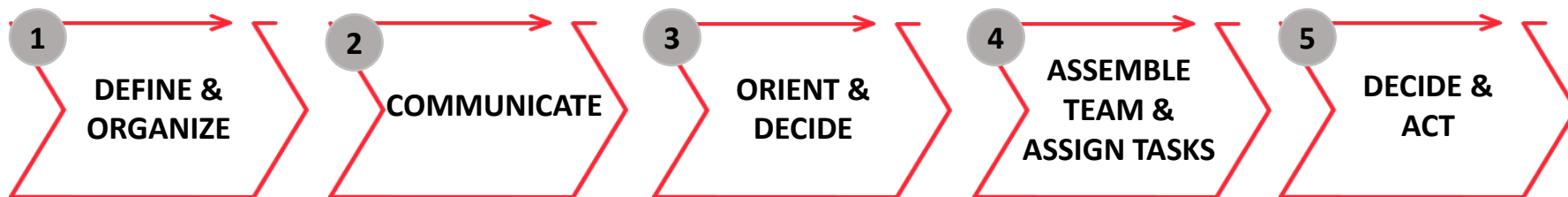
Effective crisis management can help:

- Work toward preventing certain crises from occurring.
- Guide prompt and decisive responses to contain and control a crisis.
- Mitigate loss when a crisis occurs.
- Restore trust and resume operations.
- Balance legal risk with preserving organizational good will and reputation.
- Reduce litigation risk and improve the prospects for settlement.

If not appropriately managed, mitigated or communicated, any of the following examples could become a crisis for the company:

1. Natural disaster
2. Global or widespread financial meltdown
3. Epidemic / pandemic
4. Terrorism, bomb threat, or an active shooter on-site
5. Major supply chain interruption
6. Allegation of coach or employee misconduct
7. Reports of player abuse or molestation
8. Allegation of sexual harassment or discrimination
9. Head/spine or other severe injury
10. Embezzlement
11. Lawsuit
12. The compromise of confidential information (e.g., cybersecurity breach)

CRISIS COMMUNICATION PROCESS



- If in a *Sport*, **Employee** alerts **Operator, Regional Director** or most senior employee managing Event **via phone call** immediately.

- If in a *Supporting Group*, **Employee** alerts **Department Head** **via phone call** immediately.

- **Operator** **calls Sport Director** to alert them of issue.
- **Sport Director / Department Head** **calls Communications** or **VP, Legal** to alert them of issue.

Communications and Legal:

- Assess potential for escalation
- Identify internal & external stakeholders.
- Assess risk to company and brand
- Outline next actions.

Communications and **Legal** determine whether further communication is needed, including whether to assemble the **Task Force**.

- Task Force** recommends next steps to management and provides instructions to employees. Actions may include:
- Issue external or internal messaging (social media, press statement, message to customers or employees)
 - Take legal action
 - Continue monitoring on social media for social or public traction

TASK FORCE:

- Kristin Doerrer: Chief Marketing Officer - Marketing / Comms
- Deanna Sheridan: VP, Legal - Legal
- Emily Kilgore: Chief People, Compliance & Safety Officer – HR, Compliance & Safety
- Sports Director / Department Head – as needed per situation

DO

- **Contain / isolate the situation as well as possible before calling**
- **Call quickly – don't wait until Monday**
- **Report it, if in doubt – better for Task Force to determine it's not a crisis than have an unreported one!**

DON'T

- **Talk to the media – refer the press to communications@threestep.com or CMO**
- **Send texts or emails when reporting – call or speak in person whenever possible**
- **Talk to other employees, customers, coaches or parents about the incident unless necessary – wait for the Task Force to provide communication instructions**