

# MARIM CONFERENCE 2017

## Risk & Resilience in a VUCA World

26 - 27 July 2017 Le Meridien Putrajaya

### **International Expansion – Minimising Disaster Impact**

**Paul Doucet**

Regional Security Manager, Security  
Solutions, APAC International SOS and  
Control Risks





# International Expansion – Minimising Disaster Impact

International SOS Control Risks

26 July 2017



# AGENDA



**Remaining resilient**



**2017 Business Impact of Travel  
Risks Survey**



**Knowledge is power in a VUCA  
world: Are you evolving?**



**Proactive, reactive and  
proportional strategies**

# Just one year ago...

## Crises I was involved in in July 2016

### Gunmen take hostages in Bangladeshi capital Dhaka

© 2 July 2016 | Asia



### South Sudan: Clashes erupt in Juba hours after UN plea

© 11 July 2016 | Africa

Share



Government helicopter gunships were seen...



Photo: AFP

### Nice truck attack flying like bowling ball

Published: 15 Jul 2016 08:25 GMT+02:00  
Updated: 15 Jul 2016 08:26 GMT+02:00

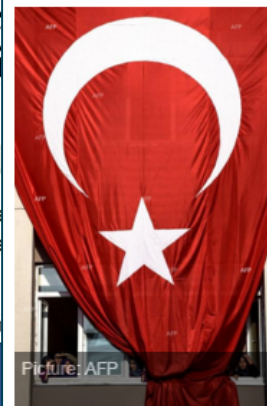
Share Tweet + Share

Witnesses in Nice have spoken...  
ploughed through a crowd of...  
84.

An AFP reporter had to shield h...

### BBC: Turkey army group announces takeover on TV

16 July 2016 | 00:16 | FOCUS News Agency



Picture: AFP

**Ankara.** An army group in Turkey says it has taken control of the country, flying low over Ankara, BBC reported. PM Binali Yildirim earlier denounced an "illegal action" by a military "group" but the government remained in charge. Traffic has been stopped from crossing both the Bosphorus and Fatih S. There are reports of gunshots in the capital Ankara. Other reports said soldiers were inside buildings of the Turkish state broadcaster. Gunfire was also heard outside Istanbul police HQ and tanks are seen on the streets. Flights are cancelled, reports say. CNN Turk reported that President Recep Tayyip Erdogan was "safe" but a statement from the military group read out on NTV television said: "The country is under the control of the military group. Who represents the group remains uncertain."

# Remaining resilient despite the war next door

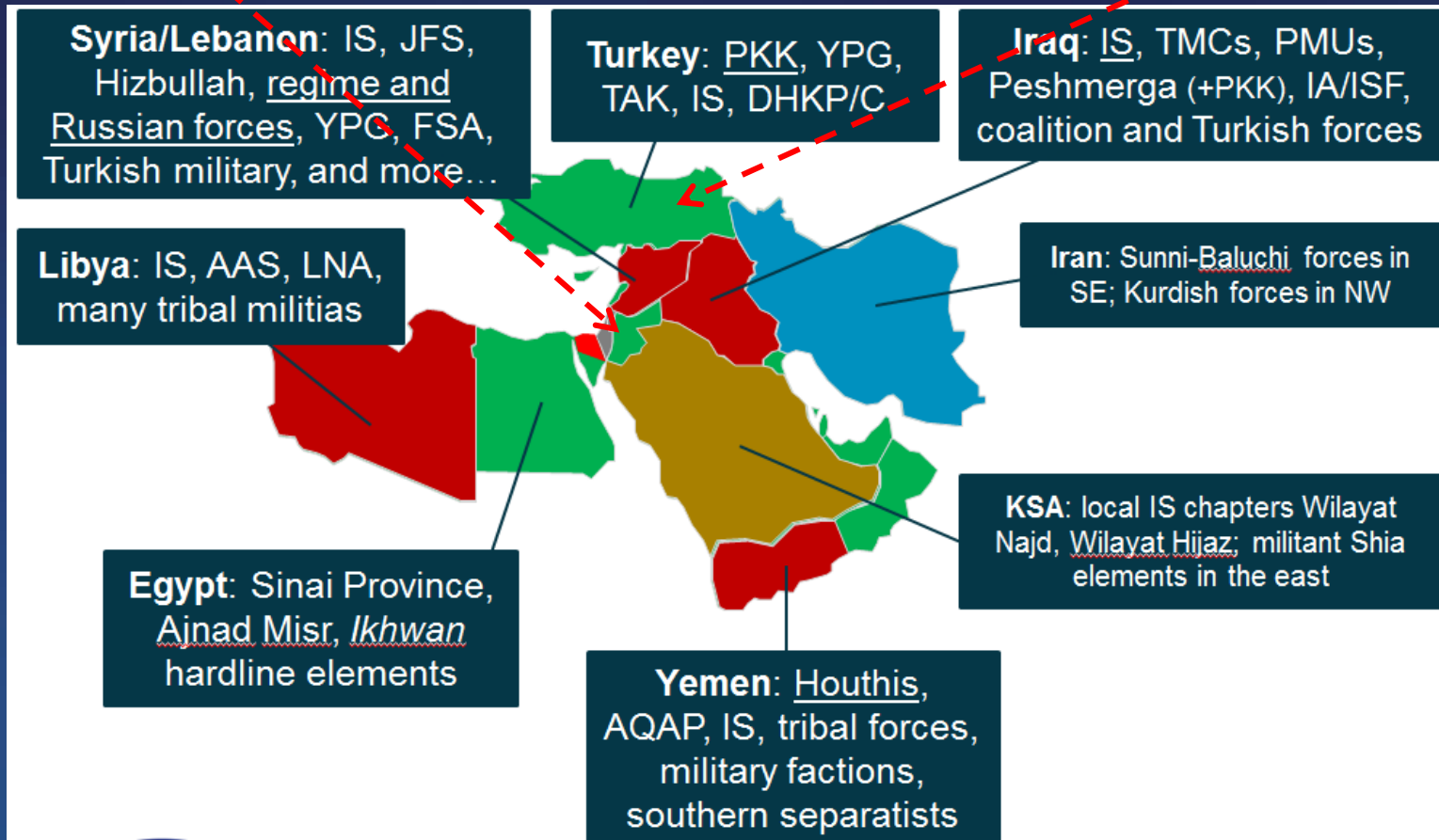
## Country- and company-level examples

Country level:

• Jordan

vs.

Turkey



# Remaining resilient despite the war next door

*Country- and company-level examples*

## **Organisation-specific examples:**

- Oil company in South Sudan
- University in Japan

## **Resilience means different things to different people:**

- Define your 'risk appetite'
- Design a multi-pronged risk-management approach
  - Both proactive and reactive
- Consider corporate culture, history and practice
- Start with the end in mind...
- *... and always be prepared for the worst-case scenario*

# “2017 Business Impact of Travel Risks” Survey

What were the **main challenges** you faced during recent crises?

- 43% **Access to information about the situation**
- 43% **Communication**
- 30% Awareness of roles and responsibilities
- 30% Location of employees
- 27% Assistance on the ground

Source: 2017 Business Impact of Travel Risks Survey



# “2017 Business Impact of Travel Risks” Survey

What would be the **best way to improve your level of preparedness?**

- 70% **Improve communication**
- 51% Review/Gap analysis of travel risk policy and procedures
- 50% Provide regular training to mobile workers
- 47% Drill with crisis simulation exercises
- 39% Optimise use of existing resources

Source: 2017 Business Impact of Travel Risks Survey





# “2017 Business Impact of Travel Risks” Survey

What would be the **best way to improve your level of preparedness?**

*OSAC Survey following 2011 Egypt evacuations:*

4. What has been your organization's greatest challenge?

Communication	29%
Getting up to date accurate information	26%
Internal decision making and coordination of actions	21%
Evacuation	9%
Secure transport to airport	9%
Providing safe haven	4%
Onward transportation	3%

(Number of respondents: 142; Number of responses: 196\*)



# TRAVEL RISK MAP 2017



**MEDICAL RISK RATING DEFINITIONS**  
 International SOS assigns medical risk ratings to countries by assessing a range of health risks and mitigating factors including infectious diseases, environmental factors, medical evacuation plans, the presence of accredited local emergency medical and dental care, access to quality pharmaceutical supplies, and cultural, language or administrative barriers.

**RAPIDLY DEVELOPING VARIABLE RISK COUNTRIES**  
 These countries are being reassessed the most often. The most often used and is generally assessed throughout the year of the country.  
 • Change rates in development, stability of political and economic conditions.  
 • Significant natural and emergency services and health care may be poor. Risks to travellers through the risk of natural disasters and emergency services may be poor.

**LOW MEDICAL RISK COUNTRIES**  
 Representative standard of care throughout the country. High quality emergency, medical and dental care available. High quality emergency, medical and dental care available. High quality emergency, medical and dental care available.

**MEDIUM MEDICAL RISK COUNTRIES**  
 Representative standard of care available from selected providers. Reliable emergency services and dental care available. Some level of health care services. Emergency services, health care and dental care may be poor.

**HIGH MEDICAL RISK COUNTRIES**  
 Representative standard of care available from selected providers. Health care services and dental care available. Some level of health care services. Emergency services, health care and dental care may be poor.

**VERY HIGH MEDICAL RISK COUNTRIES**  
 Representative standard of care available from selected providers. Health care services and dental care available. Some level of health care services. Emergency services, health care and dental care may be poor.

**TRAVEL SECURITY RISK RATING DEFINITIONS**  
 The Travel Security Risk Rating evaluates the threat posed by travellers and international agencies for political violence, terrorism, civil unrest, kidnapping, piracy, armed and unarmed conflict, as well as natural and petty crime. Other factors, such as the reputation of the government, infrastructure, the state of industrial relations, the effectiveness of the security and emergency services and the country's vulnerability to natural disasters are also considered where these are of sufficient magnitude to impact the overall risk environment for travellers.

**INSIGNIFICANT TRAVEL RISK**  
 Risk of violent crime is very low. There is no significant political violence or civil unrest and no other major concerns such as terrorism, kidnapping, piracy, armed and unarmed conflict, as well as natural and petty crime. Other factors, such as the reputation of the government, infrastructure, the state of industrial relations, the effectiveness of the security and emergency services and the country's vulnerability to natural disasters are also considered where these are of sufficient magnitude to impact the overall risk environment for travellers.

**LOW TRAVEL RISK**  
 Significant political violence or civil unrest is not present and no other major concerns such as terrorism, kidnapping, piracy, armed and unarmed conflict, as well as natural and petty crime. Other factors, such as the reputation of the government, infrastructure, the state of industrial relations, the effectiveness of the security and emergency services and the country's vulnerability to natural disasters are also considered where these are of sufficient magnitude to impact the overall risk environment for travellers.

**MEDIUM TRAVEL RISK**  
 Political violence, terrorism, kidnapping, piracy, armed and unarmed conflict, as well as natural and petty crime. Other factors, such as the reputation of the government, infrastructure, the state of industrial relations, the effectiveness of the security and emergency services and the country's vulnerability to natural disasters are also considered where these are of sufficient magnitude to impact the overall risk environment for travellers.

**HIGH TRAVEL RISK**  
 Terrorism is frequently present and may target all foreign travellers. There may be kidnapping, piracy, armed and unarmed conflict, as well as natural and petty crime. Other factors, such as the reputation of the government, infrastructure, the state of industrial relations, the effectiveness of the security and emergency services and the country's vulnerability to natural disasters are also considered where these are of sufficient magnitude to impact the overall risk environment for travellers.

**EXTREME TRAVEL RISK**  
 Government control and law enforcement may be absent or ineffective across large areas. Terrorism, kidnapping, piracy, armed and unarmed conflict, as well as natural and petty crime. Other factors, such as the reputation of the government, infrastructure, the state of industrial relations, the effectiveness of the security and emergency services and the country's vulnerability to natural disasters are also considered where these are of sufficient magnitude to impact the overall risk environment for travellers.

**REGIONAL VARIATIONS**  
 Local security risks exist in some areas within a country where the risk faced by travellers and international agencies is different from the country's overall risk environment, usually necessitating a different level of preparation.

**INTERNATIONAL SOS ASSISTANCE CENTRE**  
 Staffed by doctors and nurses, security specialists and other experts, International SOS provides 24/7 medical and security services in more than 80 countries. All over the world.

**INTERNATIONAL SOS RESPONSE CENTRE**  
 International SOS has response centres. They provide emergency medical care, security services and other services in 24/7. They are available in 24/7. They are available in 24/7.

**CLINIC**  
 An accredited, integrated network of clinics and medical facilities that provide high quality medical care and emergency response, often with 24/7 availability.

Control Risks

# Volatile, Uncertain, Complex and Ambiguous

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# Mali

Listen to this page

Official advice:  
Do not travel

### On this page

- Summary
- Entry and exit
- Safety and security
- On this page
- Summary
- Entry and exit
- Safety and security
- Local travel
- Laws
- Health
- Where to get help
- Additional information
- Back to top

### Advice levels

- Mali overall, do not travel
- Bamako, and areas north of the latitude of Diema, do not travel
- Koulikoro, except the capital, Bamako, reconsider your need to travel
- Kayes, Sikasso and the region of Segou south of the Niger River, reconsider your need to travel



Warnings by area  
View full map

Conditions can change suddenly. We recommend you:

- Subscribe to updates
- Register your travel plans
- Get the right travel insurance
- Follow us on Facebook and Twitter

Latest advice, 24 August 2016



## Security Message for U.S. Citizens: Credible Threats to Tourist Sites

April 26, 2016

The U.S. Embassy in Ankara informs U.S. citizens that the Turkish Government continues to receive credible intelligence that ISIS are seeking opportunities to attack popular tourist sites in Turkey. The U.S. Embassy reminds U.S. citizens that Turkey have been explicitly targeted by ISIS and that U.S. citizens should be mindful of the potential for terrorist attacks in tourist destinations.

Foreign travel advice

## Pakistan

- Summary
- Current travel advice
- Safety and security
- Terrorism
- Local laws and customs

- Entry requirements
- Health
- Natural disasters
- Contact FCO Travel Advice Team

Get updates [email](#) [feed](#)

### Summary

Still current at: 16 December 2016  
 Updated: 6 December 2016  
 Latest update: 6 December 2016  
 Entry requirements section - if you're visiting Pakistan for more than 4 weeks, you may need to provide proof of polio vaccination when you leave Pakistan

The Foreign and Commonwealth Office (FCO) advise against all travel to:

- the Federally Administered Tribal Areas
- the districts of Charsadda, Kohat, Tank, Bannu, Lakki, Dera Ismail Khan, Swat, Buner and Lower Dir in Khyber-Pakhtunkhwa
- the city of Peshawar and districts south of the city, including travel on the Peshawar to Chitral road via the Lowari Pass
- northern and western Balochistan
- travel on the Karakoram Highway between Islamabad and Gilgit

The FCO advise against all but essential travel to:

- the Kalesh Valley, the Bamoboret Valley and Arandu District to the south and west of Chitral in Khyber-Pakhtunkhwa
- the city of Quetta
- the city of Nawabshah in Sindh Province, and areas of interior Sindh to the north of Nawabshah

## Travel advice for Irish citizens in Belgium has been updated

It comes amid a heightened security state in the two countries in the wake of Paris.

Nov 24th 2015, 7:37 AM 21,456 Views 36 Comments

THE OFFICIAL TRAVEL advice for Irish citizens in or travelling to France and Belgium has been updated.

comes amid a heightened security state in the two countries in the wake of the 13 November terror attacks in Paris.

been confirmed that Brussels is remain at the highest security



A French police officer holds a rifle at the border between France and Belgium.



## Germany travel

Latest travel advice for Germany including entry requirements, travel warnings and health

Search...

## Brussels explosions: Is it safe to travel to the city?



### READ MORE

1 59 amazing facts about Russia  
12:30

2 UK's busiest single-terminal airport set for £130m revamp  
12:28

3 The world's worst Christmas tree? Rome's maligned Christmas tree gets a much-needed



# KNOWLEDGE IS POWER





## BANGLADESH – ATTACK, 1-2 JUL 16



 **INTERNATIONAL SOS** **Control Risks**

**Bangladesh: Dhaka: Continue to avoid Gulshan 2 following attack; movement restrictions remain in place as security forces wrap up operations (Revised)**

### OVERVIEW

-  **Level:** **Special Advisory**  
 **Location:** **Bangladesh**  
 **Category:** Explosion, Terror attack  
 **Active:** 02 Jul 2016 - 09 Jul 2016

*Last Updated: 02 Jul 2016 05:42 (GMT)*

Members in the capital Dhaka should continue to avoid the upscale Gulshan 2 area of the city, as the paramilitary Rapid Action Battalion (RAB) wrap up security operations that began early on 2 July to free around 20 people, including Indian, Italian, Japanese, Sri Lankan nationals, who were being held hostage by approximately eight gunmen who stormed the Holey Artisan Bakery on [Road 79](#).

According to initial reports, around 12 hostages have been rescued; the status of the other hostages is currently unclear, though early indications are that several hostages have been killed. Local sources also indicate that five gunmen have been killed, one has been captured, while two remain unaccounted for.

### ADVICE

- Members in Dhaka should continue to avoid Gulshan 2.
- Members currently in the area should continue to stand fast until all security force operations have been completed.
- Minimise non-essential movement in the rest of Dhaka.
- Expect heightened security across Dhaka; follow all official directives and carry relevant identification documents to ease passage through security checkpoints.

### MANAGER ADVICE

- **Travel to Dhaka can continue.**
- **Although hotels are a potential target for Islamist terrorist attacks, we continue to advise business travellers to stay at international-standard hotels in Bangladesh.** These hotels generally offer adequate security for travellers, as well as access to support services such as multi-lingual staff, medical support and reliable drivers. Ensure that due diligence of accommodation is conducted during the selection process, identifying the level of security in place, the location of the hotel and any supporting infrastructure.
- **Comprehensive journey management planning is essential.** A private vehicle and driver is recommended for all overland journeys.

## REPORTS & CONSULAR TRAVEL

BUREAU OF CONSULAR AFFAIRS

Where You Go

Country Information

## Travel Warning

**Warns U.S. citizens to consider carefully to Bangladesh, in light of the latest attack**

On July 10, 2016, the Department of State announced the temporary suspension of all non-essential U.S. government departures of family members of U.S. citizens to the U.S. Embassy in Dhaka. The U.S. Department of State will provide all routine consular services and will assess that the terrorist threat is real and

**Control Risks**

# KNOWLEDGE IS POWER

## LEBANON – TRAVEL ADVICE



### Destination at a Glance



Destination: **Lebanon**

- M** MEDIUM MEDICAL RISK
- M** MEDIUM TRAVEL RISK
- H** HIGH TRAVEL RISK for Bekaa valley, Akkar, Hasbaya districts; Tripoli

### Security



#### TRAVEL RISK SUMMARY

Lebanon presents a diverse security environment with various security issues; the overall travel risks for the country continue to be rated as MEDIUM. Terrorism currently poses more of an incidental than a direct risk to foreigners, with the vast majority of attacks targeting personnel and facilities associated with the Shia Muslim movement Hizbullah, Shia civilian areas and occasionally politicians. Attacks have occurred throughout the country, but central areas of the capital Beirut are rarely the focus of militant activity. Nevertheless, there is a low, but credible risk of small-scale attacks targeting Westerners.

Crime rates are relatively low; petty crime is common in crowded areas, but violent crime is rare, despite the prevalence of firearms. Kidnapping has increased in recent months, largely connected with the domestic consequences of the conflict in neighbouring Syria, which has also led to an increase in security incidents in the northern and eastern areas of North and Bekaa provinces. Syrian and local nationals remain the most likely targets for criminal activity, particularly kidnapping.

Travel to the northern city of Tripoli (North province) poses an elevated risk due to the high prevalence of sectarian violence linked to the Syrian conflict. Clashes between rival districts can rapidly escalate, leading to a deterioration of the security environment. In addition, crime rates are high compared to the rest of the country, as well as by regional standards. Demonstrations in Tripoli are more likely to lead to violence; protests in Beirut tend to be tightly controlled by the security forces.

This information is intended as a summary of the travel security environment; however, the risks can change at short notice during a crisis or evolving situation. Please check our travel security alerts to ensure you are informed of the most recent developments.



### Lebanon | Travel security guide | Standing travel advice

#### STANDING TRAVEL ADVICE

- **Travel to Lebanon can continue with standard travel security precautions.**
- Normal travel to Lebanon requires flexible itineraries and access to local knowledge: be prepared to postpone journeys at short notice.
- Avoid non-essential travel to the Shia Muslim-dominated southern suburbs of the capital Beirut.

*Bekaa Valley, Akkar district and Hasbaya district (northern and eastern borders with Syria)*

- Avoid non-essential travel to the Bekaa Valley and the Akkar and Hasbaya districts.

# HOW TO CATEGORISE YOUR TRAVEL RISKS?





# TURKEY: FROM LOW TO MEDIUM

## What to **watch** in 2017?

- Military campaign in northern Syria
- Islamic State 'spillover' into Turkey
- Re-escalation of Kurdish terrorism, conflict
- Continuing post-coup crackdown



## 2017 Risk Ratings



# TURKEY COUP ATTEMPT 2016

## Lessons Learned

- Companies must be ready to face serious crises even in low risk environments
- Internal processes and external tools must be tested, known and drilled
- Mass communication is one of the biggest challenges (lost connectivity)



# Are you evolving?

With the new economies and trends...

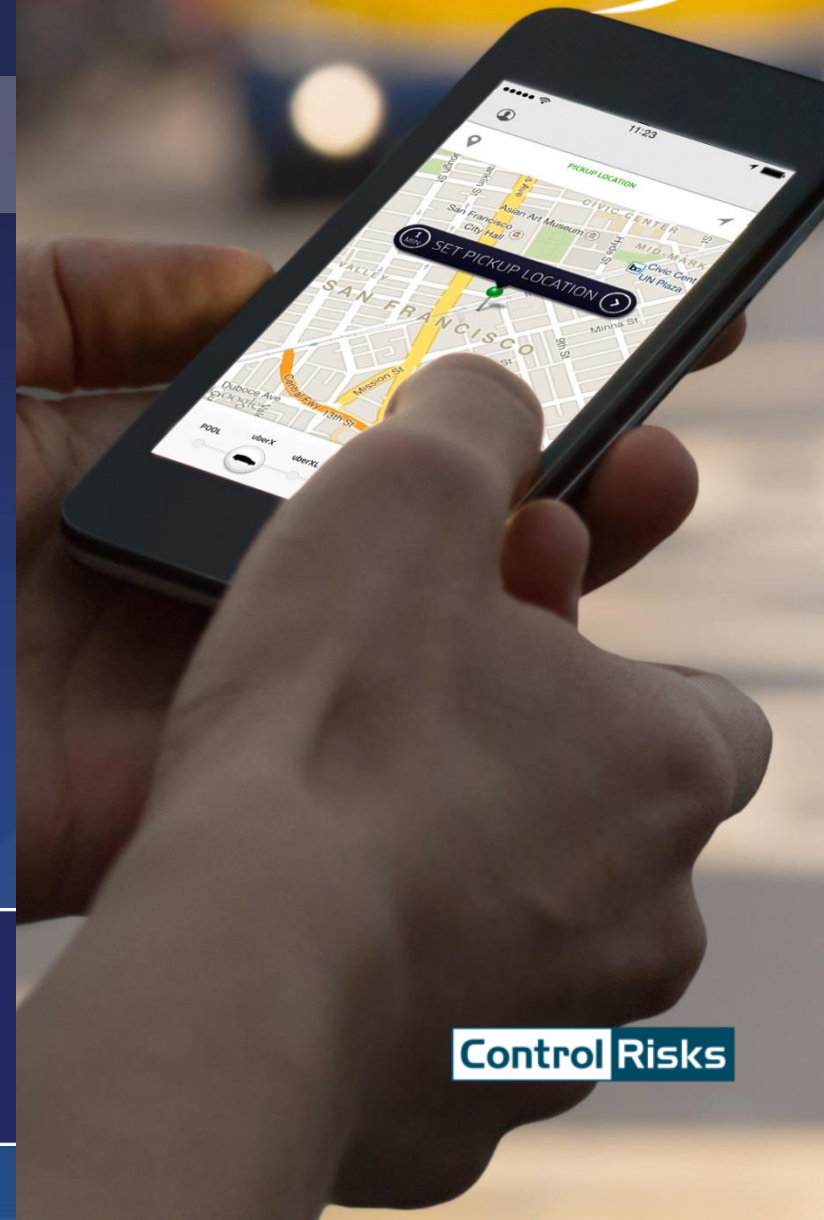
**Shared economy services** like Uber & Airbnb.

- Do your policies reflect this change in shared economy for business travel?
- How are you making your policy decisions?

**75%**

of organisations lack policies or procedures for using these services

INTERNATIONAL  
SOS



Control Risks

# Are you evolving?

**With the new economies and trends...**

**“Bleisure”** – how do you treat it?

- Blurring of lines: Privacy vs employer Duty of Care
- Information is unlimited and assistance can be provided
- How are you making your policy decisions?

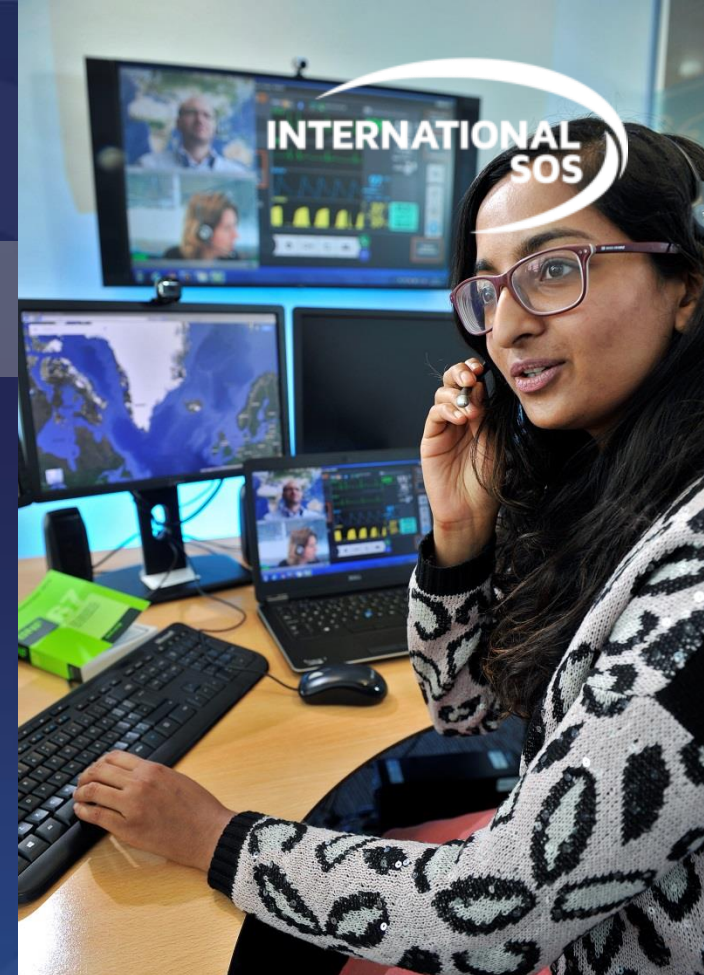


**Control Risks**

# Are you evolving?

With **technology...**

- Proliferation of Apps, social media
- Information protection
- New communication means, multi channel communications



# Proactive, reactive and proportional

## Proactive measures

- Training
- Planning
- Rehearsing
- Updating

## Reactive measures

- Decision making
- Plan execution
- 1. Staff safety, health and security
- Activate contingency, business continuity and disaster response plans

# Questions

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