

In the period leading up to the freeze and thaw, can you please explain in more detail how your Executive and, where appropriate, your Board:

1. Were involved in any planning or preparation, or approved any planning and preparation, for exceptional winter weather events. Please also detail when this occurred.

As in our response the COO initiated then chaired the incident response team that was brought together on Thursday 1st March. The Managing Director and CEO were briefed at this time about the formation of the team. Our senior non-exec and all other independent non-execs were briefed on the 5th March.

2. Were notified of each applicable weather status update (amber alert, red alert) and the earliest point at which this occurred.

As standard procedure all execs received email alerts about weather status updates throughout the period in question. Daily updates on the incident were also sent by email.

3. Were involved in any planning or preparation in advance of the freeze and thaw event, following the amber or red alert notification. Please exclude any “business as usual” winter preparedness planning, unless the planning specifically considered the freeze and thaw event.

The COO co-ordinated the operating procedure for the cold weather following the 1st meeting of the incident response team. This was sent to all employees and is attached for information.

4. Had the freeze and thaw event escalated to them, such that they were aware of the full scale and severity of the event.

Yes, the COO was involved throughout freeze and subsequent thaw and kept other board members informed. The COO attended the “lessons learned” debrief that occurs as standard after every major incident.