

DASMAN BILINGUAL SCHOOL

Emergency Response Procedures

Completed by: Fay Khan
15 March 2026

Middle East

Kuwait

Oman

Qatar

Saudi Arabia

United Arab Emirates

Contents

1. Purpose	3
2. Scope	3
3. Definitions	3
4. Premises Information	4
5. Emergency Preparedness	5
6. Roles and Responsibilities	6
7. Communication and Training	8
8. Emergency Response Escalation – Process Flow	9
9. Emergency Contact Information	10
10. Scenarios and Appendices	11
Scenario 1: Fatality or Major Injury	11
Scenario 2: Fire	12
Scenario 3: Bomb Threat	13
Scenario 4: Child Abduction	15
Scenario 5: Missing Child	16
Scenario 6: Structural Failure	17
Scenario 7: Loss of Essential Services	18
Scenario 8: Legionella Outbreak	19
Scenario 9: Onsite Threat (Lockdown protocol)	20
Scenario 10: Severe Weather	21
Scenario 11: Cross Site/Off Site Evacuation	22
Scenario 12: Boarding House Out of Hours Emergency	23
Scenario 13: Enrich ME Out of Hours Activities and Camps	24
Scenario 14: Geopolitical Instability (Shelter in Place protocol)	25
Appendix A: Cognita Middle East Incident Reporting Scale	27
11. Document Control	28

1. Purpose

This procedure demonstrates Cognita Middle East's commitment to ensuring a safe environment for students, staff, contractors and visitors across our schools, nurseries, Enrich ME programmes and business units.

The Emergency Response Plan (ERP), document number *CME|HS|SOP|002|v2.1|MAR26*, will be communicated to all Cognita staff and made available for all other relevant stakeholders as required. Whilst overarching responsibility for policy setting rests with Cognita Middle East, the daily operational implementation of this procedure rests with the school Principal. The school shall ensure this procedure is communicated to all school staff and will be reviewed on an annual basis to ensure the details remain up to date and relevant for the specific setting.

The ERP has been developed to provide guidance and instruction of the process to be followed in the event of an emergency. Emergency and crisis events are escalated using a bottom-up approach, starting from individual settings and progressing to the highest levels of management at the Regional Hub, moving to Global, if deemed necessary. This is based on the criticality and severity of the incident. This document focuses on the Emergency Response Procedures at an individual setting's level.



2. Scope

This procedure applies to all Cognita Middle East Schools, Nurseries, Regional Hub and Enrich ME, covering all staff, students, contractors and third-party providers. Countries currently covered include Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates.

Country/location specific regulatory requirements (e.g. Civil Defence, Ministries of Education/Health, labour law and national crisis/emergency frameworks) must be adhered to in addition to this regional procedure.

3. Definitions

Assembly Point: A designated area on the periphery of an affected zone where evacuated persons are directed to gather during an emergency.

Crisis: An inherently abnormal, unstable and complex situation that poses a threat to the strategic objectives, reputation or existence of an organisation (PAS, 200).

Crisis Management: Strategically directed activities aimed at preventing, responding to, mitigating the effects of and recovering from a crisis (PAS, 200).

Emergency Exercise/Drill: A simulation designed to validate an organisation's capability to manage incidents and emergencies. These drills aim to test training, procedures and systems detailed in emergency plans.

Emergency Response Procedure: A document or set of documents outlining the overall framework for initiating, managing, coordinating and controlling personnel and resources to reduce, control or mitigate the effects of an emergency.

Emergency Response Team: A group of nominated staff members tasked with providing support and guidance during and after an incident.

Emergency Response Team Lead: A designated individual responsible for coordinating incident management within the individual setting. Within schools and nurseries this role is typically held by the Principal or another appointed member of the management team.

Principal: The most senior leader of the school, responsible for overall leadership, management, and key decision making. This role may also be referred to as the Superintendent in some settings.

Risk Assessment: A structured and auditable process for identifying potentially significant events, evaluating their likelihood and severity and combining these factors to provide an overall risk assessment as a basis for further decisions and actions.

Shelter in Place: A precautionary safety procedure where students and staff remain inside a building and move to protected internal areas away from windows and external hazards until the external risk has passed.

4. Premises Information

School/Office:

Building size	Buildings	Building Size	Floors
	D1	7715 sqm	2
	D2	4750 sqm	2
	D3	1770 sqm	4
	D4	1190 sqm	2
	D5	1300 sqm	4
	D6	1360 sqm	4
	D7	2950 sqm	4
	Outdoor Playground	5575 sqm	
	Annex	1040 sqm	
	Bus Area	1073 sqm	
Number of individual buildings	7		
Number of floors	D1: 2 Floors D2: 2 Floors		

	D3: 4 Floors D4: 2 Floors D5: 4 Floors D6: 4 Floors D7: 4 Floors
Current occupancy	3989
Primary fire assembly point	Soccer Field
Secondary fire assembly point	Outside School at Dasman Diabetic Center Parking lots across the school
Location of cross site or offsite assembly points	Across the school
Access information for emergency services	112
Number of controlled entry/exit points	7
Shelter in place location (internal)	In Basement for SEN In Classrooms

Boarding House:

Building size	Not Applicable
Number of floors	Not Applicable
Current occupancy	Not Applicable
Primary fire assembly point	Not Applicable
Secondary fire assembly point	Not Applicable
Night staff onsite (name and role)	Not Applicable

5. Emergency Preparedness

This document establishes the procedures to follow for specific emergency scenarios. The following sections establish the roles and responsibilities of each stakeholder during an emergency, the escalation flow of the emergency guidance on training and exercising to conduct for each emergency scenario.

Name	Reference	Annual Testing / Drills / Exercising
Fatality or major injury	Scenario 1	No drills – guidance will be given from Regional Head of Health and Safety and Regional Head of Safeguarding. Termly recording of length of time to get from clinic to furthest away point of school. Termly review of Epi Pen locations.
Fire	Scenario 2	Termly fire drills to be conducted (including one with local Civil Defence, if applicable). Annual review of large gathering spaces such as canteen, auditorium, sports and play area capacity and evacuation times.
Bomb threat	Scenario 3	No drills - guidance will be given from Regional Head of Health and Safety
Child abduction	Scenario 4	No drills – Regional Head of Safeguarding
Missing child	Scenario 5	No drills – guidance will be given from Regional Head of Health and Safety and Regional Head of Safeguarding
Structural failure	Scenario 6	No drills – guidance will be given from H&S and COG Head of Projects

Loss of essential services	Scenario 7	No drills - guidance will be given from Regional Head of Health and Safety
Legionella outbreak	Scenario 8	No drills - guidance will be given from Regional Head of Health and Safety
Active shooter/intruder	Scenario 9	Annual lockdown drill to be conducted
Severe weather	Scenario 10	Tabletop discussion exercises may be conducted periodically with school leadership teams where appropriate.
Cross/off-site evacuation	Scenario 11	Tabletop discussion exercises may be conducted periodically with school leadership teams where appropriate.
Boarding House out of hours emergency	Scenario 12	Termly fire drill to be conducted out of school hours. Annual lockdown drill to be conducted. Missing boarder/medical emergency scenarios discussed termly
Enrich ME Emergency	Scenario 13	Termly fire drill to be conducted out of regular school hours. Missing child, medical emergency scenarios discussed termly.
Geopolitical Instability and Regional Security Events	Scenario 14	Tabletop discussion exercises may be conducted periodically with school leadership teams where appropriate.
Incident reporting scale	Appendix A	Information only
Regional crisis, pandemic, travel disruption or other	Appendix B	This appendix has been distributed to the Regional Crisis Management Team.

Fire and lockdown drills are mandatory and set in advance by the school. Fire drills should be unannounced. Lockdown drills should always be communicated ahead of time. Once a situation has been escalated, the Regional Crisis Team will provide additional guidance as required.

6. Roles and Responsibilities

The following roles and responsibilities have been established:

Designation	Named Person	Roles and Responsibilities
Initial Responder	Fay Khan	- Inform the medical team/first aiders for medical intervention - Contact external emergency numbers, as relevant to the incident
School Doctor/ Medical Team Lead First Aiders	KG: Fatme Charara ES: Soha Chokor MS: Haifa Abuhani HS: Sindu Chacko & Manju Thomas SEN: Ibtisam Rayyan	- Provide immediate first aid care until emergency responders arrive - Be part of the Emergency Response Team to support in emergency situations - Report to the Emergency Response Lead and ensure they have information about the condition of any injured person(s) - Ensure medical equipment, AED machines and First Aid kits are available, stocked, in working condition and ready for use - The School Doctor / Medical Lead should oversee health related situations and liaise directly with emergency services

	School Doctor Dr. Afreen Mulla	- If there is no doctor available, the most experienced member of the medical team should assume the lead role and be supported by a member of SLT - Hand over any patients to the emergency services
Emergency Response Team	Principals Victoria McNair Wehann Human Rihab Abdelkhalik Mahmoud Alaaeldien Khali AbuAfifa Will Human Fay Khan (H & S) Mahmoud Sultan (HOO) Dr. Afreen Mulla School Doctor Mahmoud Elmitwalli- Head of Security	- Attend location of emergency and take charge of situation - Determine the priorities that will drive the overall emergency response and guide site / tactical responders - Activate the school emergency plan, if needed (lockdown, evacuation, off-site evacuation or shelter-in-place etc.) - Perform initial assessment of the situation and give appropriate instructions to First Aid Team for further actions - Liaise with relevant authorities throughout the duration of the emergency and coordinate actions for resources required; rescue, head count, first aid, hospitalisation, evacuation etc. - Take a decision of evacuation based on assessment and inform Emergency Response Team for necessary evacuation ensuring evacuation is complete - Ensure staff are equipped with relevant training - Assess the nature of emergency and initiate suitable actions to control the emergency suitably and activate the emergency response plan
Emergency Response Lead / Deputy Lead	Senior Leadership Samar Dizmen Fay Khan Mahmoud Sultan Vice Principals Shaymaa Qato Justin Lundie Kellie Hills Abeer Kardali Rachel Pope Dania Kalaji	- Ensure that the Emergency Response Plan is reviewed at regular intervals, minimum annually. - Ensure the Emergency Response Plan is shared with all staff and communicated with relevant stakeholders - Ensure that the required emergency exercises are conducted and documented in line with policy requirements - Ensure that an Emergency Response Team is appointed within the school and that their roles and responsibilities are clearly communicated to them - Coordinate emergencies within their respective school/nursery settings and ensure that the correct reporting and communication processes with relevant stakeholders are established - Responsible for escalating critical incidents to the relevant person in the Regional Crisis Support Team - Responsible for reporting to management and liaising with the authorities
Principal	Principals Victoria McNair Wehann Human Rihab Abdelkhalik Mahmoud Alaaeldien Khali AbuAfifa Will Human	- Overall ownership of the execution of the Emergency Response Procedure - Designated as spokesperson, coordinates media briefings and news releases as necessary - with guidance from the Regional Crisis Management Team - Responsible for the immediate management of the incident, this will involve liaising with school personnel, Emergency Response Team, Emergency Services, COG Lead and Regional Crisis Support Team - Vice Principal or Deputy Principal will hold these responsibilities in case the Principal is not available during the incident
All Staff (teachers,	All staff	Bring class lists and record attendance once at assembly point

admin, facilities and third-party providers)	Cleaning Company	• Supervise students during evacuation and at assembly point • Alert the Emergency Response Team if immediate medical support is required • Leave the building and report to the predetermined assembly point (in the case of evacuation) following the Emergency Wardens directions • Familiarise themselves with the school procedures for emergencies and participate in all drills
Enrich ME Experience Manager	Kristian Ivanov Sasho Balachiev	• Ensure all Enrich ME staff and providers are briefed on relevant emergency procedures. • Maintain up to date attendance registers. • Ensure access to first aid equipment, emergency contact numbers and working communication tools. • Participate in Cognita Middle East Health and Safety training programmes. • Escalate Health and Safety or Safeguarding concerns to the designated leads. • Ensure robust procedures and risk assessments are in place for supervision, handover and activities.
Boarding House Lead	Not Applicable	• Respond to emergencies occurring outside of regular school operational hours. • Maintain up to date contact lists of emergency services and key staff. • Ensure student health records are up to date and available.

7. Communication and Training

Internal: This plan will be communicated to all employees within the school, via the Principal (as mentioned in the roles and responsibilities section). The Principal may delegate the Health and Safety Lead to act as the main communicator. The plan will be made accessible to all employees. The plan should be revised on an annual basis and on an ad hoc basis should there be any updates or modifications.

All staff are expected to participate in emergency drills and exercises. Training and awareness should be conducted on an annual basis on relevant areas and recorded either through training records and/or the annual declaration.

External: *Please refer to the Cognita ME Crisis Communications Policy*

Communication Principles

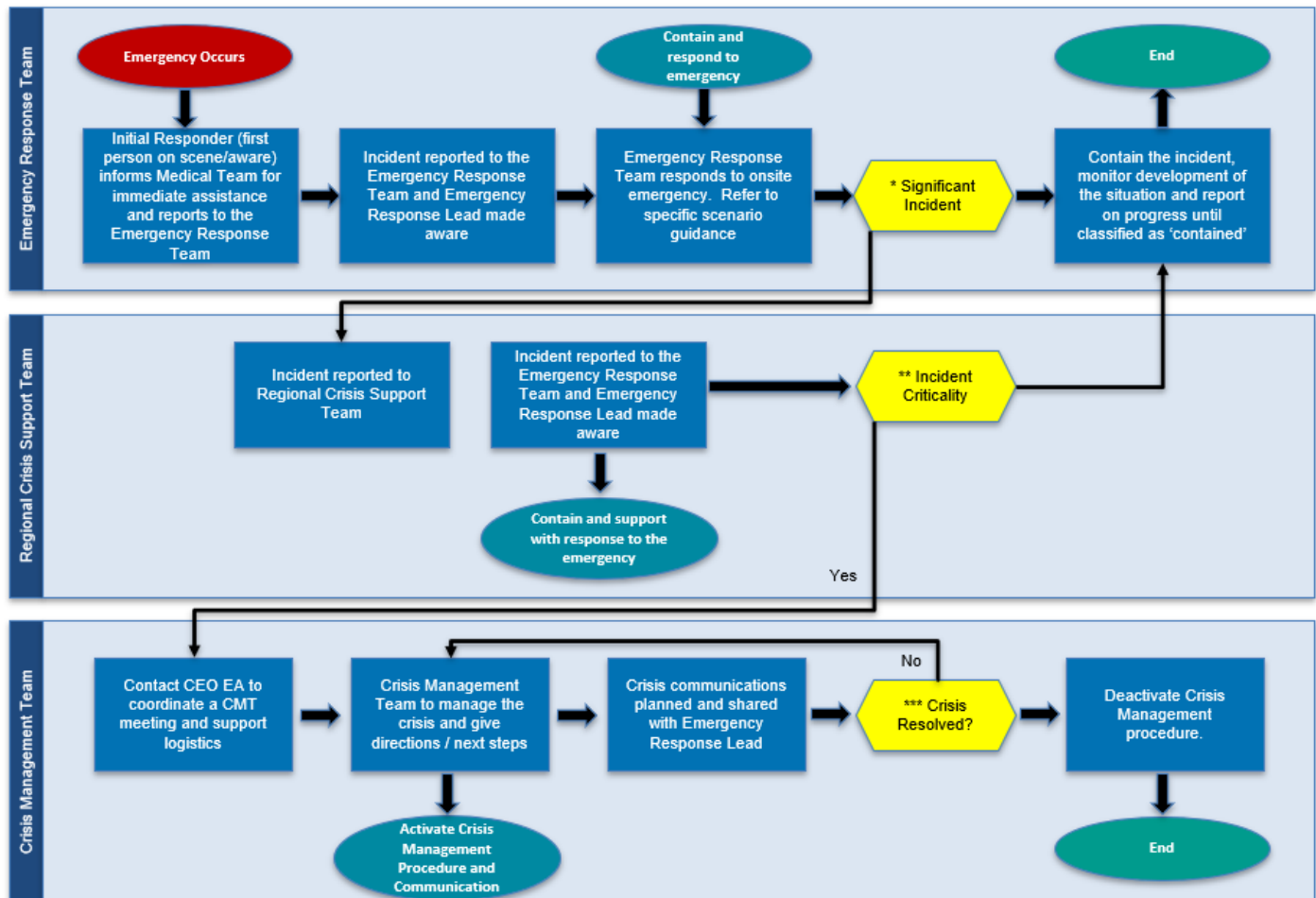
During any emergency or crisis situation:

- Only verified information issued by the Principal or Regional Crisis Management Team may be communicated internally or externally
- Staff must not share, forward, repost or comment on unverified information, including:
 - Social media content
 - News articles

- Voice notes
- Screenshots
- WhatsApp messages
- Staff must not provide statements to:
 - Media
 - Parents (outside agreed communication)
 - External organisations

All media engagement must be coordinated via the Cognita Middle East Crisis Communications Policy. Failure to adhere to this protocol may compromise investigations, increase reputational exposure, create unnecessary panic and interfere with regulatory processes.

8. Emergency Response Escalation – Process Flow



*Significant Incident: An incident that may incorporate a major injury or fatality, extensive property damage or have negative repercussions to the school/company's reputation.

**Crisis Criticality: Please refer to Appendix A – Incident Reporting Scale

***Regional Crisis Support Team: see table in section 9 for members

9. Emergency Contact Information

External Emergency Contact	
Name	Contact Number
Police	112 For all emergency services
Ambulance	122
Civil Defence	150
Electricity	152
Water	152
Nearby Hospital(s)	2245 0005: Amiri Hospital
Nearest Police Station	2244166 / 22456172: Sharq
Bus Company	91100669
Security Company	NA: School employed security guards
Other important numbers	97231558 ELEVATOR D5- ADMIN 97292278 ELEVATORS D7- D6- D3

Emergency Response Team Contacts			
DIVISION: Kindergarten			
Designation	Full Name	Contact Number	Extension
Principal (Emergency Team Lead)	Willem Human	+965 97366114	150
Vice Principal	Shaymaa Qato	+965 66106707	151
ERT member 1	Shouq Al-Younes	+965 97509053	
ERT member 2	Laila Asad Hassan	+965 95579663	
ERT member 3 etc.	Nour Omar	+965 66111974	

Emergency Response Team Contacts			
DIVISION: Elementary			
Designation	Full Name	Contact Number	Extension
Principal (Emergency Team Lead)	Wehann Human	+965 67095227	200
Vice Principal	Justin Lundie	+965 97028228	201
ERT member 1	Sasho Balakchiev	+965 66552928	154
ERT member 2	Abdulrahman Alkhalil	+965 96650785	
ERT member 3 etc.	Suhayl Cassim	+965 9871 6340	

Emergency Response Team Contacts			
DIVISION: Middle School			
Designation	Full Name	Contact Number	Extension
Principal (Emergency Team Lead)	Rihab Abdel Khalek	+965 97990525	250
Vice Principal	Kellie Hills	+965 66672320	251
ERT member 1	Hussein Osseili	+961 71645228	
ERT member 2	Mahmoud Asaad	+965 65762499	
ERT member 3 etc.	Jon Ross	+965 65099736	

Emergency Response Team Contacts			
DIVISION: High School			
Designation	Full Name	Contact Number	Extension
Principal (Emergency Team Lead)	Victoria McNair	+965 51150831	300
Vice Principal	Abeer Kardali	+965 97808826	304
ERT member 1	Sara Al Attar	+965 97748049	
ERT member 2	Maryam Hamarna	+965 62227827	
ERT member 3 etc.	Monther Yousef	+965 51051128	

Emergency Response Team Contacts			
DIVISION: Special Education Needs			
Designation	Full Name	Contact Number	Extension
Principal (Emergency Team Lead)	Mahmoud Alaaeldin	+965 50467859	400
Vice Principal	Dania Kalaji	+965 50242440	401
ERT member 1	Rana Hadi	+965 55255642	404
ERT member 2	Soliman Mostafa	+965 50957959	
ERT member 3	Shahed Nabil	+965 66182327	
ERT member 4	Yousef Ades	+965 66688684	

Regional Crisis Response Team Contacts		
Designation	Full Name	Contact Number / Extension
Regional Health and Safety Lead	Pauline Bruce	+971 52 465 4593
Regional Safeguarding Lead	Kirsty Clark	+971 52 411 8601
COG Managing Director	Darren Gale	+971504760329
COG Head of HR	Stephen Coffey	+971523693799
COG IT Lead	Mohammed Ahmad	+971564141930
Enrich ME General Manager	Gareth Mordey	+971 50 698 0048

Regional Crisis Management Team	
Designation	Name
CEO (interim) and CFO	Stuart Millman
Director of Education	Ian Wallace
Managing Director Cog GCC	Darren Gale
Managing Director Cog UAE	Glen Radojkovich
Marketing Director	Caterina Perlini
Director of Projects	Graeme Fisher
Head of Health and Safety	Pauline Bruce
Head of Safeguarding	Kirsty Clark
General Manager Enrich ME	Gareth Mordey
Director Commercial & Operations Cog UAE	Martin Filkins
Head of Legal	Samantha Ellaby
Head of Exec Operations	Olivia Paton
Regional Team (key individuals)	Added based on type and location of incident
Global Team	As required, incident dependant

10. Scenarios and Appendices

Scenario 1: Fatality or Major Injury

- If the incident occurs during school hours, contact emergency services and school clinic. If trained, provide any immediate first aid care. This may include first aid care for other potentially injured persons.
- If the incident occurs outside of school hours, it is likely that the security personnel will be the initial responder. The same process of communication and action should be adopted.
- Notify Principal who can then invoke the Emergency Response Plan. Principal will notify the Head of Health and Safety or Head of Safeguarding who will then act as a liaison with the Regional Crisis Support Team to assess the criticality of the incident. The Head of Health and Safety / Safeguarding will then further escalate the incident to the Regional Crisis Management Team as necessary.
- Ensure the scene is secured as soon as reasonably possible, removing any students from the direct area.
- Prevent images or recordings from being taken.
- Communicate to the family members of the injured.
- Identify potential witnesses for further interviews/ discussion later.
- Do not engage in any formal or informal conversations with anyone outside the Emergency Response Team and the Regional Crisis Support Team and do not make any comment to the public or press.

Following the incident:

- Incident must be logged on to Evolve Accident Book.
- Work with the Regional Crisis Support Team to establish formal methods of communication to parents, students, and other stakeholders. Refer to the Cognita ME Crisis Communications policy.
- Conduct an incident investigation with the support of the Head of Health and Safety or Head of Safeguarding using the Serious Incident Reporting Form.
- Establish students or staff members that may require counselling support.
- Review existing processes including any relevant risk assessments.
- Principal to generate and communicate a completed report to relevant stakeholders with the collaboration from the Emergency Response Team and the Regional Crisis Support Team.

Scenario 2: Fire

In the event of discovering a fire the following procedure must be followed:

- Immediately raise the alarm by activating the nearest manual call point (MCP).
- If safe to do so, rescue any persons who are in immediate danger.
- If safe to do so, and you are trained in Fire Safety, attempt to tackle the fire. You must never put yourself or others at risk. Fires larger than a wastepaper bin should be left to trained emergency personnel.
- Notify the Emergency Response Team who will assess the situation and determine the need for emergency response and notify the emergency services.
- Evacuate the building safely and smoothly supporting any persons on the way. Make your way to the designated fire assembly point and await roll call, paying close attention to any changes in instructions.
- As soon as reasonably practical, the Principal or Health and Safety Lead is to notify the Head of Health and Safety; this will subsequently invoke the Emergency Response Plan escalation.

In the event of hearing a fire alarm, the following procedure must be followed:

- Stand down from your immediate duties.
- Staff within classrooms/teaching spaces are to collect emergency cards from their working area and put on their high visibility jacket, if available.
- If working in high-risk areas such as Design & Technology or Science labs, ensure emergency shut off valves/buttons are activated.
- Commence the evacuation of their class or areas in an orderly fashion, making their way to the nearest and safest fire exit and head to the fire assembly point.
- Administration staff must commence the evacuation of the administration areas, taking visitors with you as they pass.
- Selected fire marshals must ensure that a sweep of their designated area is carried out.
- Once at the fire assembly point, teachers must conduct a roll call and report the findings to the Emergency Response Team by way of holding either the green or red card up in the air.
- If the evacuation is likely to be prolonged, a cross-site or off-site evacuation may be required. **Refer to Scenario 11 for details of the cross-site or off-site evacuation.**

Following the incident

- Incident must be logged on to Evolve Accident Book.
- Work with the Regional Crisis Support Team to establish formal methods of communication to parents, students, and other stakeholders. Refer to the Cognita ME Crisis Communications policy.
- Conduct an incident investigation with the support of the Head of Health and Safety or Head of Safeguarding using the Serious Incident Reporting Form.
- Establish students or staff members that may require counselling support.
- Review existing processes including any relevant risk assessments.
- Principal to generate and communicate a completed report to relevant internal stakeholders with the collaboration from the Emergency Response Team and the Regional Crisis Support Team.
- Ensure fire extinguishers are refilled and checked, reactivate the used MCP

Scenario 3: Bomb Threat

Bomb threats containing accurate and precise information, and received well in advance of an actual attack, are rare occurrences. The vast majority of cases are hoaxes and the intent is social engineering, to cause disruption, fear and/or inconvenience the organisation/victim.

A bomb threat can be communicated in a number of different ways. The threat is likely to be made in person over the telephone; however, it may also be a recorded message, communicated in written form, delivered face-to-face or, increasingly, sent by email or via a social media account.

If you receive a threat, you should:

- If the message is via telephone, stay calm and listen to the caller/message.
- As soon as possible make a written note any information given (see below for further details)
- Immediately notify your Principal.
- If the notification is via SMS or social media do not delete or respond to the message and inform the Principal immediately.
- Principal to notify the emergency services and the Head of Health and Safety of the threat.
- Head of Health and Safety to notify the Regional Crisis Management Team.
- Principal to decide on the immediate course of action with the support of emergency services and the Regional Crisis Support Team.
- It is important that you do not delay your actions, the Principal has the responsibility to take immediate action.
- If the decision to evacuate is made, a cross-site or off-site evacuation will be required. **Refer to Scenario 11 for details of the cross-site or off-site evacuation.**

If a decision to evacuate is made, the following actions should be considered:

- It is important to appoint people, familiar with evacuation points and assembly points, to act as marshals and assist with this stage.
- If the location of the suspect package is known, evacuation routes must avoid the area. Areas to avoid should be clearly communicated prior to the evacuation taking place. This can be achieved through the PA system within the school or communication via the evacuation teams.
- Emergency services will be able to support upon arrival. However, as mentioned you should not delay the decision to evacuate if you suspect there is a credible threat.

If a decision to remain indoors is made:

In some instances, it may be safer to remain within the school. For example, if the location of the suspect package/device is noted as being outside of the school. People should be advised to move away from windows and doors. If the location of the suspected device is not known, external evacuation would be a justifiable course of action.

Decision not to evacuate or remain and continue as normal:

Based upon the initial assessment and if the threat is deemed as a hoax, a decision to continue as normal may be made. The Principal will make this decision and may seek advice and support from the police and members of the Regional Crisis Support Team / Regional Crisis Management Team, in making their decision.

Media / Parent Communications

Refer to the Cognita ME Crisis Communications policy.

Telephonic Bomb Threat Checklist

The following actions should be taken:

1. Remain calm and talk to the caller
2. Note the caller's number if displayed on your phone
3. If you can, record the call
4. Write down as much information as possible below:

When, where, what, how & why (include date and time)

About the caller Male ☐ Female ☐

Speech: Well-spoken ☐ Changes languages ☐

Language(s) spoken: _____

Callers voice Calm ☐ Crying ☐ Angry ☐ Slow ☐ Stutter ☐ Disguised ☐ Familiar ☐
Laughing ☐ Irrational ☐ Incoherent ☐

Background sounds: Street noises ☐ House noises ☐ Cars ☐ Clear ☐ Other voices ☐
PA System ☐ Aeroplane ☐

If possible, try to ask the following questions and note the answers given:

Where exactly is the bomb?	
When is it going to explode?	
What does it look like?	
How will it be detonated?	
Did you place the bomb?	
What is your name?	
Why did you place the bomb?	
What does the bomb contain?	

Once coming off the phone, immediately notify the Principal (or Deputy / Vice Principal if Principal is off site) and they will invoke the Emergency Response Plan.

Time notified and to whom:

Following the incident

- Incident must be logged on to Evolve Accident Book.
- If the incident is related to a specific student, this must be logged on to CPOMS.
- Work with the Regional Crisis Support Team to establish formal methods of communication to parents, students, and other stakeholders. Refer to the Cognita ME Crisis Communications policy.
- Support the authorities with the incident investigation process.
- Review existing processes including any relevant risk assessments.
- Principal to generate and communicate a completed report to relevant internal stakeholders with the collaboration from the Emergency Response Team and the Regional Crisis Support Team.

Scenario 4: Child Abduction

If a report is made of a suspected abduction within or outside of the school, the following should be considered:

- The person who the report is made to must immediately notify the Principal and the Designated Safeguarding Lead
- The Principal will notify the authorities and invoke the Emergency Response Plan then decide upon the course of action. If the attempted abduction has occurred within the school, an immediate lock down of the school may be required and the school perimeter will also be locked down with a no one in/no one out process followed. This will be initiated by the Principal.
- The Principal will notify the police as soon as reasonably possible. A review of the CCTV should be conducted immediately by the responsible person; this will help to identify any potential perpetrators.
- The Principal will notify the Head of Safeguarding as soon as possible; this will allow the Regional Crisis Support team to assist.
- If a person observes what they believe to be suspicious activity, the following should be considered:
 - Immediately notify a member of the security team.
 - Be cautious and only approach the person if safe to do so.
 - If possible, mentally note the person and any vehicle they are in, colour, type, registration number etc.
- Principal should immediately notify the Police and parents.

Following the incident

- Incident must be logged on to Evolve Accident Book.
- Incident must be logged on to CPOMS.
- Work with the Regional Crisis Support Team to establish formal methods of communication to parents, students, and other stakeholders. Refer to the Cognita ME Crisis Communications policy.
- Conduct an incident investigation with the support of the Head of Safeguarding using the Serious Incident Reporting Form.
- Establish students or staff members that may require counselling support.
- Review existing processes including any relevant risk assessments.
- Principal to generate and communicate a completed report to relevant stakeholders with the collaboration from the Emergency Response Team and the Regional Crisis Support Team.

Scenario 5: Missing Child

If a child is suspected of being missing from within the school, the following procedures are to be followed:

- The staff member who is notified must immediately inform the Principal and the Security Team.
- An immediate sweep of the premises must be conducted by the security team and school employees. Ensure areas such as toilets, clinic, pool, storage areas, sports halls etc. are checked. In parallel, a review of the CCTV will be conducted by the appointed person, to establish the movements of the missing child within the school.
- If the missing child is a bus transport student, the bus company liaison will be contacted to establish if the student arrived in the morning via the bus service or has since left.
- If the missing student is not found following an immediate sweep of the premises, the parent/guardian will be notified. It is recommended that no longer than thirty minutes is taken to notify the parent. At this point, the police may also be notified. This will be done in consultation with the parent.
- At this stage, the Principal will invoke the Emergency Response Plan, escalating the incident to the Regional Crisis Support Team through the Head of Health and Safety or Head of Safeguarding.
- The school will support the police during their investigations and provide any necessary information they may have.

If a child is suspected of being missing whilst on a school excursion, the following procedures are to be followed:

- The Trip Leader must be notified immediately.
- An immediate sweep of the premises/location must be conducted. If the premises/location have a security team, they must be notified immediately. A review of the CCTV will be requested of the security personnel, to establish the movements of the missing child.
- The students and teachers on the trip will regroup to ensure supervision of the remaining students and to allow others to support with the search, as appropriate.
- The Trip Leader will notify the Principal to inform them of the situation.
- If the missing student is not found following an immediate sweep of the premises/location, the parent/guardian will be notified. It is recommended that no longer than thirty minutes is taken to notify the parent. At this point, the police may also be notified. This will be done in consultation with the parent.
- At this stage, the Principal will invoke the Emergency Response Plan, escalating the incident to the Regional Crisis Support Team through the Head of Health and Safety or Head of Safeguarding.
- The school will support the police during their investigations and provide any necessary information they may have.

Following the incident

- Incident must be logged on to Evolve Accident Book.
- Incident must be logged on to CPOMS.
- Work with the Regional Crisis Support Team to establish formal methods of communication to parents, students, and other stakeholders. Refer to the Cognita ME Crisis Communications policy.
- Conduct an incident investigation with the support of the Head of Safeguarding using the Serious Incident Reporting Form.
- Establish students or staff members that may require counselling support.
- Review existing processes including any relevant risk assessments.
- Principal to generate and communicate a completed report to relevant stakeholders with the collaboration from the Emergency Response Team and the Regional Crisis Support Team.

Scenario 6: Structural Failure

In the event of an earthquake, take cover below the desks/table until the shaking has stopped. If structural failure or suspected risk of one occurring, the following procedures must be followed:

- Immediately evacuate all persons from the area and if safe to do so, provide any immediate first aid care. Depending upon the severity, a whole school evacuation may be required, this will be determined by the Principal. If a whole school evacuation is required, communication should be conducted via the PA system where available, with clear instructions given.
- If an evacuation is required, escape routes will be diverted away from the incident location and coordinated by the Emergency Response Team.
- A cross-site or off-site evacuation will be required. **Refer to Scenario 11 for details of the cross-site or off-site evacuation.**
- Contact the emergency services to provide medical and emergency support if required.
- Principal will notify Head of Health and Safety who will escalate the incident to the Regional Crisis Support Team.
- As soon as reasonably possible, and once the location is deemed safe for access, a structural assessment must be carried out. This should be conducted via the Facilities Manager with support from the COG Operations/Projects Head who will appoint a suitable contractor.
- The area will only be re-opened following the structural assessment and the confirmation that it is deemed safe by a competent person.

Following the incident

- Incident must be logged on to Evolve Accident Book.
- Work with the Regional Crisis Support Team to establish formal methods of communication to parents, students, and other stakeholders. Refer to the Cognita ME Crisis Communications policy.
- Conduct an incident investigation with the support of the Head of Health and Safety and the Head of Projects using the Serious Incident Reporting Form.
- Complete any insurance claims, together with photos of relevant property/site damage.
- Review existing processes including any relevant risk assessments.
- Principal to generate and communicate a completed report to relevant stakeholders with the collaboration from the Emergency Response Team and the Regional Crisis Support Team.

Scenario 7: Loss of Essential Services

Loss of essential services could include, heating, ventilation and air conditioning (HVAC), water, electricity etc. In the event of such an incident, the following procedures should be followed:

- Principal is to determine the school impact and decide on the appropriate action. For example, a complete loss of HVAC services during the summer months may necessitate a complete temporary closure of the school.
- The Principal will notify Head of Health and Safety who will be liaising with the Regional Crisis Support Team to invoke the Crisis Management Plan.
- Communication must be made to the respective education authority to advise them of the situation and alert them to a closure. Approval will be required in some locations.
- In the event of such a closure, clear communications must be issued to parents of the procedures to collect their children. For children that use the school bus service, suitable arrangements will be made for an early collection. Again, this must be communicated to parents so that they are available for a potentially early home drop off. The bus company will be responsible for communicating with parents of students using the bus service.
- The Facilities or Operations Manager will liaise with the maintenance or services provider to establish the course of action to return the services to normal. Based on the assessment, clear communication should be sent to the parents.

Following the incident

- Incident must be logged on to Evolve Accident Book.
- Work with the Regional Crisis Support Team to establish formal methods of communication to parents, students, and other stakeholders. Refer to the Cognita ME Crisis Communications policy.
- Review existing processes including any relevant risk assessments.
- Principal to generate and communicate a completed report to relevant stakeholders with the collaboration from the Emergency Response Team and the Regional Crisis Support Team.

Scenario 8: Legionella Outbreak

A legionella outbreak is defined as 'two or more confirmed cases of Legionellosis occurring in the same locality within a six-month period'.

In the event of a confirmed case of legionella, the following procedures should be followed:

- Immediately report the outbreak to the local municipality, in line with reporting requirements.
- Prevent further access to the affected areas, including swimming pools and call the maintenance provider on site.
- Report the incident to the Head of Health and Safety who will escalate as relevant.
- Liaise with the maintenance provider to establish potential sources of the bacteria, this may include cooling towers as well as hot and cold water systems.
- Establish any further needs for microbiological and water testing across the school – ensuring local regulations are adhered to. Review any available past test results to establish any potential areas of concern.
- Liaise with the school medical team to establish any potential students/employees that may be showing any symptoms. If any are identified, they should be advised further medical treatment.
- Until further testing is conducted, contact authorities, such as the municipality, health authority and/or the education authority to get recommendations from authorities in case of any need to shut the school. This procedure will vary from one country/location to the next and may include Dubai Municipality Public Health, Abu Dhabi OSHAD SF, Kuwait Ministry of Health, Qatar MoPH, Saudi Ministry of Health and Oman Ministry of Health Requirements.

Following the incident

- Incident must be logged on to Evolve Accident Book.
- Work with the Regional Crisis Support Team to establish formal methods of communication to parents, students, and other stakeholders. Refer to the Cognita ME Crisis Communications policy.
- Review existing processes including any relevant risk assessments.
- Monitor microbiological test results and ensure they remain in line with Municipality requirements.

Scenario 9: Onsite Threat (Lockdown protocol)

A lockdown may be initiated in the event of a suspected intruder or threat being within the school premises. An intruder could include an employee, parent, student or other person.

- An intruder may be identified initially by a student, member of staff or security. Any suspicious activity must be immediately notified to Security or the Principal. Security personnel are responsible for immediately securing external entry points and monitoring CCTV footage.
- The Principal must make an immediate assessment of the situation and determine if a lockdown is to be initiated.
- To initiate a lockdown the Principal or nominated employee must make a pre-determined announcement over the public address system. It is suggested that schools determine their individual codes and do not share these outside of the school. Examples may include playing a specific piece of music over the public address system, a set message such as “lockdown, locks, lights and out of sight” or a coded message such as “Can Miss X please report to the Principal’s office” – if using this type of message, be sure not to use an actual staff member’s name unless it is someone who is aware that they should remain in lockdown and not report to the Principal’s office.
- In the absence of a public address system, alternative communication methods such as megaphones or floor leads may be used.
- Dependent upon the nature of the incident, the relevant emergency services must be notified immediately and then the Head of Health and Safety who will escalate the incident.
- Upon hearing the announcement, all employees must follow the pre-determined lockdown training procedures. This will include, securing access into rooms via locking or blocking entry points, closing window blinds, barricading doors and positioning all students quietly out of sight.
- Staff and students in open areas must stop, drop and assess to identify the safest location to lockdown.
- Staff members must record all the names of persons present with them and their location then communicate this as soon as possible to the Emergency Response Team who can share this information with the police.
- All persons must remain in their ‘lockdown’ location, until the ‘all clear’ announcement is made. Each school must ensure that they have a pre-determined code phrase (not to be ‘lockdown is over’), which will indicate the end of the lockdown. It is recommended that the code phrase is changed annually and clearly informed to staff at the annual training session.
- If the fire alarm sounds during a lockdown, do not evacuate unless fire or smoke is detected. The ERT will verify the cause. If no immediate danger is confirmed, remain in lockdown until the ‘all clear’ message has been given.

Following the incident

- Incident must be logged on to Evolve Accident Book.
- If the incident is related to a specific student, this must be logged on to CPOMS.
- Work with the Regional Crisis Support Team to establish formal methods of communication to parents, students, and other stakeholders. Refer to the Cognita ME Crisis Communications policy.
- Support external authorities with their investigations.
- Conduct an incident investigation with the support of the Head of Safeguarding using the Serious Incident Reporting Form.
- Establish students or staff members that may require counselling support.
- Review existing processes including any relevant risk assessments.
- Principal to generate and communicate a completed report to relevant internal stakeholders with the collaboration from the Emergency Response Team and the Regional Crisis Support Team.

Scenario 10: Severe Weather

Severe weather can include examples such as excessive rain leading to local flooding, high winds, sandstorms, excessive temperatures. In the event of such incidents, the following procedure should be followed as a rule.

- Principal to determine the school impact and decide on the appropriate action. This may be dictated by a regulatory body who instruct schools to close due to the severe weather.
- If a decision to close the school is made then the appropriate communications must be issued to parents, students, transport services and employees. Students are to be kept in a safe assembly location within the school until pickups can commence.
- Students must be immediately removed from any areas which are exposed to particular risk. This could include areas of flooding, areas which could be impacted by high winds or areas where there is a risk of structural collapse. Students must be brought inside to a safe point and remain until safe collection can be arranged.

Following the incident

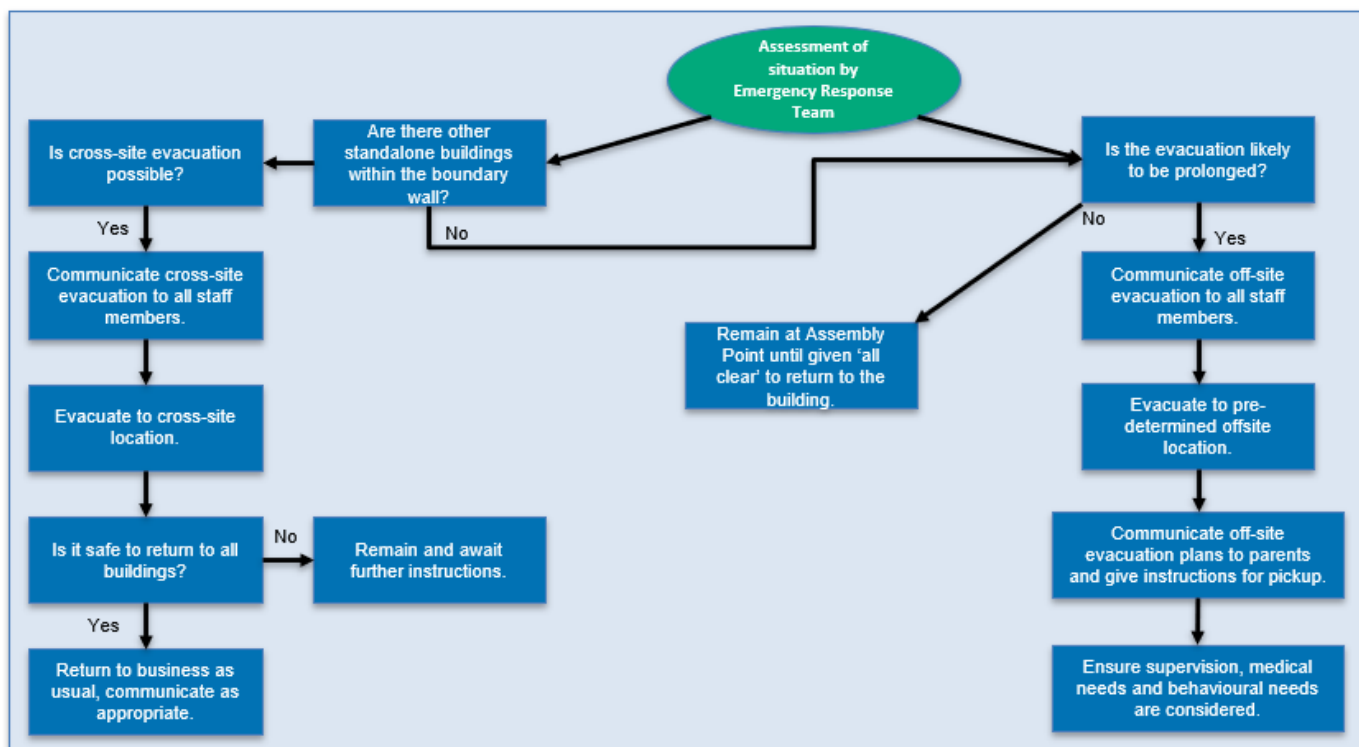
- Incident must be logged on to Evolve Accident Book.
- Work with the Regional Crisis Support Team to establish formal methods of communication to parents, students, and other stakeholders. Refer to the Cognita ME Crisis Communications policy.
- Conduct an assessment of the school with the Facilities/Operations Manager to determine if school can be safely reopened.
- Ensure the maintenance provider(s) are onsite for rectification work.
- Complete any insurance claims, together with photos of relevant property/site damage.
- Review existing processes including any relevant risk assessments.
- Principal to generate and communicate a completed report to relevant stakeholders with the collaboration from the Emergency Response Team and the Regional Crisis Support Team.

Scenario 11: Cross Site/Off Site Evacuation

When the designated assembly point is unsafe to use or there is an expectation that an evacuation will be prolonged, the decision will be made by the Principal to move to either a cross-site or offsite evacuation.

Cross-site evacuations may occur in schools that have multiple independent (non-joining) buildings available.

Off-site evacuations may occur in schools that do not have a cross-site option or if there is a need to evacuate the full campus. Offsite locations may include local mosques, neighbouring schools, community centres etc. The school will need to ensure an offsite evacuation point is predetermined and communicated with the selected establishment. Offsite locations should ideally be fully enclosed, with AC available, where possible.



Offsite details:

Offsite location:	
Mode of transport to reach:	Walking / Bus etc.
How will this be communicated:	
Have pick up arrangements been pre planned:	
Other important information:	

Scenario 12: Boarding House Out of Hours Emergency

The Boarding House presents a unique set of emergency risks due to overnight occupancy, student age range and reduced staffing levels outside of normal school hours. This appendix outlines the specific procedures to follow in the event of an emergency occurring in the Boarding House outside of school hours.

Fire:

- If a fire is discovered, the alarm should be activated using the nearest manual call point (MCP).
- All boarders should be escorted to the designated boarding house fire assembly point (which may be different to the regular school assembly location).
- The Boarding House duty leads are responsible for roll call and ensuring all individuals.
- The Boarding House nurse should carry the register of chronic illnesses and allergies.
- If safe to do so, a trained member of staff may tackle the fire.
- The emergency services should be called to attend the site and confirm it is safe to return to the building.
- The Emergency Response Lead must be notified at the earliest opportunity.
- Once evacuated, boarders must remain supervised until further instructions are received by the emergency services and Emergency Response Lead.
- Should it be deemed unsafe to return to the Boarding House, alternative arrangements must be made. This may either be temporary accommodation in the school building or external accommodation – decided by the Emergency Response Team.

Medical:

- Students should receive instruction on how to summon for help.
- The onsite nurse must ensure they have up to date student health records.
- First aid kits and AED equipment must be regularly inspected to ensure they are stocked and functional.
- First aid trained staff must be present within the Boarding House.
- If required, emergency services should be called and the student transferred to hospital with an accompanying adult.

Missing Boarder:

- Student is unaccounted for during curfew or morning check in.
- Full sweep of the Boarding House.
- Review CCTV and inform Security to complete a perimeter sweep.
- Confirm with peers if they are aware of the Boarder's last known location.
- Notify the Principal and the Emergency Response Lead.
- If a student is still missing after a maximum of 30 minutes, local authorities and the parents need to be notified.
- Follow the same escalation procedure as described in **Scenario 5: Missing Child**.

Intruder/Security Breach:

- Unauthorised person is suspected or detected within the Boarding House.
- Alert security and the Boarding House Lead.
- Initiate lockdown protocol following the same procedure described in **Scenario 9: Onsite Threat**.

Following the incident

- Incident must be logged on to Evolve Accident Book.
- If the incident is related to a specific student, this must be logged on to CPOMS.
- Refer to the Cognita ME Crisis Communications policy.
- Support external authorities with their investigations.
- Conduct an incident investigation with the support of the Regional Head of Health and Safety or Regional Head of Safeguarding using the Serious Incident Reporting Form.
- Review existing processes including any relevant risk assessments.

Scenario 13: Enrich ME Out of Hours Activities and Camps

Enrich ME programmes involve the use of school premises outside standard operating hours, including evenings, weekends and school holidays.

Responsibility and oversight:

- The Enrich ME Experience Manager or Designated Session Supervisor is responsible for the safety of all participants during the programme hours.
- The Experience Manager must ensure they have a working phone with emergency contact numbers, access to first aid equipment and fire evacuation plans as well as an up-to-date register of all students and staff present on site.
- The Experience Manager must ensure all providers have had a site specific briefing and are aware of what to do should an emergency occur.

Fire:

- Upon discovering a fire or hearing the fire alarm, follow procedures as described in **Scenario 2: Fire**.
- Coordinate with the onsite Security for emergency services access.

Medical:

- The First Aid trained staff to administer first aid.
- Up to date records to be held pertaining to student medical needs.
- Emergency services to be contacted if required.
- Report the incident to the school through at the earliest opportunity.

Missing Child:

- Full sweep of the site and verify attendance records.
- Review CCTV and inform Security to complete a perimeter sweep.
- Confirm with peers if they are aware of the boarder's last known location.
- Notify the Principal and the Emergency Response Lead.
- If a student is still missing after a maximum of 15 minutes, contact the parents and if necessary, contact the emergency services.
- Follow the same escalation procedure as described in **Scenario 5: Missing Child**.

Intruder/Security Breach:

- Initiate lockdown protocol following the same procedure described in **Scenario 9: Onsite Threat**.

Following the incident

- Incident must be logged on to Evolve Accident Book.
- Incident must be logged on to CPOMS.
- Refer to the Cognita ME Crisis Communications policy.
- Support external authorities with their investigations.
- Conduct an incident investigation with the support of the Regional Head of Health and Safety or Regional Head of Safeguarding using the Serious Incident Reporting Form.
- Review existing processes including any relevant risk assessments.

Scenario 14: Geopolitical Instability (Shelter in Place protocol)

Geopolitical instability or regional security events may arise with little notice and may include civil unrest, regional conflict, terrorism, missile or drone activity, sudden government mandated closures, embassy alerts or travel restrictions. These events may occur outside the immediate vicinity of the school but may still pose a potential risk to the safety of students, staff or school operations. Where such risks emerge, schools must take a precautionary and proportionate approach in line with official guidance issued by government authorities, regulators or embassies.

Possible responses may include monitoring the situation, implementing a temporary shelter-in-place procedure, suspending external activities or initiating controlled school closure.

Immediate actions

Where a security concern or advisory is identified, the Principal must immediately assess the potential impact on the school community. Initial precautionary actions may include:

- Students and staff remaining indoors within school buildings whilst the situation is assessed
- Suspension of all outdoor activities including sports, educational visits, transport departures and extra-curricular programmes
- Security personnel securing the school perimeter and monitoring access on site
- Principal to assess immediate threat and invoke shelter in place status if required
- Follow directions given by regulatory authorities
- Prevent the sharing of news articles and social media posts
- The Emergency Response Team convening to monitor developments and determine the appropriate response
- Escalating to the Regional Crisis Management Team through the Managing Director or Regional Head of Health and Safety

During this period, staff must supervise students in a calm and controlled manner while awaiting further instruction.

Shelter in Place

Where an external hazard or security concern exists and evacuation would increase risk, the Principal may initiate a shelter in place procedure. Shelter in place requires all students and staff to remain inside the school buildings until the situation stabilises or further instructions are issued by the local authorities.

The following protective measures should be implemented:

- Students and staff must move to designated internal areas of the building away from external walls, windows and doors where possible
- Rooms used for shelter should ideally be internal classrooms or corridors that provide protection from external hazards
- Individuals should remain seated or positioned away from windows and glass panels
- Curtains or blinds should be closed where available to reduce exposure to external hazards
- Registers must be taken to confirm the location of all students and staff
- Movement between buildings should be avoided unless authorised by the Emergency Response Team (ERT)

Staff must remain with students at all times, provide reassurance and continue to monitor instructions issued by the ERT. Shelter in place may be implemented as a precautionary measure whilst further information is obtained from authorities or regional leadership.

Escalation:

- Notify Managing Director and/or Regional Head of Health and Safety who will invoke the Regional Crisis Management Team
- Regional Crisis Team to assemble and provide relevant support to the school
- Liaise, where appropriate to do so, with embassies/consulates and Ministry of Foreign Affairs (MOFA) or other relevant authority if required

The Regional Crisis Management Team may be convened to coordinate response and provide guidance across Cognita Middle East schools. The school must follow all instructions issued by:

- Government authorities
- Civil Defense or Police
- Education regulators
- Embassies or official diplomatic advisories

Communication:

Communication during geopolitical or regional security events must be carefully controlled. Staff must not circulate news articles, social media content or unverified information within school communication channels. All communication to parents and the wider community must be coordinated through the school leadership team in alignment with regional guidance and the Cognita Crisis Communications Policy.

Parents must be informed as soon as practicable regarding:

- Student safety
- Operational status of the school
- Any precautionary measures being taken
- Collection procedures

Updates should continue at appropriate intervals until the situation has stabilised.

School Closure or Controlled Dismissal:

Where government authorities, regulators or embassies advise school closure, or where the Principal determines that closure is necessary for safety reasons, a controlled dismissal procedure must be implemented. Students must remain under staff supervision on site until parents or authorised adults collect them. Registers must be maintained throughout the collection process to ensure all students are accounted for. Transport providers must be informed of any operational changes and parents must be provided with clear instructions regarding collection arrangements.

Monitoring and Ongoing Review:

The Emergency Response Team must continuously monitor official advisories. The school must remain prepared to adjust operational status depending on developments. This may include continuation of shelter in place, controlled dismissal, or a return to normal operations.

Where disruption to operations continues beyond the immediate emergency response period, the Travel and Learning Continuity policy should be referred to.

Following the incident

- Incidents must be logged on to Evolve Accident Book
- Refer to the Cognita ME Crisis Communications policy
- Review security protocols, transport arrangements and travel advisories
- Formal debrief to be conducted with the Emergency Response Team
- Review existing processes including any relevant risk assessments
- Support may be offered where appropriate

Appendix A: Cognita Middle East Incident Reporting Scale

Incident Criticality	Incident Descriptor	Health and Safety	Safeguarding	Reputation	Other	Escalation
Level 1 Critical Incident	Matter of public interest or Implication/accident	Single or multiple fatalities or major injuries Major injury requiring hospitalisation / permanent injury	Safeguarding incident leading to a catastrophic impact on brand reputation. This could include allegations against members of staff, volunteers or service providers.	An incident that sparks media interest and/or causes concern to the entire community. (e.g. death at a school, terror threat, fire at school, sexual harassment case)	Any event relating to fraud, corruption or bribery. Law enforcement investigation into possible criminal activity by member(s) of staff.	Immediate escalation to the Regional Emergency Response Team who will support in escalating through to The Regional and Global Crisis Support Teams
Level 2 Serious Incident	Matter not affecting general public / accident or significant incident	Injury requiring external medical treatment. Non-permanent injury.	Safeguarding incident that requires external agency reporting and notification to the Head of Safeguarding.	An incident that affects the school and the school community. (e.g. a closure of the school, sudden departure of a Principal/key staff, injury at the school, lapse of judgement resulting in an incident).	Any other incident that is notifiable to a Regulator and is not a level 1 incident on the IRS.	Escalation to the Regional H&S or Safeguarding Lead. May involve authorities. Regional team monitors situation and determines need to escalate
Level 3 Moderate Incident	Incident	Minor injury that does not require any external medical treatment but requires first aid treatment at school.	Safeguarding incident that is reported investigated and managed by the school, that warrants only limited Head of Safeguarding involvement.	Something that impacts students and/or staff that could damage the school's reputation or the Cognita brand if not managed well. (e.g. a minor incident at the school that is contained like a fire).	An information security breach affecting company information / property which would disrupt the ability to function.	Managed by school leadership and ERT. Reported to Regional H&S or Safeguarding Lead as per reporting incident reporting procedure.
Level 4 Minor Incident	Anomaly	Near miss incident that results in no injury and requires no support from the Head of Health and Safety.	Safeguarding incident that is reported, investigated and managed by the school, with no further actions being required and does not warrant involvement the Head of Safeguarding.	Something that could hurt the school brand and Cognita's reputation. (e.g. inappropriate material, minor accident, bullying).	An information security breach or weakness which has minimal impact to the school or Cognita Middle East, recovery can be scheduled at an appropriate time without negatively impacting operations	Logged internally by the school. No escalation required unless repeated pattern emerges. Reviewed periodically.

11. Document Control

Ownership and Consultation	
Document sponsor (role)	Regional Head of Health and Safety
Document author (role)	Regional Head of Health and Safety
Legal advice	Head of Legal
Consultation	School Principals COG Managing Director Regional Head of Safeguarding Head of Marketing Head of Projects Executive Team – Crisis Management Team Health and Safety Network: Cognita Europe and Cognita UK
Document review and maintenance	Annual Review

Compliance	
Compliant with	Local legislation ISO 45001

Audience	
Internal	All staff – Middle East
External	For internal use only

Document Application	
Regional	Middle East

Version Control	
Implementation date	07/04/2025
1 st review date	01/08/2025 (every two years thereafter)
Last reviewed	09/03/2026

Related Documentation	
Related documentation	Cognita ME Crisis Communication policy Appendix B – distributed to the Regional Crisis Management Team