



CRISIS MANAGEMENT PROCEDURE (Rev 0, May 27 2015)

1. OBJECTIVE

1.1 To develop a detailed client risk assessment questionnaire that should be completed to evaluate personal security before traveling.

1.2 To establish the rules and procedures for travel to locations posing an elevated safety risk and develop a travel approval process for high risk travel based upon the client's questionnaire. This process will provide for links to local government's country risk data.

2. SCOPE

This policy should support ICAAMC employees and members. And, when applicable, ICAAMC members' service contractors.

It includes:

- Web links support
- Travel risk definition
- Country/region risk rating
- Risk assessment questionnaire
- Travel approval process
- Travel/organization duties while travelling

3. WEB LINKS SUPPORT

3.1 Government Travel Advice Web links:

UK	https://www.gov.uk/government/organisations/foreign-commonwealth-office
USA	http://travel.state.gov/travel/cis_pa_tw/cis_pa_tw_1168.html
France	http://www.diplomatie.gouv.fr/fr/conseils-aux-voyageurs/
Germany	http://www.auswaertiges-amt.de/DE/AAmt/Uebersicht_node.html

3.2 Potential Security Provider Web links:

Aon WorldAware:	https://aonline.aon.com/wps/portal/worldaware
ISOS:	https://www.internationalsos.com/
AIG:	http://www.travelguardworldwide.com/Home_732_202613.html

4. TRAVEL RISK DEFINITIONS

It is common that countries are divided into different risk categories:

4.1 High Risk - Countries are rated at HIGH RISK when authorities have limited control of security in the country and public institutions are likely to be undermined by corruption. There is a sustained security threat that is likely to include frequent incidents of serious and violent crime and may also include violent civil protest, sporadic fighting or frequent terrorism. These may be specifically targeted against foreign businesses and their employees or areas where travelers/organizations and tourists congregate. Travelers/organizations to High Risk countries are likely to encounter security incidents unless active measures are taken for personal protection.

4.2 Severe Risk - Countries are rated as SEVERE RISK where it is likely that the government has little or no control over the forces of law and order and/or its own territory. The country may be experiencing, or on the verge of, civil or international armed conflict. Violent criminality and corruption are likely to be encountered frequently and terrorist or insurgent tactics may be in use by armed groups. These may specifically target foreign companies and their employees, including kidnapping. Places where expatriates and business travelers/organizations are known to congregate are probable targets. Travelers/organizations to Severe Risk countries do so at significant risk to their personal safety. Active and additional security measures are essential.

5. COUNTRY/REGION RISK RATINGS

5.1 Risk ratings for countries, regions and cities can fluctuate due to social, political, legal, economic, environmental, and technical factors. Therefore, a finite and static risk rating list or table for all countries, regions, and cities is not practical and not accurate.

5.2 As no single resource can have perfect information 100% of the time, the traveler/organization is strongly encouraged to consult multiple resources for security travel information to the extent available. The links mentioned in chapter 3 contain information which can be useful.

In general, national State Departments and Ministries of Foreign Affairs are good sources for advice and information.

As soon as the risk rating has been determined, a travel assessment will be developed to determine potential threats for travelers including preventive actions to reduce travel risk.

6. RISK ASSESSMENT QUESTIONNAIRE

6.1 General Introduction: The travel risk assessment will be accomplished by completing the Security Questionnaire. The questionnaire will be sent to the Client during the commercial negotiation phase. Once completed, the information will be evaluated by the ICAAMC member. This will allow adequate time for the ICAAMC member to collect all information and details needed before the expat/traveler deployment. In some cases, commissioning an onsite specific survey of the location could be necessary according to local threats and level of feedback information received.

As the Client risk perception may be different, in addition to the risk assessment questionnaire feedback, it is advisable to consider the Country/Region location, risk factor reports coming from both independent risk and strategic consulting firms, and from Government bodies.

6.2 Questionnaire Sections: In order to cover the general potential threats for travelers, the questionnaire is divided into different parts.

Contact names onsite: It is essential to provide complete and sufficient contact names of client site representatives along with the telephone number and business title information.

Job: This section provides information of the job to be performed on site. This information is important in order to complete an accurate assessment.

⇒ *Describe activities, general organization on site, purpose of project/operation*

Location(s) to be visited: Detailed information is needed about the location of the client site and the travel routes to that location. The principal focus is to understand the threats around the client location and along the travel routes to provide the necessary information for a third party assessment.

⇒ *Give detailed information on the itinerary associated with the destination*

Country/region threat: Provide a summary of the risks and situation in the region and/or country. This information will be compared to public information that can be accessed through the national websites. The client's analysis and understanding could be significantly different from what may be concluded from the information provided on the national websites. If this is the situation, all the assessment information provided must be given due diligence and judicious consideration.

Give details of the general risk and specific threats of the country/region, i.e., terrorism, kidnapping, site attacks, etc.

Reception and Orientation: Upon arrival in dangerous areas that have the potential threats of kidnapping, robbery, etc., it is crucial that a planned reception appropriate to the situation be in place for the arrival of the travelers, especially if it is their first time in the country.

Describe Reception process + General guidance and threats orientation + Contact Details + Photo ID

Accommodation: Hotels, housing and eventual private guesthouse need to be taken into consideration for the travel assessment. The way that those areas are secured is important depending upon the regional/country rating. The client representative needs to provide a description about security protocols including guards, fences, entrance protocol, etc.

Give detailed information about accommodations used during travel to destination: Hotel, Guesthouse, Private residence, etc.

Activity Profile: This section consists of the necessary information about the way the activity will be conducted on site. It should describe the organization when the contractor representative will be off site, or on an offshore/onshore rotation, etc.

⇒ *Give details about activities planned while working on site and the security arrangements, + Give details about itinerary and security arrangements when on off-site rotation, i.e., eating at restaurants, tourism, etc.*

Local Transport Arrangements: Local transportation is not sensible from a security point of view. Information is necessary describing the travel arrangements from the airport, to accommodations, or to other areas, and to the site. Depending on risk rating, travelers should always avoid public and local taxi transportation. Clients need to arrange all transportation on site and not let travelers leave without pre-arranged transportation by the client. In addition, rental cars should be avoided also for security reasons and to avoid difficult situations in the event of a car accident.

⇒ *Give details on preplanned travel arrangements and the organization providing transportation, i.e., travel itinerary, escorts, armed vehicle, etc.*

⇒

Security on Site: Provide detailed information about security arrangements at the site. The description needs to focus on entry periphery, fences, and guards. Depending on the risk rating, this information is critical for assessment of whether armed guards are necessary.

⇒ *Provide detailed information on the onsite Security Company with information on the security support provided. + Give detailed information on security companies providing security for other sites and the security support provided.*

Medical Support on Site: Clients sites could be a distance from emergency hospitals or clinics. It is important to evaluate site's capacity to manage emergency situations. The client should provide a description of the onsite medical capability. Information provided should also include hospitals and clinics near the site.

⇒ *Describe type of medical assistance provided onsite, i.e., First aider, Nurse, Doctor, Infirmary,+ Describe the organization's emergency medical plan in the event of a medical emergency.*

Communication: Maintenance of communication is crucial while on site. If some sites do not allow phone use while onsite, a point of contact must be provided. In addition, if network access is unavailable, a satellite phone needs to be provided for the traveler.

⇒ *Describe available type of possible international communication while on site.*

Site Emergency Evacuation: Depending on the region/country risk rating, an evacuation plan is necessary. Client representatives need to provide the emergency evacuation plan or evacuation instructions for travelers on site. Unless it is clear that the traveler is included in the evacuation plan, a STOP needs to be implemented. The risk assessment questionnaire clearly states that ICAAMC traveler members will be covered under the evacuation plan.

⇒ *Please describe site Emergency Evacuation plan in place, i.e., escorts, security, point for contact, unless confidential organizational, chart, etc.*

⇒ *Please confirm in the event of an emergency, your emergency evacuation plan includes ICAAMC personnel.*

⇒ *Provide any additional information regarding assistance of ICAAMC personnel in the event of a site evacuation: details about physical condition, confirmation of evacuated personnel, and confirmation of unaccounted for ICAAMC personnel, etc.*

Country/regional Emergency Evacuation: Depending on the country/region risk rating, the process of evacuation of personnel from a region/country needs to be described. Depending on contract between client and ICAAMC member, the client or ICAAMC member or both can manage the country/region evacuation. It should be clearly defined on the risk assessment questionnaire who will manage the evacuation to prevent any confusion.

⇒ *Please describe country/region Emergency Evacuation plan in place, i.e., escorts, security, point for contact, unless confidential, organizational chart, etc.*

⇒ *Please confirm in the event of an emergency, your emergency evacuation plan includes ICAAMC personnel.*

⇒ *Provide any additional information regarding assistance of ICAAMC personnel in the event of country/region evacuation: details about physical condition, confirmation of evacuated personnel, and confirmation of unaccounted for ICAAMC personnel, etc.*

List of Contractors On-Site: It is beneficial to have a list of the other contractors that are on site. In case of an emergency or critical situation, the names of other international companies and/or ICAAMC members is highly valued for information sharing about potential emergency situations or evacuations. However, non-response to this question is not critical to the risk assessment questionnaire.

7. TRAVEL APPROVAL PROCESS

This section, describe the process for travel approval. This process is clearly dependent on the ICAAMC members' internal organization. Therefore, travel approval process can substantially differ from one company to another.

7.1 Decision to Perform the Risk Assessment: It is the traveler organization's responsibility to determine if the travel destination requires the risk assessment questionnaire to be completed. If so, the traveler organization must consults the national website as described previously. This step is essential for traveler's security. Therefore, in the event of uncertainty, a risk assessment must be performed and travel arrangements assured.

7.2 Ask the Client to Complete the Risk Assessment: It is the traveler organization's responsibility to request the client or its representative to complete the risk assessment questionnaire. Given the situation and the client ICAAMC member relationship, the ICAAMC member can assist the client to complete the risk assessment questionnaire.

7.3 Questionnaire Answers Control: Upon completion of the risk assessment questionnaire, the ICAAMC member must review the risk assessment questionnaire, clarify potential unclear responses or

request missing information. The objective is to complete the risk assessment, prior to a final travel decision.

7.4 Analyze the Risk Assessment Outputs: Dependent on the local situation, region/country rating, the client risk assessment questionnaire responses, and third party advice, a decision whether to approve travel or not will be made.

It is recommended that this analysis and the final decision are undertaken by a third party independent of the business transaction. The decision by independent third party will help to ensure an unbiased decision. Representatives from Human Resources, Health and Safety, Travel, and other departments as appropriate should provide input.

7.5 In Case of Approval with Conditions: The final travel authorization can be approved with conditions for the client or for the traveler organization itself. Those conditions can address any risk factors mentioned previously, i.e., *travel period, transportation type, reception, accommodation, security on site, stops during the journey, etc.*

It is the responsibility of the traveler organization to inform come back to the client or its representative of the additional conditions for safe travel. It is recommended to request a letter approval to prevent any misunderstandings.

If the conditions impact the traveler organization, the risk assessment questionnaire will be revised according to the modification requested.

7.6 Traveler Information: When travel is approved and both parties agree on general conditions, it is necessary to summarize the information for the ICAAMC member representative. This preparation needs to summarize all information provided on the risk assessment questionnaire, data collected from country foreign affairs and the third party recommendation. In any case, the traveler needs to be clearly aware of the reception process as a strict minimum.

Special attention should be given to first time travel for a new client or to a new region/country.

7.7 In Case of Trip Denial: In the event of trip disapproval the client or its representative should be informed of the reasons for disapproval.

7.8 In Case of Approval Conflict: In the event travel is approved to a high rates country/region area, but the traveler/organization doesn't agree and doesn't want to travel to this area, a high level third party will be appealed to assist with the approved or disapproved decision. It is critical to forego the risk if safety uncertainties exist. A disputed conflict situation generates risk to the final traveler exposing him or them to safety risks.

7.9 Note: It is highly recommended to not force anyone to travel to high risk rated country/region areas, who do not want to go. A traveler's behavior/reaction can generate additional stress and potential new threats for himself.

8. TRAVELER/ORGANIZATION DUTIES WHILE TRAVELING

8.1 While traveling within a High or Severe Risk country/region, the traveler/organization must remain vigilant of their environment at all times. As these areas' security environment can change quickly, certain protocols should be instituted in order to maintain lines of communication between the traveler/organization and non-traveling management. These protocols are as follows:

8.1.1 Severe Risk Country: The traveler/organization will arrange "check calls" every 24 hours with non-travelling management to confirm the traveler/organization's safety.

8.1.2 **High Risk Country:** The traveler/organization will arrange “check calls” every 48 hours with non-travelling management to confirm the traveler/organization’s safety.

8.2 **Periodic dedicated conference:** For High or Severe Risk travel extending beyond 14 days, a periodic conference call can be requested if the current environment could affect the traveler/organization’s safety and security. The call may be initiated by a member of the traveler/organization’s unit or any other interested associate considered on a case by case basis.

The agenda of the conference would consist of updates on a review of the local situation, the development of any new potential external threats, and traveler feedback.

8.3 **NOTE:** A traveler/organization has the option of declining an assignment to a Severe Risk location. Further, if a traveler/organization desires to terminate an assignment due to a concern for his/her personal safety or security, he/she may notify their manager. After consulting with the Corporate Security Leader, the manager will notify the traveler/organization of the recommended course of action.