

Mock Crisis Communications Response

ATCO Energy

ATCO's vision and mission is to develop a global business that provides energy-related products and services (ATCO, 2024). ATCO takes the approach of smart and proactive risk management, as well as a disciplined approach to growth. ATCO's key publics include; community residents and landowners, customers and potential customers, indigenous communities and investors, potential and new (ATCO, 2024). ATCO's business objectives follow five key points, with those points being innovation, growth, financial strength, operational excellence and community involvement (ATCO, 2024). Their focus on long term sustainable growth puts them in a position to continue to dominate the industry. Overall, their past media strategy is one that has been proactive, despite the recent situations that have resulted in news coverage, ATCO works to be ahead with their media strategy to ensure that they are being successful in connecting with their key publics. The past coverage overall has been primarily positive, with a few negative spotlights in recent months following the Jasper and Whitehorse incidents of overcharging their customers; the positive coverage is most notably how ATCO is a leading innovator in their field.

The problems that have most recently caught the attention of the news are the incidents in Jasper and Whitehorse. In Whitehorse, ATCO overcharged their customers due to a system malfunction, and while this incident is one that was an error it is one that closely followed the situation in Jasper that resulted in a 31 million dollar fine (Whitehorse Daily Star, 2024). The incident in Jasper that resulted in a fine was the direct outcome of ATCO allowing First Nations contractors that they had hired to overcharge them, in an effort to create revenue for another ATCO branch (CTVNews, 2022).

In light of the recent operational challenges, ATCO faces the task of rebuilding the trust of their stakeholders and communities. This scenario is one that presents as an opportunity for ATCO to further develop their leadership in the industry by returning to their key vision of innovation, community involvement and operational excellence. By implementing a transparency initiative, ATCO has the chance to rebuild their reputation and stakeholder trust through strengthening their commitment to sustainable growth and stakeholder engagement.

To address the ATCO Transparency Initiative's objectives effectively, a multi-pronged strategy that leverages direct engagement, social media influence, and traditional communication methods will be utilized. This approach is designed to rebuild trust and ensure transparency following the Jasper and Whitehorse overcharging incidents. ATCO will have direct engagement with their key publics by hosting a "Tell all town hall" event that provides a platform for open communication between the executive suite and key public stakeholders. This will ensure that their publics have their concerns directly addressed. ATCO will also partner with an influencer to do a social media takeover and day in the life segment for their executives. By partnering with an influencer to showcase a day in the life of an ATCO executive, this provides stakeholders with a behind-the-scenes look at the company's operations. This strategy utilizes the reach and credibility of social influencers to enhance ATCO's transparency and accessibility. The letters to the communities are ones that will be addressed to each household in Jasper and Whitehorse, which is a large feat but it will prove ATCO's commitment to rebuild the trust that they have lost in their stakeholder. These letters will detail how ATCO is going to move forward with business and how they plan to keep their stakeholders informed and maintain transparency.

There are three key messages that ATCO will be communicating with this new initiative. The first is their commitment to transparency and accountability, placing emphasis on ATCO's dedication to being open and transparent about their operations, decision making processes and the steps that they are taking to rectify their past mistakes. The second key message is to highlight ATCO's efforts to connect proactively with their stakeholders and maintain open and honest communication. The third and final key message is to emphasize the long term dedication ATCO has to their communities and their communities well being, and their continuous positive contributions to community welfare.

To build a positive relationship with the media in this case, ATCO needs to be providing timely and accurate information as well as providing as many details as they possibly can to ensure that they are following the theme of 'Tell All' for this campaign. This will help ATCO to foster trust in their key publics. By hosting the 'Tell All' town hall, having BLANK takeover their socials for a day in the life of an ATCO executive will build the feeling of insider knowledge in their publics and give them a better understanding of how the company runs internally. With this plan, extensive media training will be required; the executive will need to be

able to answer every question that they receive openly and honestly while still maintaining some semblance of privacy on topics that they are not able to fully respond to.

This plan does include two media events and one community connection tactic. The main event is the ‘Tell All’ town hall, followed by the media takeover. These events allow for real-time engagement and feedback from their primary audiences and will be crucial to rebuilding the trust that ATCO lost following the events in Jasper and Whitehorse. The combination of these strategies and events are tailored to rebuild this trust and realign ATCO with their core vision and mission.

The first step of the Media plan is the ‘Tell All’ town hall, which will be hosted by the executive suite at ATCO. This town hall will take place in one month's time, as this will allow for adequate time to fully prepare the executives with media training. They will be coached on how to answer questions honestly and still maintain privacy on topics that are not yet ready to be released to the public. At the town hall, the announcement will be made that BLANK will be doing a social media, day in the life of an executive, takeover on ATCO’s instagram as well as the BLANKS page. The takeover will happen the week following the town hall. This will be exclusive insight into what Bob J. Myles does on a daily basis for ATCO En-power, and gives viewers an idea of the decision process ATCO follows. Finally, the letters to the communities of Jasper and Whitehorse will be sent out within a week from this pitch, as these letters are going to the communities that have been directly impacted by ATCO’s overcharging. These letters will be sent to each household in these communities and will use language that conveys sincerity and commitment to rebuilding trust.

FOR IMMEDIATE RELEASE

ATCO'S TRANSPARENCY INITIATIVE

ATCO's initiative to share exclusive stories with community members

CALGARY, Alta. – ATCO executives will be hosting a virtual Tell All Town Hall for Canadians to ask questions about the recent Jasper and Whitehorse incidents. Nancy Southern, Bob J. Myles and Dale Friesen are a few of the executives who will be on this call. This Town Hall serves as an opportunity for Candians to ask burning questions they have about ATCO's processes and what the next steps will be to move forward from this.

Along with the Tell All Town Hall, ATCO will be partnering with BLANK, a well known influencer who will spend a day with Bob J. Myles, sharing insights into our daily operations through multiple social media platforms, including an ATCO Instagram takeover. This will give Canadians a peek behind the scenes at ATCO's commitment to our communities.

Additionally, ATCO will be sending letters to the communities in Jasper and Whitehorse to detail the specific steps that are being taken to address the past issues and the plans in place to prevent future occurrences. These letters will be detailed to each household of the communities and are a part of ATCO's efforts to directly connect with their communities and ensure that they are informed and engaged in ATCO's path forward.

ATCO's Tell All Transparency Initiative is one that is focused on reestablishing our commitment to transparency and accountability, and showing our dedication to open, honest communication regarding our operations and decision making. At ATCO we are actively seeking ways to engage with and listen to our communities and stakeholders and continue to demonstrate our commitment to rebuilding trust through open and direct dialogue.

These initiatives are guided by our long-term commitment to the wellbeing of our communities that we serve, and focus on actions that contribute positively and will prevent future issues.

About ATCO:

ATCO is a leading infrastructure and services company, dedicated to providing innovative, sustainable solutions in the sectors of energy, logistics, and construction, among others. With a long-standing commitment to excellence, community welfare, and environmental stewardship, ATCO is committed to being a trusted partner and contributor to the communities it serves.

For further information, please contact:

Megan Halvorsen

Communications Specialist

ATCO Public Relations

(403) 292-7500

Meganhalforsen@ATCO.com

www.atco.com

-END-