

Information Article - Part 1

DARK SITE -- An Explanation + Crisis Response Use of 'Social Media'

ABCX Airways - Information related to the accident / incident to Flight ABC 1234 from AAA to BBB on date / time (latter referring to scheduled time of departure of Flight ABC 1234 from AAA)

Press Release # 1

Press Release # 2 etc.

Fast Facts

FAQs

Further Information for Families, Relatives & Friends (including airline contact details):

Further Information for Media (including airline contact details):

..... and so on

The Media are requested to respect the privacy of all families, relatives & friends associated with those on board the accident / incident flight. In particular, the media are asked <u>not</u> to call any ABCX Airways Emergency Call / Contact Centre(s) set up specifically for use by families, relatives & friends

ABCX Airways has provided a specific media contact centre and appropriate details are provided below:



Relevance

- ✓ Provision of Crisis Related Information to Target Audience(s) / Recipients
- ✓ Crisis (Media / External / Internal etc.) Communications

Note - Diagram above depicts what a (simplified) page from a typical airline 'dark site' might look like!



DEFINITION

DARK SITE

A dark site is an element of 'crisis communications strategy', used by appropriate organisations whereby a purpose built (or adapted) and largely pre-prepared (but typically unpublished [not 'live']) 'crisis information' *web site* is 'stored' - until such time as it is required to be promoted to the live web, usually in the immediate aftermath of a major crisis

Dark sites are typically developed for areas of known risk or vulnerability to an organisation e.g. for an *airline* a dark site might be used as part of the crisis communications response to a *'catastrophic aircraft accident'* type scenario; for better management of *extreme operational disruption* etc.

Airlines particularly use dark sites for the provision of timely and (hopefully!) accurate information to those directly or indirectly affected by the crisis (typically accident victims for the former - and their associated (non-flying) family, relatives and friends for the latter) and, of course, to the media too

In addition to versions of the dark site possibly being published in the 'home language' of the crisis airline, strong consideration should be given to <u>also</u> using appropriate languages related to the (main) target audience(s) of the dark site e.g. for the (real) Air France fatal accident in the mid-Atlantic (<u>AF 447</u> - 31 May / 01 June 2009) the numerical mix of nationalities on board would have typically required dark site information presented in <u>at least French</u>, Portuguese, German & English!

Much (but not all) of the information published to a typical airline dark site post-crisis can only be prepared and added *in the shorter term just before release to the site* (e.g. the passenger and crew lists). However, information e.g. relating to technical details of an aircraft type involved in an accident and similar can (and should) be *pre-prepared* - and thus be immediately available to insert onto a dark site, if required (e.g. as part of 'fast facts' / FAQs)

As a mark of respect to crisis victims / others adversely involved, dark sites typically contain zero / minimal branding; no advertising; plain, grey (or similar colour) background (hence the term 'dark site') etc.

Note that an airline's 'normal business' website(s) should generally still be accessible during Dark Site operations. This is typically accomplished by clicking on an appropriately labelled link shown on the Dark Site page itself - or some such similar arrangement. In this information article this is depicted by the yellow 'button' shown at the bottom, right of the page 1 diagram





EMERGENCY / CRISIS RESPONSE - Some Considerations re Use of a 'DARK SITE'

What?

In a major crisis, it is essential for the 'affected organisation' to be able to provide its 'version of events' - and to respond to and document any crisis related issues appropriately, before anyone else (especially the media) can do it instead. Today, the provision of timely and accurate information is considered to be vital in such circumstances

Accordingly, development of a 'dark site' as <u>part</u> of an organisation's overall crisis response / crisis communications plan / strategy has now become essential - especially in this era of modern, rapid and easy-access communications

Why?

In the face of crisis it is common for larger organisations to use dark sites to assist their overall crisis response effort, particularly in the provision of up to date and accurate information to all appropriate stakeholders - including those directly involved / impacted and the media etc.

Airlines are typical organisations (many of) which make use of dark sites in their overall crisis response / crisis communications strategy, with such sites usually replacing the airline's main (normal business) web site *home page* (temporarily and for a requisite period - depending on crisis circumstances) immediately post major crisis. However, note that the airline's main (normal business) web site home page should generally still be available - usually via a clear but simple link (clickable button) on the dark site page itself

Typically, an airline's dark site would contain crisis related messaging and information such as press releases, official statements, appropriate photographs & images, background information, frequently asked questions / fast facts and, most importantly, updated information on 'what's happening' to all those directly, indirectly (and possibly adversely) affected by the crisis. The latter point includes publishing details of reliable contact information (e.g. typically a mix of toll free and toll paid telephone number hotline[s]; social media and email) where families, relatives & friends (who were <u>not</u> travelling on board the accident flight) of aircraft accident victims (typically all those travelling on the accident flight) can make contact with a real airline / airline representative person - who should be able to assist such callers

As already mentioned, in addition to a dark site being published in the 'home language' of the organisation suffering the crisis, strong consideration should be given to also using (at least some) appropriate languages related to other target audience(s) of the dark site e.g. for the Air France fatal accident in the mid-Atlantic (AF 447 - 31 May / 01 June 2009) the mix of nationalities on board would have typically required dark site information presented in French, Portuguese, German & English! If nothing else, dark site information should typically always be published in at least English



It should be fairly obvious that much (but not all) of the information published to a typical airline dark site post crisis can only be prepared and added in the shorter term just before release. However, information e.g. relating to technical details of an aircraft type involved in an accident; background details of the airline etc. can (and should) be *pre-prepared* - and thus be immediately available to insert onto the dark site (or even be already in place, ready to be edited and published 'on the day' as required)

How?

<u>General</u>

A dark site can be 'found' as part of an organisation's main website domain (internet address) or, alternatively (but definitely as a second choice only), can be published via a separate domain. The dark site can be 'stored' e.g. on any of the organisation's servers, on a suitable, independent (external) server / device etc. Generally speaking, it is safer to store the dark site on the latter - for a number of valid reasons. Bandwidth to such server(s) should be adequately failsafe - as should the storage capacity of the server itself i.e. both should have enough capacity to adequately deal with what the world is going to be throwing at them, post a catastrophic type event

The latter two are vital considerations to get right e.g. 'hits' on an airline's website (normal and / or dark site) following a catastrophic aircraft accident can be many, many multiples higher than those ever envisaged by the IT capacity planners projected, absolute maximum loadings for *normal* business

Design (Best Practice)

Having a pre-approved dark site design 'ready to go *immediately*' upon crisis notification allows an organisation to save precious time and provide vital information more effectively and efficiently

Dark site design should generally be clean, clear and simple - so as to not distract from the content

Branding should be minimal for dark sites and at absolute *most* might typically include just the company name, logo and very limited (if any) use of corporate colours. However, best practice would seem to favour unbranded dark sites (other than for the name of the organisation) with e.g. muted grey backgrounds. This is done in order to be seen to be focussing on the crisis issues at hand - rather than be seen as a possible (if inadvertent) marketing item or just plain carelessness / disregard for the feelings of those affected (especially adversely) in some way by the crisis

Another alternative (but definitely a second choice to the method outlined immediately above) might be to have e.g. a transparent, dark shaded (grey again) overlay over the main (normal business) home page with a prominent banner or clickable button (or similar) displayed in an appropriate position - inviting the reader to 'click' on a button / do whatever, in order to obtain more detailed information re the 'crisis' - OR click on an alternative button / similar to e.g. view the main (normal business) home page free of the transparent overlay



Content Update and Editing

A dark site's content must be editable quickly, easily (and also remotely if possible) - generally without the need for support from IT or 'webmaster' type specialists. The procurement and effective use of good quality and capable website content publishing / editing tools will facilitate this

Getting the Dark Site to the Target Audience

<u>Preferred Method</u> - Converting an organisation's *normal business home page to a dark site* is the most effective way of ensuring that the target audience (at time of crisis) gets to the dark site with minimum fuss and time - as the 'normal business' website address (e.g. www.abcxairways.com) for the organisation may still be used, but with e.g. an automatic redirection to the dark site page. (Reminder - such a dark site's home page should include a simple link [button] which, if clicked, will take the user to the main [normal business] home page for the organisation)

IMPORTANT REMINDER - Server 'Meltdown'

A huge (repeat - huge) surge in traffic (hits) to an organisation's main web site(s) can be expected during a major crisis affecting said organisation - being especially applicable in the case of a catastrophic airline (aircraft) accident. The 'surge' is likely to be many, many multiples larger than the 'maximums' typically planned for by the average airline ICT department; web hosting company (if separate from the airline) etc. - when they initially planned their 'disaster recovery - DR' response

Consequently, it is vital to have sufficient infrastructure (adequate bandwidth; server(s) capacity; a comfortable contingency allowance for both of the latter etc.) already in place to cope with such anticipated surges - in order that the main (normal) web site continues to function normally - and similarly for the dark site, if hosted on the same server(s)

An additional method also used to increase server capacity is to 'load shed' - i.e. temporarily disable *pre-selected* 'heavy load' *normal* business applications / programmes

If all of the above (and more) is not adequately accounted for 'pre-crisis' - there is an **extremely high probability risk** that the number of 'hits' on the main site (and thus possibly the dark site also) will effectively render the site(s) unusable - commonly known as 'server meltdown / lockup / overload' – (which does no good whatsoever to the accident airline's brand, image & reputation) - to the extent that the eventual, associated fallout might feasibly contribute to failure of the airline itself

To repeat - a particular problem here is that many airlines tend to **very significantly underestimate** the amount of additional website bandwidth and server capacities required - following a major crisis

Remember - if users can't access a target site, they will go elsewhere for information - information which will generally be outside of the organisation's control

IMPORTANT - It is vital that the above risk is adequately accounted for



Use of Organisations' Intranet

Organisations in crisis should also consider set up of dark site equivalents on their own internal *intranet* sites (if available) - in a similar way to that already described above for the *internet*

Target audience for the intranet dark site is generally the organisation's own staff / organisation i.e. the intranet dark site can be used as one method of augmenting *internal* crisis communications

More

Social Media - and Crisis Communications

Social media communications such as 'FACEBOOK', 'TWITTER' and 'YOUTUBE' (there are quite a few more as at 2016) are increasingly being used by organisations to manage (or not!) certain aspects of crisis communications in near real time. Organisations not fully geared up to use social media as part of an overall crisis communications strategy - *now do so at their peril!*

Notes:

A dark site typically needs to evolve over the course of a crisis. Initially the focus might be on providing crucial, crisis related and general information to appropriate stakeholders, with particular emphasis on surviving victims - together with associated, non-involved family, relatives & friends of *all* victims - (alive or otherwise for the latter). Subsequently the emphasis might typically also include (the list is not exhaustive):

- Focusing on how the crisis is being 'managed'
- Progress of the air accident investigation process insofar as is permitted
- *Humanitarian assistance; financial assistance; other welfare issues; compensation etc.
- Brand, image and reputation matters
- Establishing a sound and publicly acceptable exit strategy
- Transitioning back to 'business as usual'

*Note - such matters are typically likely to be long-term - possibly running into several years

Another often forgotten advantage of maintaining a dark site is that, in its creation and subsequent review (recommended at least 6 monthly for latter) - airlines are effectively compelled to examine and review (in turn) certain aspects of their crisis management procedures / strategies (including the crisis communications aspects of same) - which is no bad thing



Some useful tips / reminders:

- Data entry and basic management of the dark site should be achievable without specialist (IT) intervention
- The dark site should be managed so as to present information in the most appropriate language(s) for the target audience(s). English must always be the primary language used but the nationalities (and numbers of such nationals) on board an accident flight will dictate the other languages chosen. There must be a reasonable limit to this however - and it is suggested that no more than 3 or 4 different languages (including English) are used - if so warranted
- Provide the appropriate 'tools' on the dark site which will make it easier for people to get constant information updates on the crisis from additional sources e.g. Twitter (including use of hashtag [#] and retweeting), Facebook (including use of hashtag [#] etc.), Youtube, RSS feeds, email notification services etc.
- Further to the above, ensure effective cross-links between the 'normal business' website, the dark site, social media channels etc.
- Ensure additional bandwidth and server capacity can quickly be made available when the dark site goes live (just in case the number of hits might cause the site to 'crash')
- Consider establishing the dark site on a completely different server and system from the server used for the main (normal business) website - not just because of potential 'capacity' problems - but also in case the normal business server 'goes down' for any reason (e.g. not necessarily associated with the air accident response situation). Ideally, such dark site server should be located sufficiently remotely from the normal website server, so as not to be impacted adversely by e.g. local, materialised threats to the latter - such as building fire, power failure etc.



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DEFINITION

Social Media and Crisis Communications

The better known Social Networking sites (2016) are 'Twitter and 'Facebook'. There are many more of course

The use of Social Networking is rapidly augmenting use of the 'dark site' as one of the primary tools for 'pushing (sending/transmitting/publicising)' crisis communications by an organisation (airlines in this case) 'in crisis'. It can also (more rarely) be used as a supplementary tool to *respond* to public type enquiries ('pulled [received]') at time of crisis (i.e. supplementing [*but never replacing*] an airline's 'emergency [telephone] call / contact / information centre' [ECC])

Whilst crisis response use of Social Networking should be considered a powerful, economical and essential tool - its misuse can have adverse impacts on the various aspects of the crisis communications operation which it is meant to enhance. For example, if used to respond to public enquiries as per above, it is imperative that enough competent and exercised 'operators' man the Social Networking function, so that meaningful 'information exchange' takes place without undue delay - this can be very 'manpower intensive' at a time when such resources may be scarce

Again, if used to respond to public enquiries, it is imperative that an effective, efficient and consistent (cohesive / co-ordinated) data exchange system operates between the Social Networking function and e.g. those of <u>other</u> information gathering and dissemination entities within the airline - such as the emergency (telephone) call centre, the crisis command & control centre, the dark site etc.

Similar considerations to the above apply to 'Social Media' (i.e. using Social Networking for crisis communications involving the media)

WARNING - Social networking /media aspects of crisis communications must now (2016) be considered a **VITAL** (repeat - VITAL) element of an airline's overall crisis communications strategy

You might now want to take a look at the info at the end of the link below - before going further:

http://mashable.com/2010/04/22/social-media-iceland-volcano/#ex2dVyvWQqqc



Social Networking - Some Crisis Communications Dos & Don'ts

With regard to a high profile catastrophic aircraft accident (e.g. large numbers of fatalities) - the 'power' of social media / networking (TWITTER, FACEBOOK, YOU TUBE, various BLOGs etc.) is now such that it can seriously influence the global vision of such crisis (and thus of the aircraft operator [airline] itself) in just a matter of minutes - e.g. is the crisis related social media / networking helping or hurting the airline? If the latter is not participating in the discussion, then it can obviously have no say in the matter

Aircraft operators *ignoring* social media / networking opportunities to:

- Get messages across in an effective, efficient, accurate, honest & timely manner
- Correct and / or 'positively' respond to negative comment / information
- Respond to information requests and similar
- Be seen to be 'doing the right thing'
- etc.

..... do so at considerable risk to their brand, image and reputation!

Concerning use of social media / networking as <u>part</u> of an airline's *overall* crisis communications strategy, operators may wish to consider the following (in no particular order):

- Do have an effective and efficient social media / networking crisis communications plan in place - including well trained, exercised manpower. If you plan on running your social networking crisis response 'on the hoof' and / or with insufficient resources - DON'T!
- Do ensure that social media / networking crisis communications are 100% consistent (at all times) - with all other forms of crisis communications (dark site, press releases, press conferences etc.) deployed during the crisis response
- Do act quickly the early hours (actually, this now [2016] needs to be re-termed as 'early minutes) of a crisis are when people (including the media) most want answers. *Response speed is critical* even if you don't have the answers. Acknowledging that you're listening and seeking a resolution / answer can buy time and, more importantly, quell criticism
- Do be pro-active where possible. However, when forced to 'react' (especially in response to negative type inputs) - always try to 'up the ante' in a manner favourable to yourself (i.e. to the airline) - e.g. if there is a negative comment by a disenchanted employee - try to respond with a positive counter comment (ideally coming from the airline's top manager / similar)
- Do not rely on just one social media / networking platform make reasonable use of the two
 or three most popular avenues currently available i.e. do increase your chances of 'social
 media / networking visibility'



- Do ensure that you become the 'hub of appropriate issues' whatever they (the issues) might be - with the view of becoming the de facto source for all information on same. Whilst you can't control the conversation, you *can* control the placement of the conversation on your social media / networking pages. Make sure your opinion is prominently seen
- Do leave social media networking comments on display. When you shut off comments it can say a lot (probably in a negative way) about your brand / image / reputation. However, also have a clearly stated social media / networking policy regarding the generally held public view on what might or might not be acceptable e.g. profanity; racism; defamatory etc.
- Do rely on your advocates and your allies e.g. seek and promulgate (via social media / networking) the opinion of same on the many issues involved - especially if they are accepted 'experts' in any particular field e.g. air accident investigation; humanitarian assistance etc.
- Do not abandon your core values adhere to them in a crisis. It's not a time to throw everything out the window (assuming that you have adequate core values in the first place of course?)
- Do monitor real-time content to answer questions (see last bullet point on page 12). If someone is angry, don't leave it at that - why is he / she angry and how can you fix it or lessen the impact?

Often the reason there's negative sentiment is because questions haven't been responded to or have not been responded to adequately in the first place e.g. just saying, "We feel your pain" doesn't solve a problem. Instead ask, "How can we help to lessen your pain?"

- Do be clear about your limitations not every problem can be solved the way the community wants it. Explain (with reasons) why certain issues can't be solved 'in this or that particular way'. However, do always look for other ways to address the issue(s) of concern where possible. Same applies to the provision of information - if you don't have it - say so (+ what you are doing [or trying to do] to plug the particular information gap)
- Do use the 'private' social media / networking resources of employees (with their permission and co-operation of course) in monitoring comment about the crisis i.e. encourage them to alert the company as to when they see opportunities and / or crisis issues
- Do use good judgment in whether or not to respond to social communications not every comment requires a response i.e. know when to engage or disengage. Social media / networking hands-on experience plus effective & efficient training & exercising will help here. As already mentioned (see 'definition' page 9), it is unwise to enter into 2-way social media / networking operations without sufficient resources (including well trained, knowledgeable and exercised manpower) already in place and ready to go



- Do apply 'dark (web) site' principles to your own social media / networking site(s) e.g. remove branding, advertising, bright colours etc. As with the website version of a dark site this must be pre-prepared and pre-planned for (see 'real' example bottom of next page)
- Do use (create) a 'hash tag' & an appropriate title (e.g. the accident aircraft's flight number as in '#ZZ123' [TWITTER]) to try to ensure that this becomes the primary 'unofficial' place to look / tweet / retweet (social media / networking-wise) by 'the world' for information / comment etc. re the crisis. This takes the load away from the accident airline's main TWITTER account which should still be retained and used for 'official' tweets by the airline re the accident and also for normal business use

Note that whilst use of the hash tag started with TWITTER, the concept is now (2016) also used by other, prominent social media / networking sites e.g. FACEBOOK, YOUTUBE etc.

- Do try to take appropriate matters out of the social media / networking sphere where appropriate - e.g. if there is a 'ringleader' heading up a particular cause / issue, try direct contact and have a one-to-one conversation via email or phone, in order to try to resolve the situation. Telephone contact is preferable as some people will have absolutely no problem copying and pasting your emails to the social networking sphere
- Make sure you have a social media monitoring & 'listening' platform (possibly outsourced to a commercial, specialist provider) in place - to ensure that you can monitor and filter any (especially adverse) comments. Use the platform to listen to what customers are saying and to aggregate their comments. Use the collected data to improve your response

Finally - if you are a large airline e.g. flying scheduled, passenger operations world-wide - and you think that the 'old-fashioned' way of running crisis communications is sufficient, have a good, hard look at what you will find in the videos at the end of the below links - and perhaps think again!

Even if your operation is e.g. 'all cargo', you will also need to think again. For example - what if one of your freighter aircraft crashed into a dense urban environment with hundreds (or more) of fatalities? Similar can apply to all other types of aircraft operator

http://idisaster.wordpress.com/2011/10/31/why-should-you-use-social-media-for-crisiscommunications/

http://www.youtube.com/watch?v=KdZkc67Dymo





Some examples of 'real' crisis use social media / networking will be found below. They relate to the aviation disaster involving Malaysian Airlines (MAS) flight MH 370 which 'disappeared' on 08 March 2014 with 239 persons on board. The shooting down of Malaysian Airlines flight MH 17 just a few months later is also reflected in the first TWITTER link below - but does not get a mention on the MAS FACEBOOK site

Note that you will need to scroll back in date to between March and July 2014 to see these comments on the first two sites listed below

- https://www.facebook.com/malaysiaairlines/

TWITTER (@MAS) TWITTER (#MH370)

FACEBOOK (MAS)

- <u>https://twitter.com/MAS</u>
- https://twitter.com/search?src=hash&q=%23MH370

DARK SITE etc. - CASE STUDY

See also **Part 2** (starts page 15) of this Information Article for 'screen shots' relating to dark site and social media use - with regard to the real mass fatality accident of 'flydubai' flight FZ 981 on 19 March 2016

Note: After looking at pages 15 and 16 it might be best to turn to page 33 and work forward (i.e. towards page 18) to see some examples of how use of the 'darksite' was managed by flydubai. Once done, return to page 43 (and work forward again - towards page 35) to see a very limited extract related to how they also managed 'social media' as part of their crisis communications response



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Information Article - Part 2

Case Study/--Use of Dark Site & Social Media -- 'Real Life Example'



Flydubai Boeing 737-800 (A6-FDN) seen at Dubai International Airport (Operating as Flight FZ 981, this aircraft crashed (all on-board killed) in Rostov-on-Don [Russia] on 19 March 2016)



Emergency response personnel at the crash site of the FlyDubai Boeing 737-800 - Photo: TASS



Aljazeera.com/news

FlyDubai plane crashes in Russia, killing all on board

19 Mar 2016 09:52 GMT

'.....Russian officials say plane carrying 62 passengers and crew crashed on landing in city of Rostov-on-Don

.....for remainder of this news report, see:

http://www.aljazeera.com/news/2016/03/160319022058136.html

Guardian Newspaper (UK) / 0953 GMT on Saturday 19 March 2016

http://www.theguardian.com/world/2016/mar/19/passenger-jet-crashes-on-landing-in-russian-cityof-rostov-on-don

www.news.com.au - Saturday 19 March 2016 at 1342 GMT

http://www.news.com.au/travel/travel-updates/incidents/boeing-737-from-dubai-crashes-insouthern-russia/news-story/fd2d6d59cb502bf95fd56ab32adaf021

Wikipedia

https://en.wikipedia.org/wiki/Flydubai Flight 981

CEO of flydubai holds press conference on flight FZ981 accident

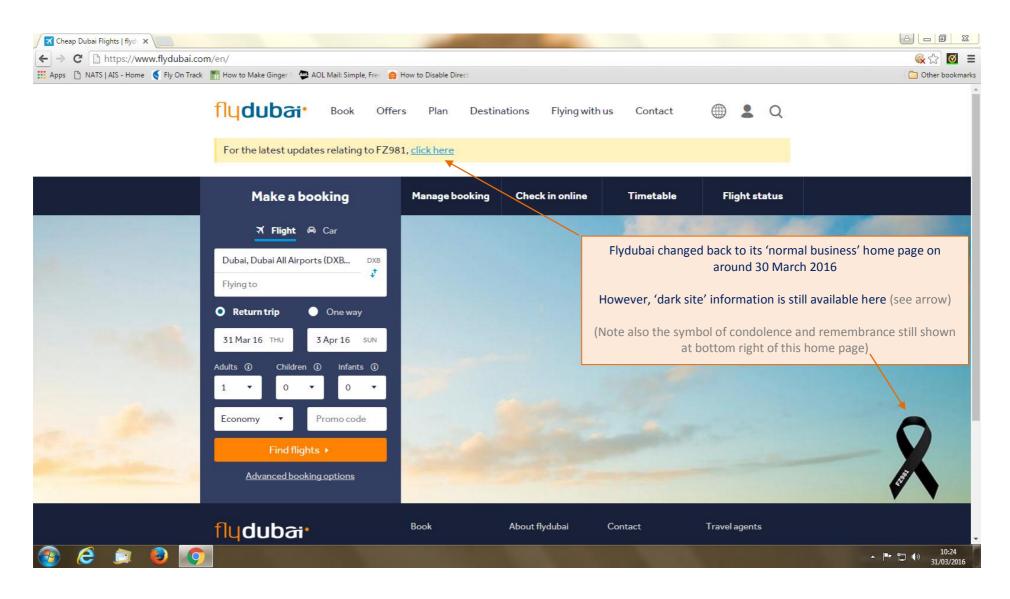
19/03/2016 08:02:01 PM UAE time

https://www.wam.ae/en/news/emirates/1395293092241.html



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Посетите веб-сайт на русском языке Visit the website in Russian		
Home Latest Updates		

Statement relating to flydubai flight FZ981

Last updated: 23 Mar 2016 21:11

As a mark of respect, flydubai confirms it has retired flight number FZ981. The flight from Dubai to Rostov-on-Don operated on 22 March as flight number FZ935 and will continue to operate as per the current schedule.

Family Assistance Centre in Rostov-On-Don

Last updated: 24 March 2016 19:09



Emergency call centre

From outside of Russia:

+44 20 3450 8853 or +971 4 293 4100

From inside of Russia (toll free):

8 800 333 42 12

Media enquiries

Information Article / Crisis Communications / Dark Site & Social Media - March 2016



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← → C 🗋 https://www2.flydubai.com/en/emergency/latest-updates/2016-03-21-flydubai-confirms-flight-manifest-for-FZ981	🤹 🔂 🔳
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Home Latest Updates

flydubai with great sadness confirms flight manifest for FZ981

Last updated: 22 Mar 2016 22:44

flydubai confirms, with great sadness, the 62 fatalities as a result of the tragic accident of flight FZ981. This confirmation is made after contacting each family member. flydubai confirms the names of those who sadly lost their lives on Saturday 19 March 2016. The manifest can be viewed here.

Ghaith Al Ghaith, CEO of flydubai said: "flydubai would like to express once again its deepest sympathies to all those who have lost loved ones in this terrible tragedy. The families of all those who have been affected by flight FZ981 remain our top priority. We would also like to express our gratitude for the work of the Russian officials, local authorities, emergency services and volunteers in difficult conditions in the aftermath of the accident and we continue to offer our support to them."

flydubai has opened its Family Assistance Centre in Rostov-on-Don to provide support and information to bereaved families.

We would like to ask that the families and friends of those affected by this sad event are given the time and space they need to grieve.

Relatives are invited to call the numbers below for further information or visit the Family Assistance Centre which has been established in Rostov-on-Don.

From inside Russia (toll free):

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8 800 333 42 12
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From outside Russia:

+44 20 3450 8853 or +971 4 293 4100

flydubai will continue to issue further updates as more information becomes available.

Emergency call centre

From outside of Russia:

+44 20 3450 8853 or +971 4 293 4100

From inside of Russia (toll free):

8 800 333 42 12

Media enquiries

From outside of Russia:

+1 407 205 1813

From inside of Russia:

810 1 407 205 1813

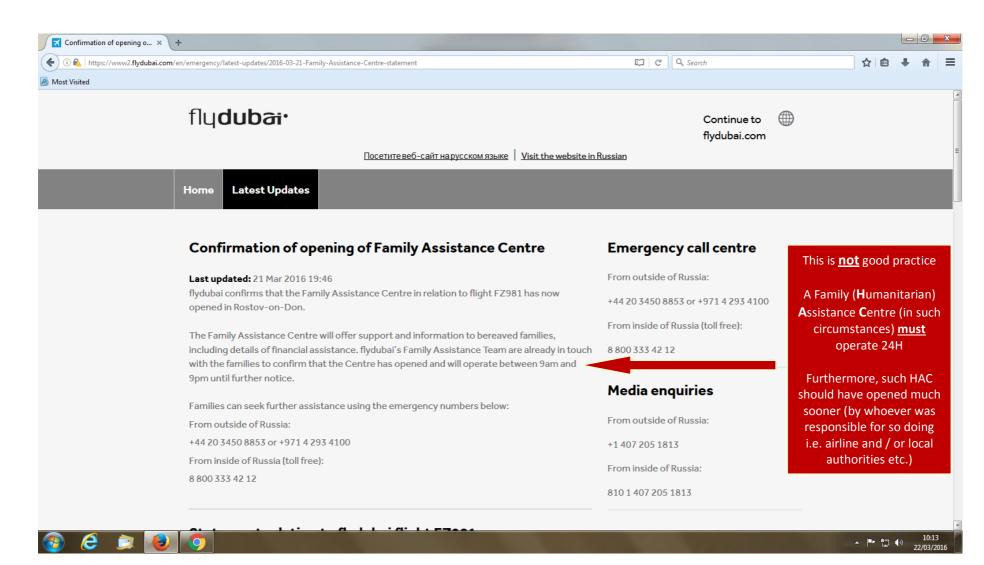
Out of respect to the family, relatives & friends of deceased accident victims - the passenger and crew list is not reproduced in this information article / case study

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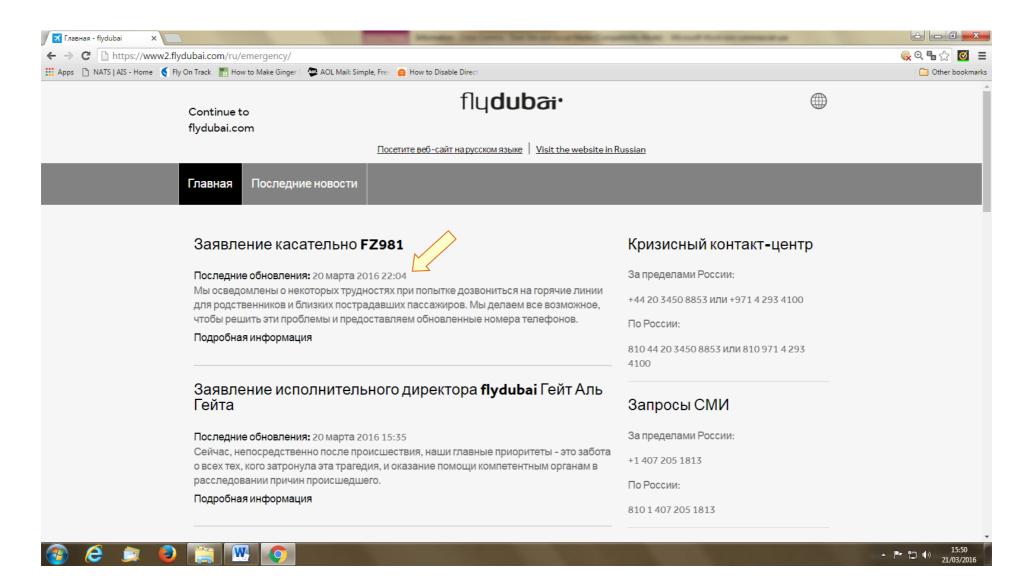
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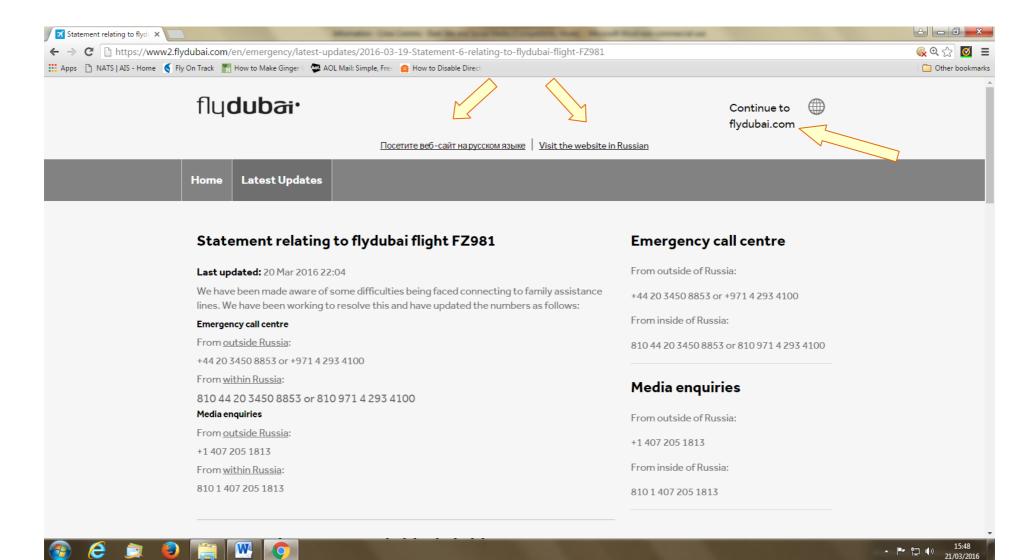




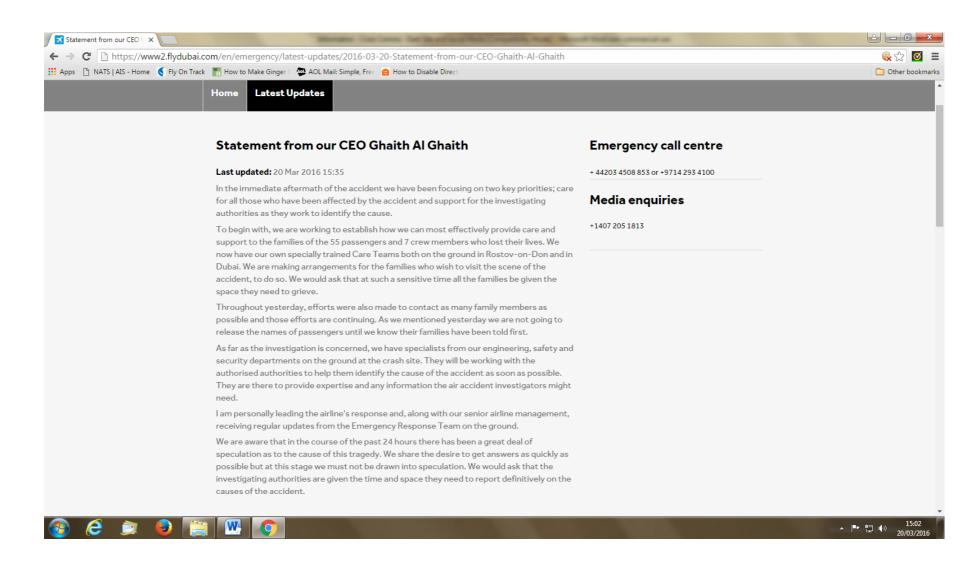




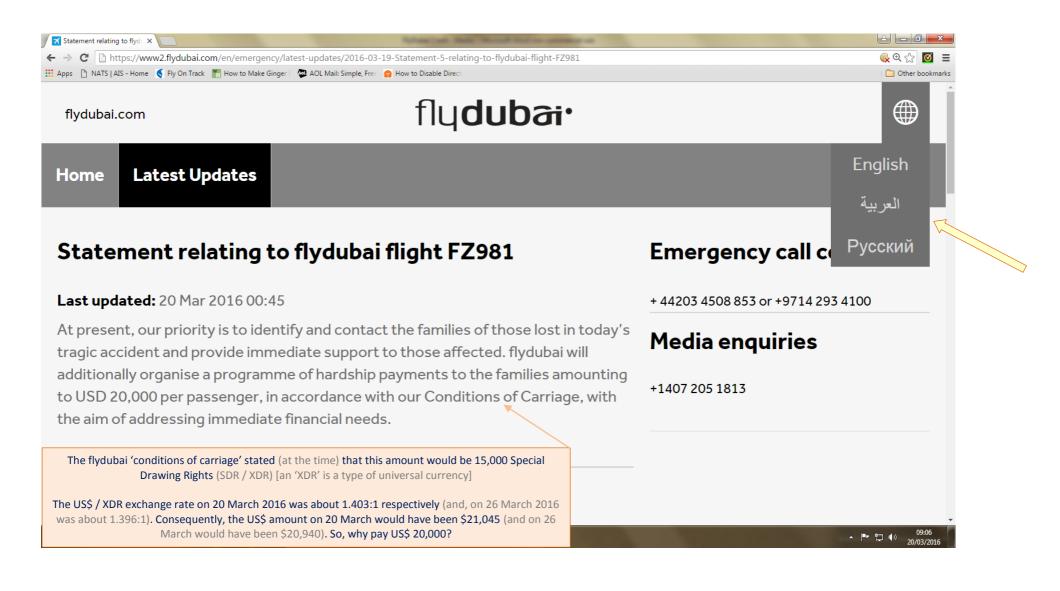




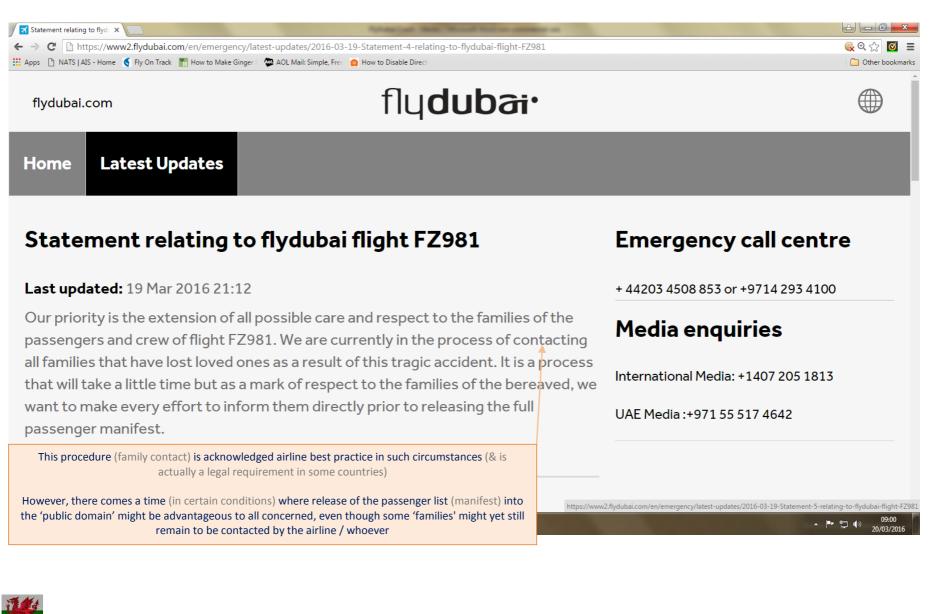














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Statement relating to flydubai flight FZ981 Emergency call o	
	entre
Last updated: 19 Mar 2016 19:57 + 44203 4508 853 or +9714 29	93 4100
We are aware of the reports that are circulating in relation to the black box flight recorders. We can confirm that both black box flight recorders have been recovered from the crash site by the local accident investigation team and we continue to do	
all we can to assist their work. +1407 205 1813	
(Arabic Only): +971 55 517 46	42



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Statement from the CEO, C X	
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Statement from the CEO, Ghaith Al Ghaith

Last updated: 19 Mar 2016 15:59

On behalf of everyone at flydubai, I would like to express the devastation we all feel in relation to this morning's tragic events in Rostov-on-Don. Our primary concern is for the passengers and crew involved at this tragic time. Everyone in our company is in deep shock and our hearts go out to all loved ones of those involved.

We are still in the process of gathering all the information we possibly can, but at this stage I will share the facts that we are able to confirm now. At 00.50GMT today flydubai flight FZ981 crashed at Rostov-on-Don and I am very sorry to say that we believe that there are no survivors. Onboard the aircraft, 55 passengers including 33 women, 18 men and 4 children and 7 crew members of whom 5 were male and 2 were female. The nationalities of the passengers included 44 Russians, 8 Ukrainians, 2 Indians and 1 Uzbekistani.

I am personally leading our accident response with the support of the full management team. At this stage the focus of our efforts is on establishing the facts around the incident and providing all possible support to the authorities.

As I speak members of our team are contacting relatives of the passengers and crew who were on board and we are offering any help we can to those affected.

In addition, we have activated our Emergency Response Team who are on their way now to the site.

We do not yet know all the details of the incident but we are working closely with the authorities to establish precisely what happened. We are making every effort to care for those affected and will provide assistance to the families and friends of those who were on board.

Finally, I would like to say once more how deeply we feel for those affected by this tragedy.

Statement relating to flydubai flight FZ981

Emergency call centre

+ 44203 4508 853 or +9714 293 4100

Media call centre

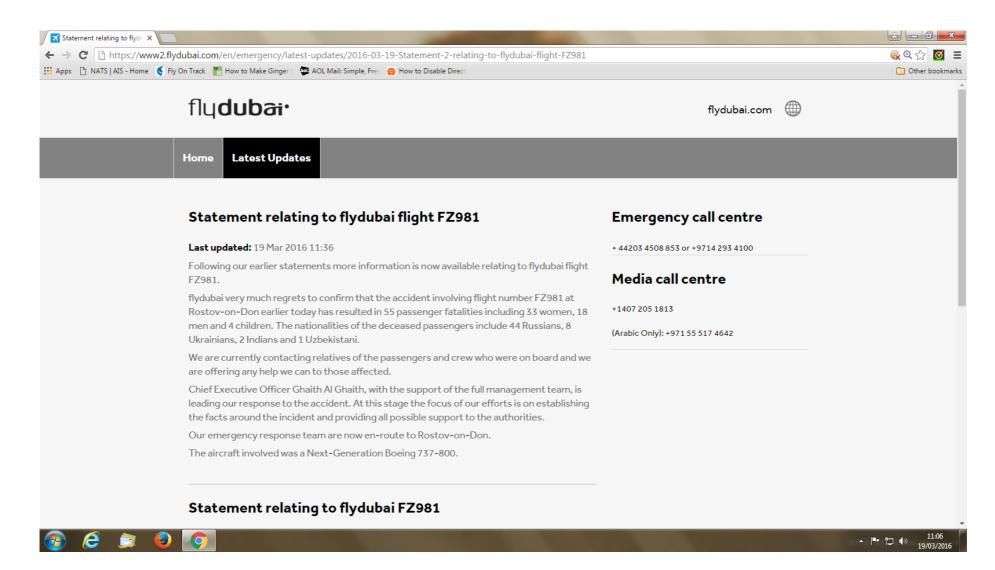
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(Arabic Only): +971 55 517 4642

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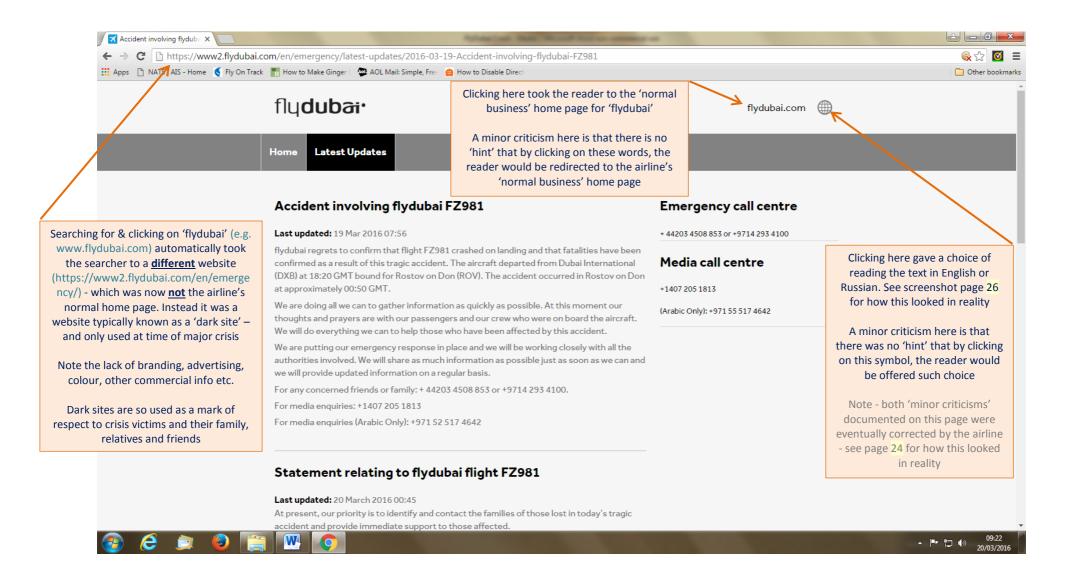






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Statement relating to flydubai FZ981	Emerge	ncy call centre	
Last updated: 19 Mar 2016.09:57	+ 44203 4508	853 or +9714 293 4100	
flydubai is deeply sorry to confirm the following information in relation to the tragic accident involving flight FZ981 which was flying from Dubai International (DXB) to Rostov on Don (ROV). While we are still awaiting final confirmation, it is with great sadness that we report we believe there are no survivors. We are unable to provide more specific details at this moment but we will provide updates as soon as we possibly can.		Media call centre	
At this moment our thoughts and prayers are with the families of our passengers and crew who were on board the aircraft. We are working with the local emergency services and other agencies who are at the scene.			
flydubai is in the process of verifying the passenger list however preliminary numbers indicate 55 passengers and 7 crew on board on the Next-Generation Boeing 737-800 aircraft. The aircraft had departed Dubai International (DXB) at 18.20GMT on Friday 18 March and was due to arrive that evening at 22.40GMT.			
Speaking about the incident, flydubai CEO Ghaith Al Ghaith, said, "We offer our deepest condolences to the families of the passengers and crew. Everyone at flydubai is in deep shock and our hearts go out to the families and friends of those involved. We don't yet know all the details of the accident but we are working closely with the authorities to establish the cause. We are making every effort to care for those affected and will provide assistance to the loved ones of those on board."		It is useful to 'number' each press statemen etc. consecutively - in addition to including the date / time of issue	
flydubai is activating family reception centres for relatives of passengers and we have issued the following numbers for relatives to call:		It is also useful to state the 'time-zone' used (in this case, UAE local time)	1
+44 203 450 8853 (UK)			
+971 (0) 42934100 (UAE)			
In addition we have set up a media call centre that can be contacted on the following number:			
+1407 205 1813			
+971 55 517 4642 (Arabic language)			
An update will be issued as soon as more information becomes available.			







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Flight FZ981		Emergency call centre
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t present, our priority is to idea	atify and contact the families of those lost in today'	 ► □ ●



www.aviationemergencyresponseplan.com (Parent Website)

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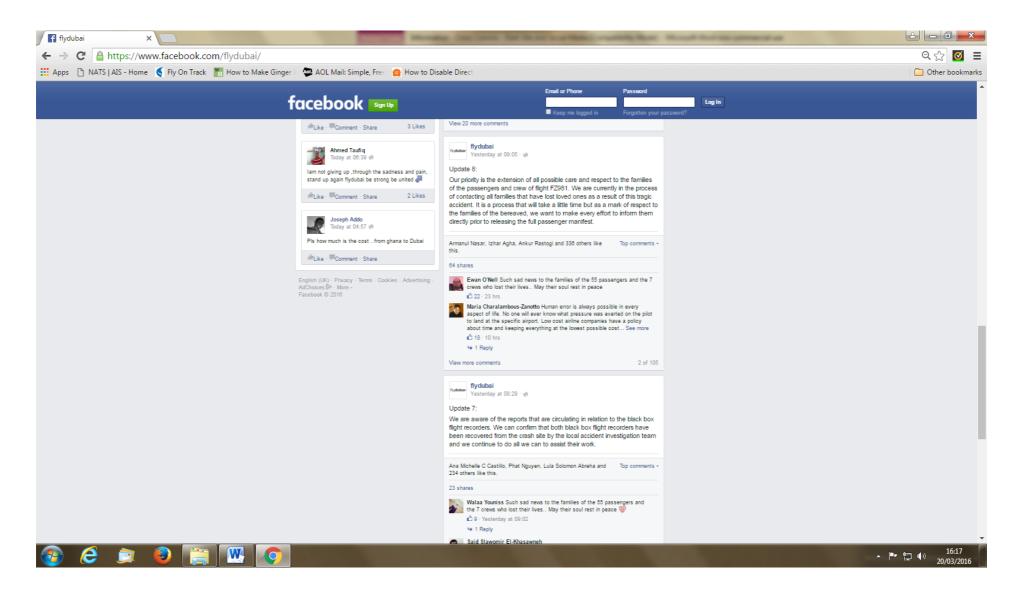


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	PEOPLE	F2981 Update 9:	
	755,950 likes	Statement from our CEO Ghaith Al Ghaith:	
	ABOUT	In the immediate aftermath of the accident we have been focusing on two key priorities; care for all those who have been affected by the accident and support for the investigating authorities as they work to identify the cause.	
	Dubai International Airport, Terminal 2	To begin with, we are working to establish how we can most effectively provide care and support to the families of the 55 passengers and 7 crew	
	Dubai, United Arab Emirates	members who lost their lives. We now have our own specially trained Care Teams both on the ground in Rostov-on-Don and in Dubai. We are making	
	https://www2.flydubai.com/en/	arrangements for the families who wish to visit the scene of the accident, to do so. We would ask that at such a sensitive time all the families be given	
	Airline	the space they need to grieve. Throughout yesterday, efforts were also made to contact as many family	
		members as possible and those efforts are continuing. As we mentioned yesterday we are not going to release the names of passengers until we	
	APP \$	know their families have been told first. As far as the investigation is concerned, we have specialists from our	
	flydubai Careers	engineering, safety and security departments on the ground at the crash site. They will be working with the authorised authorities to help them	
	Part and a set of the s	identify the cause of the accident as soon as possible. They are there to provide expertise and any information the air accident investigators might	
		need. I am personally leading the airline's response and, along with our senior	
	Puzzle	airline management, receiving regular updates from the Emergency Response Team on the ground.	
		We are aware that in the course of the past 24 hours there has been a great deal of speculation as to the cause of this tragedy. We share the	
	House rules	desire to get answers as quickly as possible but at this stage we must not be drawn into speculation. We would ask that the investigating authorities	
		are given the time and space they need to report definitively on the causes of the accident.	
	PHOTOS	> Thank you	
	0. det	Zizo Hegazy, Azharuddin Riyazi, Camilla Ganiyeva and 184 others Top comments *	
	ithgreatsadness flydub	33 shares	
		Sarah Salama I respect how is the priority given to supporting familes who are affected by the crashhuman beings and souls are valuableLet's	
		not conclude any unnecessary statements there are experts who are responsible to investigate and release all details of the crash.	
		in 13-5 hrs ₩ 1 Reply	
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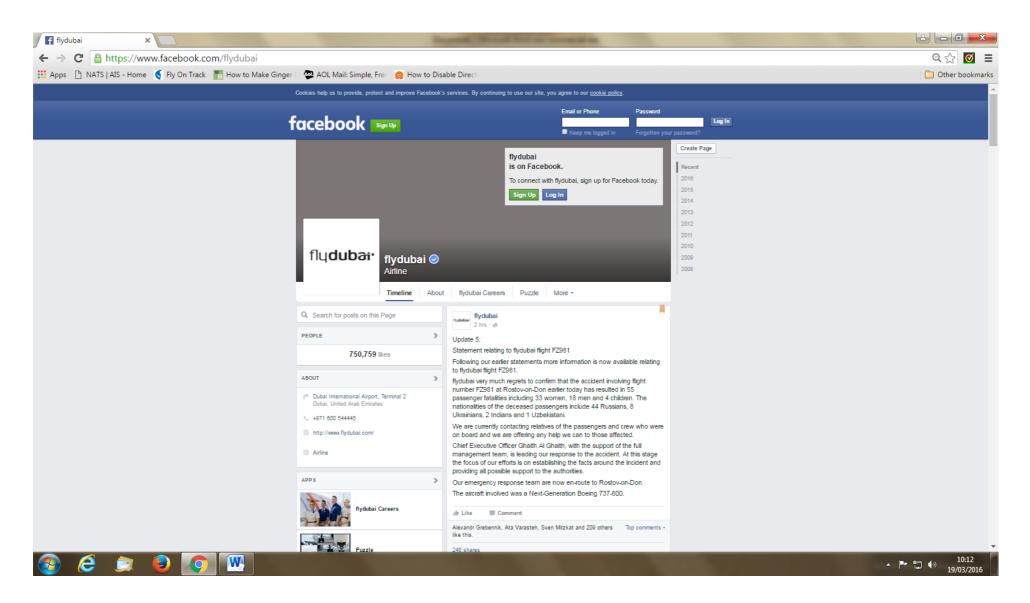




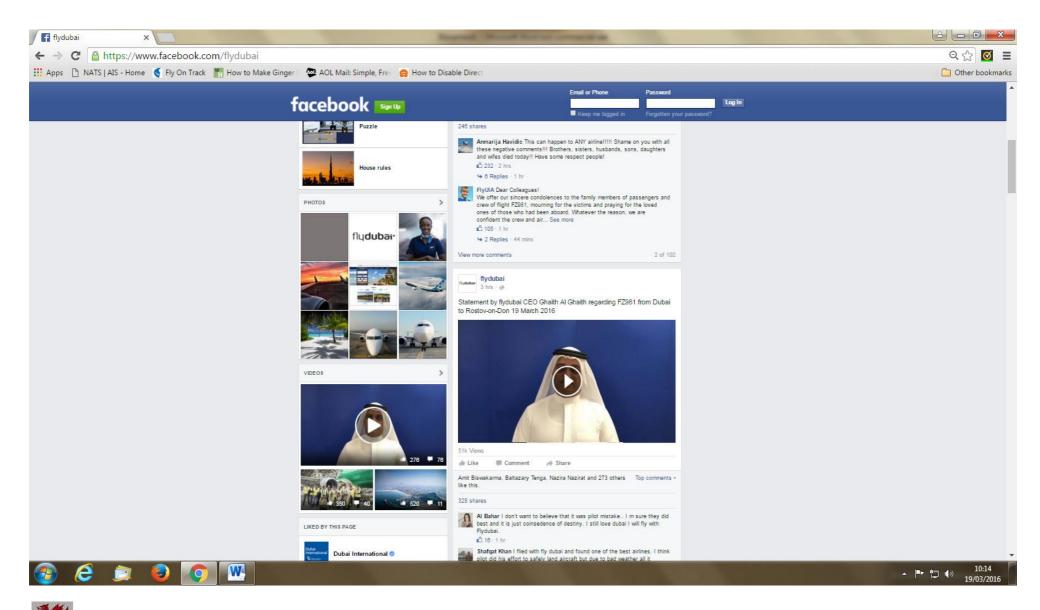




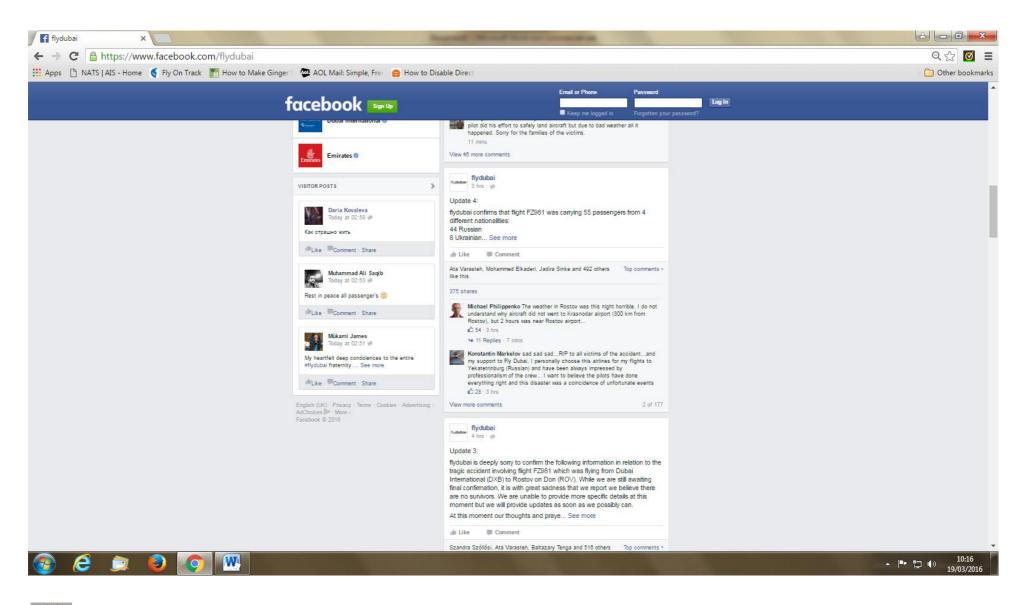




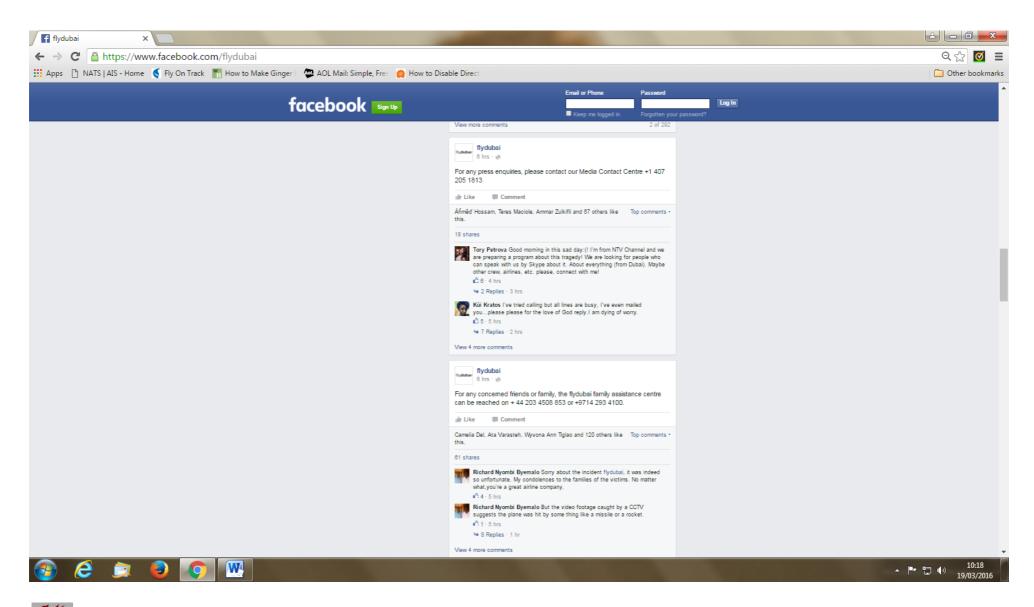














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