Crisis Communications Playbook for the Failure of a Member Company

October 2023

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Introduction

A serious reputational issue or crisis, such as a member failure is the ultimate test for any organization. How Assuris responds to a member company failure could have as much impact on its reputation as the failure itself.

The overarching communications objective of the Crisis Communications Playbook (CCP) is to anticipate and address stakeholder communications needs and manage the reputational risk that a member failure could represent. The CCP and approach will depend on the specifics of the failure.

The CCP outlines the communications tools and action items that will guide Assuris activities should a member fail. The playbook outlines the communications objectives and approach, the Crisis Communications Response Team (CCRT) roles and responsibilities and the messaging to stakeholders. It also includes an overview of an insolvency microsite (Microsite) that will be launched on the Assuris website to serve as the central source of communications for key stakeholders: policyholders, members, and government.

Executive Summary of Communications Approach

Coordinating communications and messaging among the CCRT in the failure, namely the lead regulator, the liquidator, Assuris, and any other relevant party (e.g., PACICC or CDIC), will be critical. Where practical, Assuris will take the lead in ensuring coordinated communication and messaging through the establishment of the CCRT. It is important to also consider the size of the member failure, the circumstances of the failure and public profile and awareness of the failure when determining the communication approach. At the time of crisis, it is our intent to work with external consultant specialized in crisis communication management. Currently, Assuris has a retainer contract with FleishmanHillard Highroad.

Communications and messaging will be centred on policyholders and activities will be aimed at three key stakeholder groups: policyholders, members, and government. The main source of information for these groups will be a Microsite that provides detailed information on Assuris protection and the resolution process. The microsite content has been developed and will be launched on the Assuris website to coincide with the announcement of a member company failure (see Appendix I Microsite Overview). Messaging will be also pushed through social media channels which will be used to direct stakeholders to the microsite (see Appendix II Social Media Channels Overview). All communications will be provided in English and French.

Note that a comprehensive insolvency Q&A will be made available to address policyholders and member inquiries. A public-facing subset of the Q&A will be included on the microsite.

Assuris anticipates there may be a need to communicate directly with individual policyholders. For example, where a reputational risk may be present or where financial hardship exists. These needs will be evaluated and addressed by the CCRT on a case-by-case basis.

A call centre may also be utilized to address policyholder questions and concerns that may not be met through accessing the Microsite content. This may take the form of utilizing the call centre of the failed member company or securing the services of a third-party company. In either case, Assuris will provide an appropriate training program, including a webinar, as well as a comprehensive Q&A to ensure this resource is fully prepared.

Assuris will also utilize existing communications tools such as social media channels and will work with the liquidator to utilize the failed member company's website and social media channels, if needed.

Communications will be driven by an overarching key message for primary stakeholders - policyholders, members, and government, supported by secondary messages.

Specific individuals have designated roles for communicating with external stakeholders as well as spokespersons with media.

Recognizing the important role of financial advisors and partner associations (CLHIA and Ombud Service for Life & Health Insurance (OLHI)), template statements will be provided to these groups for use in communicating directly with their respective members and affected policyholders in the case of financial advisors.

Communications activities will be undertaken across five phases:

1. **Preparation Phase:** Period prior to the public announcement of a failure.
2. **Acute Phase:** Zero to three days following the public announcement of a failure.
3. **Progress Phase:** Liquidation process underway.
4. **Wrap-up Phase:** Period after the liquidation process is completed.
5. **Evaluation Phase:** Conduct post-mortem after the wrap-up phase.

A number of tools and action items will guide communications in each phase. Note that the breadth of the communications approach and therefore the degree to which these tools and action items will be utilized will be dependent on the size of the failed member company. In this regard, the CCRT will confirm the communications approach and specific tactics to be utilized, based on the member company involved. A series of reference templates have been developed to support communications across the five phases. Reference templates will be customized by the CCRT prior to dissemination.

Monitoring of social and traditional media coverage will occur throughout the phases of communications and once the announcement has been made public, Assuris will evaluate coverage and respond to correct any information that is inaccurately reported by the media. With respect to responding to social media, users will be directed to the Microsite. The intent is not to respond directly to posts unless an issue escalates on social media.

It should also be noted that in the event of a member failure, there will be an agreement in place between Assuris and the liquidator approved by the Court. This agreement will be reviewed in connection with the actions proposed by the CCP to determine if there are any additional communications considerations or actions to be undertaken.

Communications Objectives

- Ensuring that policyholders of the failed member company are provided with clear and detailed messaging about Assuris protection and the resolution process.
- Ensuring that communication and messaging among the lead regulator, the liquidator, Assuris and any other relevant party (e.g., PACICC or CDIC) is coordinated and consistent.
- Ensuring that members and government stakeholders are made aware of the member failure and informed about the resolution.
- Addressing and resolving escalated policyholder concerns in a timely manner.
- Ensuring that traditional media coverage is balanced and fair and reflects core messaging about Assuris protection, the resolution process surrounding the failed member company and the overall stability of the life insurance industry.
- Ensuring that social media commentary is closely monitored so that any misinformation is addressed, and users are redirected to the Microsite; and
- Maintaining confidence in the life insurance industry.

While these objectives are specific to managing the communications around a member company failure, these work in tandem with Assuris' core communications objectives:

- to increase awareness about Assuris and the protection provided; and
- to promote both financial security and stability as a key participant in the industry.

Crisis Communications Response Team

The CCRT will effectively manage communications and engagement with internal and external stakeholders. The CCRT will be assembled once Assuris is made aware that the winding up order is being presented to the Court. In the first meeting of the CCRT, key decisions will be made about the frequency of meetings and the communications approach will be confirmed. Specifics on how the CCRT will work with the lead regulator, the liquidator and other relevant party, if necessary, will also be confirmed.

The CCRT is responsible for managing all aspects of the communications response across all phases, including:

- Ensuring that all stakeholders are effectively communicated with on a timely basis;
- Coordinating communication and messaging among the lead regulator, the liquidator, Assuris and any other relevant party;
- Seeing a member company failure through to its resolution; and
- Consulting and informing the Board of Directors and executive team, as necessary.

The roles and responsibilities of the members of the CCRT are outlined in the chart below.

The Board and executive team will provide oversight to the CCP and will be kept informed of major developments across the five phases. The CCRT will determine instances in which matters need to be escalated to the Board or executive team for decisions.

Assuris Crisis Response Team		
Role	**Team**	**Responsibility**
Communication Crisis Response Team (CCRT) – the CCRT will be led by Assuris	Josée Rheault Carole LaPorte Marie-Claire Albanese Liquidator Regulator Other relevant parties (e.g., PACICC or CDIC), as needed Consultant - FHR to support	Strategy, member relations, spokesperson Lead, implementation Legal review/input Coordinate communications with Assuris, failed company employee communication Coordinate communications with Assuris Coordinate communications with Assuris Support Assuris CCRT
Strategy Oversight and Escalation of Issues	Executive Team: Paul Petrelli Stephanie Greer Josée Rheault Assuris Board of Directors	Oversight of CCP, messaging, approach Consulted on escalated issues, as appropriate
Spokesperson and Stakeholder Communication	Paul Petrelli Josée Rheault	Acts as Assuris spokesperson for media response Responsible for meetings with members and government Potential role communicating with select policyholders Media spokesperson and media contact – working with consultant - FHR
Info@assuris.ca, financial advisor engagement, call centre (training)	Carole LaPorte New position (tbd)	Oversee call centre, FA engagement
Social Media / Microsite	Carole LaPorte Laura Parente	Microsite – launch and maintain Social media messaging– schedule posts Oversee monitoring and social media response – follow social media approach
Legal	Marie-Claire Albanese	Review of communications approach and messaging

Communications Roles

Overall communications roles will differ depending on the category the failed member company falls under, as indicated in the table below.

Segment	Description	Lead
Large public	The four Canadian public life insurers	Assuris would coordinate communications activities in collaboration with lead regulator, government, and liquidator to leverage resources: work with call centre, social media channels including the website and their communications team, if possible
Bank-owned	Large subsidiaries of large domestic banks	Assuris would support a joint communications approach with CDIC
Core Focus	Small/medium size companies that are more likely to fail, including • Companies that lack or with questionable access to capital • Companies with a vulnerable business model • Companies that are provincially supervised (other than AMF).	Assuris would lead all communications activities
Other	Small companies of low risk • Companies in runoff • Foreign Branches • Small domestic bank subsidiaries • Small subsidiaries of large public companies	Assuris would lead all communications activities

The following individuals have been designated as having roles for communicating with the three key stakeholder groups, partners, and the media, using approved messaging.

President & CEO: Paul Petrelli

- Members
- Government – Department of Finance and Participating Jurisdiction Regulators
- Media
- Policyholders: where concerns have been escalated
- Financial advisors
- Liquidator

Executive Vice President, Operations: Josée Rheault,

- Members
- Government - Department of Finance and Participating Jurisdiction Regulators
- Media
- Policyholders: where concerns have been escalated from call centre
- Financial advisors
- Liquidator

Executive Vice-President, Risk & Resolution: Stephanie Greer

- Members – resolution/cost of funding
- Government – Department of Finance and Participating Jurisdiction Regulators: Technical approaches and questions
- Liquidator

Communications Lead and Specialists: Carole LaPorte, Laura Parente, Open position

- Policyholders
- Financial advisors
- Members

Internal Legal Counsel: Marie-Claire Albanese

- Members on legal matters
- Liquidator

Overview of Five Communications Phases

The following provides an overview of the stakeholder communications that are anticipated for each of the five communications phases.

1. Preparation Phase: Period prior to the public announcement of a failure.

The CCRT will be activated to coordinate communications and responses including scheduling regular calendar meetings. Working with the lead regulator, the communication objectives and key messages will be customized. The primary focus for this phase will be on finalizing all content that will be used once the failure of a member company has been made public, and planning outreach to specific members and government officials. In this phase, the Microsite and Q&A will be ready for launch, call centre training preparations will begin, and the following communications will be finalized.

Policyholder Communications

- Statement on member company failure, including technical backgrounder and information provided by liquidator
- Letter to policyholders (to be distributed by liquidator)
- Email to financial advisors with template for communicating with policyholders of failed member company

- Microsite content
- Call centre Q&A and webinar
- Social media messaging for Assuris' channels and the failed member company's social channels, if being utilized

Member Communications

- Materials for the Industry Advisory Committee (IAC) meetings finalized and the target list for potential member meetings confirmed
- Member email regarding failure of company and funding strategy, as needed
- Template for CLHIA and OHLI finalized

Government Communications

- Target list for potential government meetings confirmed
- Target list for potential participating jurisdiction regulators meeting confirmed

2. Acute Phase: Zero to three days following the public announcement of a failure.

The CCRT will schedule in their calendar daily meetings (am/pm) and more often if needed, to coordinate communications and responses. In this phase, the CCRT will customize and seek consensus on the key messages including a legal review on all relevant communications tools before being issued publicly. The CCRT will also review the content of the Microsite to ensure that the appropriate product and benefits are consistent with the failed company's offerings.

In this phase, the focus will be on activating the Microsite, along with all relevant communications tools and action items, and addressing questions and additional communications needs as they arise. Any media inquiries during this phase will be addressed and the response may include interviews being provided by an approved spokesperson.

The President & CEO will provide the Board of Directors with a daily email update on the resolution and communication activities.

Policyholder Communications

- Issue statement to media on member company failure (Day 0)
- Activate Microsite (Day 0)
- Send email blast to financial advisors (Day 1)
- Send letter to policyholders - distributed by liquidator after public announcement (Day 3+)
- Monitor social media channels and respond to inquiries providing link to Microsite (Day 0+)

Member Communications

- Send email on member company failure and funding strategy, as needed (Day 2+)
- Schedule IAC meetings and additional meetings with members, as needed (Day 3+)
- Provide content to CLHIA and OHLI (Day 0)

Government Communications

- Schedule meetings with government officials and participating jurisdiction regulators, as needed
- Respond to emails from government officials and participating jurisdiction regulators, and keep them posted on developments

3. Progress Phase: Liquidation process underway.

The CCRT will meet, at a minimum, weekly and more often if needed, to review and issue relevant communications updates. This phase will focus on providing updates to Microsite content on the liquidation process, continuing to respond to inquiries from stakeholders, and continuing to hold meetings where required. Any media inquiries during this phase will be addressed and the response may include interviews being provided by an approved spokesperson.

Policyholder Communications

- Issue statement to media on liquidation process
- Update Microsite with information on liquidation process
- Continue to monitor social media channels respond to inquiries, providing link to Microsite

Member Communications

- Continue to respond to inquiries
- Continue to hold meetings, as needed
- Continue to inform CLHIA and OHLI

Government Communications

- Continue to hold meetings and provide updates on developments to government officials and participating jurisdiction regulators, as needed

4. Wrap-up Phase: Period after the liquidation process is completed.

The CCRT will meet, as needed, to review and issue relevant communications updates. The focus in this phase will be on providing information to all stakeholders about the transfer of policies to a new company, conveyed through a media statement, letters to policyholders and members, an email blast to financial advisors and social media posts. The Microsite content will be removed from the Assuris website. Any follow-up media inquiries during this phase will be addressed and the response may include interviews being provided by an approved spokesperson. The CCRT will compile a summary file of all communications relating to the member failure for reference.

Policyholder Communications

- Issue statement to media about the transfer of policies to a new company
- Letter sent to policyholders of failed member company with information on transfer of policies (to be distributed by liquidator)
- Develop and use infographics/video recapping liquidation on social channels

Member Communications
- Distribute letter to members with wrap-up information
- Provide newsletter content to CLHIA

Government Communications
- Distribute letter to government officials and participating jurisdiction regulators with wrap-up information, as needed
- Distribute post-mortem/lessons learned to government officials (i.e., Department of Finance)

5. Evaluation Phase: Post-mortem after the wrap-up phase.

The CCRT will conduct a post-mortem meeting on the lessons learned from the resolution. The CCRT will thoroughly evaluate the effectiveness and efficiency of our crisis response and update the CCP accordingly.

Overarching Key Message and Secondary Messages

The following overarching key message will be used in communicating with primary stakeholders and is focused on Assuris' mission to protect policyholders.

The key message focuses on Assuris' mission to protect policyholders:

- [company name] has failed. Assuris' is here to protect you
- As a policyholder with [company name], you are automatically protected by Assuris
- Assuris is working to ensure that your benefits continue to be honoured up to our guaranteed protection level so that you have no significant impact to your financial wellbeing
- It is important that you continue to pay your premiums so that your policy remains active
-
- You can have peace of mind - Assuris has your back
- For more information on how you are protected by Assuris: link to Microsite

As a narrative:
[company name] has failed. Assuris is here to protect you. As a policyholder with [company name], you are automatically protected by Assuris. Assuris is working to ensure that your benefits continue to be honoured up to our guaranteed protection level so that you have no significant impact to your financial wellbeing. It is important that you continue to pay your premiums so that your policy remains active.

You can have peace of mind - Assuris has your back.

For more information on how you are protected by Assuris: link to Microsite.

The following secondary messages will also be used in communicating with stakeholders.

You can be confident that Assuris is working to:
• protect policyholder benefits; • minimize the cost to the industry; and • maintain confidence in the life insurance industry and financial system.

Communications with Assuris Employee and Board of Directors

Assuris employees and members of the Board of Directors are important stakeholders and will be provided with updates and messaging as noted below.

Employees
Once the company is named a Troubled Member, all employees will be provided with an email that informs them of the member company failure and indicates the communications approach being taken. It will include instructions for them to direct all inquiries to the Microsite and will note that all issues/questions that require escalation and decisions should be sent to the CCRT. Employees will be reminded not to speculate or respond to media.

Board of Directors
Regular reporting will be provided to advise the Board of Directors of progress and to keep them informed of stakeholder reactions. Issues may be escalated as appropriate. Paul Petrelli will be responsible for all Board of Directors communications, working with Josée Rheault and the Marie-Claire Albanese.

Communications with Failed Member Company

The CCRT will coordinate communications with the failed member company, the frequency of those communications, as well as the roles and responsibilities. The liquidator will communicate with employees of the failed member company, drawing on content provided by Assuris. Assuris will also work with the liquidator to manage the failed member company's social media channels and call centre, as appropriate. Where it has been determined that any failed member company resources will be used, content such as call centre Q&As will be developed and training will be undertaken.

Communications with Partners and Interested Parties

External partners identified in the chart below – financial advisors, CLHIA and OHLI, as well as government officials and participating jurisdictions regulators are important audiences who can serve as conduits of information to priority stakeholders. Messaging will be provided to these partners to support Assuris' position and updates will be provided as needed. The frequency of communication with these partners will be determined by the CCRT during the Acute Phase. The CCRT will also determine the need to communicate with other interested parties, examples of which are included in the chart below.

	Primary Stakeholders		
	Policyholders	Members	Government
Partners: people or organizations who will support our position and can assist us in communicating our messages.	• Financial Advisors	• Canadian Life and Health Insurance Association (CLHIA) • Ombud Service for Life & Health Insurance (OLHI)	• Prudential regulators • Market conduct regulators in Participating jurisdictions (formal role under the By-Law) • Department of Finance, provincial finance ministers
	Controlled media: any form of messaging that the public may have access to where Assuris manages and shares information.		
Interested Parties: people or organizations that have an interest or concern in the failure.	• Policyholders of other life insurance policyholders and consumers • Market analysts • Politicians • Compensation corporations (AMF, CDIC, CIPF, CUPSA and, PACICC) • Critics: Any form of messaging that the public may have access to that causes reputational risk to Assuris or the industry.		

Communications with Liquidator

Communications will be driven by the agreement that will be in place between the liquidator and Assuris. At its initial meeting, the CCRT will confirm respective communications roles, as well as the nature and timing of communications with the liquidator across the five phases.

Communications with Members

Members will be provided with information about the member company failure and the funding strategy. The IAC is an important subset of the member stakeholder group. Assuris will meet with the IAC as appropriate to provide regular updates on the approach to communications. Meetings with key members will also be held, as needed. Paul Petrelli will lead these communications, working with Josée Rheault.

Communications Tools

Microsite (Public)
Audiences: Policyholders, financial advisors, members, government

The Microsite will provide the most comprehensive and accurate source of information on Assuris protection and the failure of the member company. The Microsite, which will be

accessed through the Assuris website, will be the main source of information for policyholders of the failed member company as it will include specific information on Assuris protection and the liquidation process. As much as possible, all inquiries will be directed to the Microsite.

The content of the Microsite will be written in plain language with accessibility in mind. The Microsite will be organized in layers, with high-level information presented first to ensure simple messaging, and a more detailed explanation about Assuris' protection to policyholders and financial advisors seeking more specific information. A key element of the Microsite will be a Q&A that is tailored based on the products sold by the failed company and by audience.

Social media channels will redirect to the Microsite for information on how policyholders are protected.

Social Media Messaging (Public)
Audience: Policyholders, financial advisors

Assuris will use its social media accounts, and the accounts of the failed member company, to post information about the failure. The failed member company will have a broader reach to their policyholders, who are likely to turn to their insurance company to find information about the failure. In all instances, posts to social media channels will provide a link to the Assuris Microsite for more information.

- Preparation phase – Assuris will create messages for policyholders of the failed member company ready for use once the announcement has been made.
- Acute, Progress and Wrap-Up phases – Assuris will post the messages on social media channels to communicate to policyholders.

Assuris will also create a hashtag in the Acute phase for the failed member company. A hashtag is a word or phrase used on social media channels to allow the public to find messages relating to a specific topic. At the time of failure, the hashtag will read *"#[name of failed company]"*.

The goal of the social media approach is to mitigate misinformation and ensure that accurate information is provided. The approach, which is built on robust and frequent media and social media monitoring, includes:

1. Expeditiously picking up conversations about a member failure in real time;
2. Building a predictable model for handling messages related to the member failure;
3. Reactively sharing facts to shape the incident narrative; and
4. Optimizing responsiveness and transparency.

The following is an overview of how the CCRT will manage comments and/or discussions on social media:

1. When responding to social media posts, our goal is to be concise – if there is a significant volume, the best approach is to post approved statements online, and redirect to the Microsite.

2. When encountering unreasonable messages, the CCRT's goal is to monitor, not to respond and not to add fuel.
3. When dealing with complaints or hardship stories, the CCRT's goal is to escalate for resolution.

Approved messaging will be used. While language can be adjusted to avoid repetition, the words used have been carefully selected and should not be substituted or modified in any way.

Social Media Monitoring
Audiences: CCRT, Executive, Board of Directors

Media and social media monitoring is an important activity that will be carried out through all phases, bringing a number of benefits:

- It can alert the CCRT to an issue that may be brewing, allowing quick reaction;
- It enables the CCRT to track reaction over time and allows for informed decisions; and
- It allows the CCRT to monitor post-failure sentiment, assess the volume of mentions and identify ongoing issues.

The frequency of monitoring will depend on the nature of the member company failure and the level of conversation. In the acute and progress phases, media and social monitoring will be completed more regularly (i.e., twice daily including weekend monitoring).

The monitoring process itself should consist of utilizing tools that capture news stories, social media conversations, posts, and comments, and providing a monitoring report to inform the CCRT of active conversations.

Media Relations
Audiences: Policyholders, Financial Advisors, Members, Government

Media coverage can set the tone and direction of the conversation around a failed member company and influence stakeholders, as well as be amplified on social channels – reinforcing the importance of media relations. Assuris will issue statements to the media on Canada Newswire in phases two, three and four, as needed. Issuing media statements will be a key catalyst for media attention.

In announcing the member company failure, Assuris may conduct a press conference that would include a Q&A element. The need for this would be dependent on the circumstances and the size of the failed company. If undertaken, it may take the form of a joint press conference with Assuris, the lead regulator and the liquidator.

In preparation for media interviews, the executive team and the communications lead will complete media training on a periodic basis. All key messages will be reviewed and customized prior to any media engagement.

In addition to issuing media statements, it is essential that there be prompt response to media inquiries. The response to inquiries could include the provision of media interviews. In these instances, media training and message review will occur prior to any media interview. All media inquiries will be redirected to Josée Rheault.

The media relations approach will be to seek alignment among all partners including the liquidator, the regulator and the CLHIA/OHLI to ensure consistency in the messaging.

The following process will be used in responding to a media inquiry:

- Media request made to Assuris, or directed to Assuris by partners: determine media questions, deadline, and any other specifics
- Determine Assuris response and consult with CCRT, as needed
- Advise Executive Team
- Message review with spokesperson(s)
- Consultant, FHR, monitors for story and related social media coverage and reports back to Assuris and CCRT, as needed
- Determine whether further Assuris response required and consult with CCRT, as needed

Call Centre
Audience: Policyholders and financial advisors

The call centre will be established and managed by the liquidator to field inquiries from policyholders and financial advisors. Assuris will provide all communications posted on the Microsite, as well as a comprehensive insolvency Q&A, call centre training and webinar. Assuris will oversee interactions with the call centre. The comprehensive Q&A will be updated as questions come in that aren't covered in the original materials.

Website/Social Media Channels of Failed Company
Audience: Policyholders and financial advisors

The website and social media channels of the failed member company will be managed by the liquidator. The company's website will host a redirect message and link to the Assuris microsite, and the company's social media channels will share messaging that is posted on Assuris' channels. Any direct messages to the company's social media channels will be managed by the liquidator with input from Assuris, as needed.

The agreement between the liquidator and Assuris will confirm access to the failed member website/social media channels. Assuris will work with the liquidator to address inquiries from policyholders and financial advisors regarding the failure.

Tools and Action Items:

Stakeholders	Preparation Phase	Acute Phase	Progress Phase	Wrap-up Phase
CCRT	Activate CCRT Coordinate communication objectives and key messages	Meet daily, more if needed, to customize and seek consensus on the key messages/Microsite	Meet weekly, more if needed, to provides updates on resolution progress and any other relevant communication	Meet as needed to provide information on transfer of policies to a new company and respond to inquiries Conduct post-mortem after wrap-up is completed

Stakeholders	Preparation Phase	Acute Phase	Progress Phase	Wrap-up Phase
Policyholders	Website			
		Update home page with link to Microsite		Update for past failures and remove link from home page
	Microsite			
	Prepare Microsite content	Activate Microsite	Update the Microsite, as needed	Deactivate Microsite
	Call Centre working with liquidator			
	Prepare comprehensive Q&A, call centre script, call centre training and webinar.	Approve Q&A, call centre script, call centre training and webinar.	Update Q&A, call centre script, call centre training and webinar, as needed	Revert to "peace time" and add information on recent failure
	Email Blast			
	Prepare email blast for all advisors	Send email blasts to advisors re: failure	Update and send email blasts to advisors, as needed	Send email blast to advisors updating them on where policies were transferred
	Info Email (Reference Comprehensive Q&A for Policyholders)			
	Respond to all inquiries coming into the info@assuris.ca inbox			

Stakeholders	Preparation Phase	Acute Phase	Progress Phase	Wrap-up Phase
Policyholders	Social Media			
	Prepare Tweets with announcement of failure	Add tweets on an as need basis - always redirect to Microsite		Tweet where policies were transferred
	Prepare Facebook with announcement of failure	Add posts on an as need basis - always redirect to Microsite		Post where policies were transferred
	Prepare LinkedIn with announcement of failure	Add posts on an as need basis - always redirect to Microsite		Post where policies were transferred
	Work with liquidator to manage communications of failed member company			
		Add posts, as needed- always redirect to Assuris' Microsite		Post where policies were transferred
	Prepare letter to policyholders	Letter to policyholders distributed	Draft wrap-up letter to policyholders	Wrap up letter to policyholders distributed
	Controlled Media			
	Maintain List of key media contacts	In person interview		
	Prepare statement for release	Release statement to the press, announcing failure	Release statement to the press, as needed	Release statement updating policyholders on where policies were transferred

Stakeholders	Preparation Phase	Acute Phase	Progress Phase	Wrap-up Phase
Members	IAC Meetings			
	Prepare material for IAC meetings	Hold IAC meetings, as needed		
	In-person meetings, virtual and telephone meetings			
	Prepare list of key members that President & CEO should meet	Schedule meetings, as needed		
	Emails			
	Prepare email to members informing them of the failure and funding strategy	Inform members of failure and inform members of funding strategy	Respond to member inquiries (Reference Comprehensive Internal Q&A for Members)	Send letter to members with wrap-up information
	CLHIA/OHLI Communications			
	Prepare message for use by CLHIA/OHLI	Provide messages for use by CLHIA and OHLI, provides updates, as needed		

Stakeholders	Preparation Phase	Acute Phase	Progress Phase	Wrap-up Phase
Government (Regulators / Department of Finance)	In-person meetings, virtual and telephone meetings			
	Prepare list of key representatives that President & CEO should meet	Schedule meetings, as needed		
	Emails			
		Respond to potential government /market conduct regulators inquiries and provide updates, as needed		Wrap-up letter, if needed

Appendix I – Microsite Overview

[company name] has failed. Assuris is here to protect you.

Click here for information on how you are protected

What do I need to know as a policyholder?

- Automatically protected
- No need to apply for protection
- Continue to pay your premiums
- Continuation of benefits
- Claims in process and administrative changes
- Policy transfer – when and who
- Group policy

How will my life insurance benefits be protected?

- Protection Tables (pop-up definition by benefit type)
- Protection by product type
- Link to product description
- Link to protection examples by product
- If you have more than one policy application
- Individual vs Group

What do I need to know as a financial advisor?

- Your clients should continue to pay their premiums
- Letter outlining how their benefits are protected will be sent your clients
- Claims in process and administrative changes
- Client communication material

What do I need to know about Assuris?

- Mission
- Backed and funded by the strength of entire life insurance industry
- Appointed by the Minister/ Recognized by AMF
- Governance – Board of Directors
- Role in Court process
- Expertise in dealing with resolution

Insolvency process

- The Court has appointed a liquidator
- Typically, the Court will order the liquidator to transfer policies
- Assuris' role in resolution
- Assuris is working closely with the liquidator

Assuris contact information: info@assuris.ca / 1-866-878-1225 / Liquidator call centre contact information: email / phone number

Appendix II –Social Media Channels Overview

Channel	Posting Frequency
Facebook General audience Policyholders	Regular posts during the first few days of the failure. Always redirect to Assuris' Microsite. Use will slow down as weeks progress.
LinkedIn General audience Financial Advisors Members	More frequent during the first week of the failure. Always redirect to Assuris' Microsite. Use will slow down as weeks progress.
Twitter General audience Policyholders	Some high-level posting on Assuris' channel. Always redirect to Assuris' Microsite. Increased activity on the failed company's feed during the acute phase of the failure. Use will slow down as weeks progress.
Other channels - if used by failed company	Instagram

Appendix III – Reference Materials

Reference Templates:

I. Assuris Points for Potential Joint Statement with the Regulator / Liquidator
II. Email to all Employees sent from President & CEO re: Failed Member
III. Assuris Social Media Posts
IV. Assuris Media Statement- Issue on Canadian Newswire
V. Email Blast for Financial Advisors
VI. Template Client Letter for Financial Advisors
VII. Liquidator Letter to Policyholders – sent to policyholders of failed company
VIII. Letter to the Designated Representatives and Member Company Executives
IX. Funding Letters
X. Wrap-up Information Letter to Members
XI. Messages for Use by CLHIA / OHLI in Communicating with their Members
XII. Wrap-up Information Letter to Department of Finance / Participating Jurisdictions

Reference Material:

- Microsite – developed in WordPress
- Q&A – specific to failed company for *info@assuris.ca* and call centre training