

Briefing for MARIM

Managing risk in conflict environments: Real-world lessons & practical tools



Healix

Welcome

Meet your speakers



Grant Strudwick
Director – Travel Risk Advisory

Supporting organisations in preparing for, managing and recovering from complex risk and crisis events. He brings more than 25 years of global experience across the Americas, Europe and the Asia-Pacific region, having held senior leadership roles at International SOS, Control Risks and Pinkerton. Grant began his career with the Australian Defence Force, bringing a disciplined, operationally focused approach to travel risk and crisis management.



Chris Garrett
Director – Client Solutions

Leading the development and delivery of integrated risk management solutions for multinational organisations across the region. He brings more than 16 years of Asia-focused experience in commercial leadership, client advisory and business growth within complex risk and people services environments, previously holding senior roles at global organisations including International SOS and Aon.

Jakarta 2016

Two perspectives, one reality

Client One

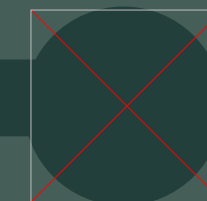
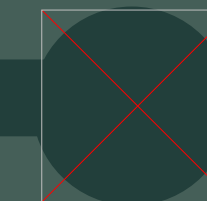
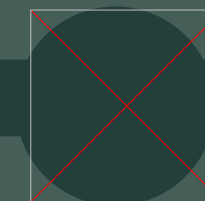
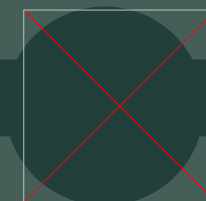


Injured by an improvised explosive device during an attack on Starbucks

Receives immediate, improvised aid from nearby colleagues

Is stabilised on-site and transported to a local facility in critical condition

Requires complex evacuation coordinated across military and international organisations



Client Two



Hears gunfire and makes calls for help

Begins to see reports of multiple attacks emerging on social media

Becomes concerned for family safety and considers leaving the building

Is instructed to shelter in place due to unverified and unclear information

Traveller education and training | Access to 24/7 assistance centres | Access to verified intelligence and analyst capability

Observations from evacuations

The good, the bad, the unprepared and the 'best in class'

High preparedness

- Plans documented but not implemented, trained or tested
- No delegated local authority
- Poor information flow hinders decision-making
- Weak business continuity considerations

- Mature crisis management framework and exercised plans
- Dedicated provider communications and on-site POC
- Clear communications to staff and stakeholders
- Time and space for informed decision-making

Low preparedness

- Multiple POCs and unclear decision authority
- No visibility of staff status
- Ad-hoc, vulnerable communications and unclear staff guidance
- No local contacts, arrangements or preparedness understanding

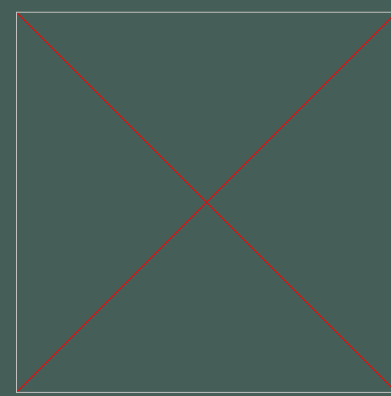
- Clear evacuation ownership and delegated local authority
- Comfortable operating in complexity & uncertainty
- Staff safety prioritised over cost
- Single POC, local resources and early insurer engagement

Not very effective

Highly effective

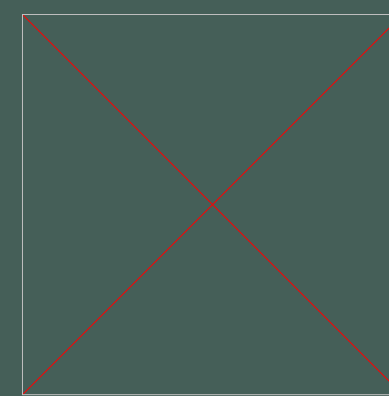
Observations from evacuations

The bottom line



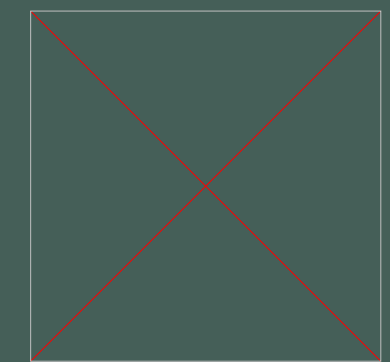
The cost of an average
long haul business
class seat

\$5,000-\$
10,000



The cost of a travel
assistance programme
per year

\$50,000-\$
100,000



The cost to develop a
mature operational
resilience framework

Priceless!

Remote mine 2013

How escalating threats led to operational shutdown

Background

- Active Australian-operated gold mine in a remote location employing thousands of personnel.
- Site accessible only via dedicated airstrip and light aircraft.
- Local community permitted to conduct illegal artisanal mining within the concession to maintain community relations.
- No documented security evacuation plan despite escalating security risks.

Incident

- Violent community uprising overwhelmed site security.
- Multiple local police officers killed during the attack.
- Site infrastructure destroyed by fire.
- Medical personnel forced to evade through jungle before emergency extraction.
- Mining operations suspended for more than 10 years.

Risk management gaps

- No structured security evacuation plan.
- Limited crisis management preparedness.
- Insufficient planning for rapid deterioration in community relations.
- No embedded security intelligence capability to identify escalating threats.

A prepared organisation

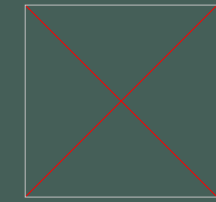
- Site Security Review and Vulnerability Assessment.
- Security Evacuation & Contingency Planning.
- Crisis Management Training and Exercising.
- Hostile Environment Awareness Training (HEAT).
- Embedded Security Intelligence Analyst.



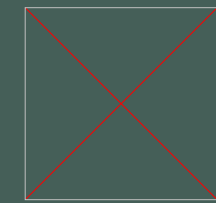
The future of crisis management

Crisis room inertia

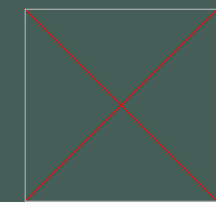
The challenges of the crisis
room...



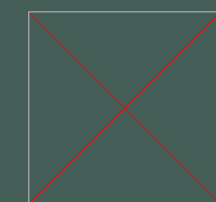
Too much information and noise



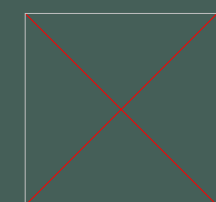
A concise picture of the situation



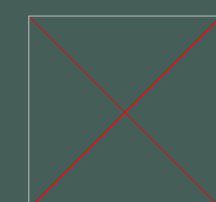
Formulation of options



Action planning and execution



Keeping track of actions and their status



After action reporting and review

The future of crisis management

Crisis black box – connected AI arbitrage

End-to-end intelligence and
crisis response lifecycle.

A series of bespoke AI Agents,
configured to the industry,
location, and organisation.

Sense

- Multi-source feeds
- Real-time alerting
- Noise reduction & triage



Understand

- Entity & event linkage
- Geo-temporal context
- Impact & exposure views



Decide

- Scenario modelling
- Decision recommendations
- Risk scoring & thresholds



Act

- Tasking & checklists
- Comms workflows
- Stakeholder notifications



Monitor

- Tracking
- Updates
- Success modelling



Learn

- After-action reviews
- Performance metrics
- Continuous model tuning



Closing thought

The convergence of risk is not only impacting your people and assets, but it's impacting your premiums.

Any questions?



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