

COVID-19 An evolving crisis

Solutions to help your organisation
be ready, respond and recover

As the COVID-19 outbreak continues to spread, our clients' concerns are evolving. Businesses are increasingly concerned about their people, operations, supply chains and shareholder value. Nearly all of our clients are now engaged in one or more phases of the crisis management lifecycle – from ramping up preparedness measures to full-scale operational response.

Control Risks has a global spread of deep expertise in helping organisations prepare for, respond to and recover from epidemic and pandemic scenarios. We have a large team of global risk analysts monitoring the situation. With a network of 36 offices across the world and experience of operating in over 170 countries, we are able to ensure a truly global approach and coverage for our clients.

Our crisis readiness, response and recovery methodology ensures organisations are prepared for all eventualities and continue doing business in circumstances beyond their control.



The challenge for organisations is to appreciate the full spectrum of potential impact. Control Risks has experts around the globe with long experience of epidemic and pandemic response. Our forward-looking, business-centric approach is drawn from real world experience and has proved its worth. We are uniquely positioned to advise and assist both tactically and strategically, while allowing executive teams to remain focused on core business objectives.

Nick Allan,
CEO Control Risks



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Readiness:

- ▶ Alignment of existing crisis management and business continuity to the unique COVID-19 circumstances
- ▶ Detailed scenario planning addressing first, second and third order impacts to business and financial performance, operations and employee welfare
- ▶ Expert situation monitoring of developments with potential to affect business operations or levels of stability
- ▶ Immediate and on-call advisory, gap analysis and recommendations for enhancement of pandemic preparedness
- ▶ Realistic crisis management exercises based on scenarios with a focus on longer-term business impacts
- ▶ Risk-based assessments of suppliers and ensuring wider understanding of global supply chain disruption implications
- ▶ Stakeholder maps to forecast needs and repercussions for clients, suppliers and personnel

Control Risks' expert monitoring services help organisations understand and prepare for COVID-19 developments. Our analysis offers key insights on the latest developments and scenarios to inform internal briefings, business continuity and crisis management teams. Monitoring also serves as an early warning mechanism if the operational and security situations start to deteriorate.

Response:

- ▶ Support for critical decision-making
- ▶ Crisis management and business continuity advisory
- ▶ Hands-on expert guidance throughout an activation
- ▶ Global information hubs and fusion centres for core teams and leadership, pulling together critical workstreams for coordinated response efforts and executive-level dashboards
- ▶ Continuous expert situation monitoring and recovery focus

Our decision-making, crisis management and business continuity support is informed by best practice and Control Risks' on-the-ground intelligence from affected countries. This supports critical decision making for facility and office closures, event cancellations, employee duty of care/travel restrictions and more.

We can also provide staffing surge support for overstretched internal threat monitoring, crisis management, business continuity and security teams.

Recovery:

- ▶ Helping companies to distinguish longer-term strategic priorities from operational and tactical activities.
- ▶ Assisting organisations to prepare for new market landscape and competitors, and to seek organic growth.
- ▶ Support the construction of new models of redundancy and pathways to business continuity amidst cost reduction.
- ▶ Ensure an organisation's supply chain recovery plans include an understanding of new threats and vulnerabilities.
- ▶ Support the understanding of and assist in plans for commercial disputes and a higher risk of fraud and corruption.
- ▶ Anticipate new legal, procurement and compliance obligations from regulators.
- ▶ Establish resilience plans to enable organisations to recover faster in future shocks, and protect margin and profitability.

Control Risks can help in recovering from supply chain and logistics crisis. From verifying when suppliers and customers may be going back to business, to when supply routes may be re-opening, and when migrant labour will begin to relocate.

We support legal, procurement and compliance obligations on supply chain disruption tied to filed contract claims (force majeure); including documentation of mitigation steps undertaken and evidence of business disruption.

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Case studies



COVID-19 scenario and exercise support

Control Risks was engaged by a global fast food restaurant corporation to facilitate a COVID-19 scenario planning workshop for representatives of its corporate and brand-level crisis management teams. The training included an analysis of probable and worst-case COVID-19 scenarios with a wide range of business impacts including but not limited to:

- ▶ Health and safety of customers and employees
- ▶ Challenges stemming from mass absenteeism and travel restrictions
- ▶ Operational and financial impacts

Following the scenario planning phase, Control Risks facilitated a tabletop exercise designed to explore the client's response to a worst-case scenario of a global COVID-19 outbreak. The exercise focused on the events that are likely to arise from a COVID-19 pandemic including, but not limited to:

- ▶ Monitoring local and international response
- ▶ Dealing with misleading or unconfirmed news reports
- ▶ Tracking absenteeism and turnover
- ▶ Stakeholder communications
- ▶ Liaison with international, federal and/or state enforcement authorities domestically and around the world

During the exercise, the Control Risks team led a discussion to identify and establish risk triggers and risk tolerances around specific impacts.



Full-time embedded advisory support

Control Risks has provided an embedded resource serving as a client's Pandemic Response Advisor. Our resource is positioned within the crisis management team and provides non-clinical advice around the preparation for, monitoring of, and response to the global COVID-19 outbreak. In this capacity, our expert works with the client to develop specific pandemic event triggers that may result in a crisis escalation and promote responses from the corporate crisis management team.

Event triggers include people matters, changes in confirmed COVID-19 clusters, local and/or national government restrictions, as well as the series of events that will lead to the de-escalation of the COVID-19 crisis. To aid in response, the following tools have been tailored to the client's unique circumstances:

- ▶ Pandemic risk assessment and evaluation tool that captures risk thresholds (tolerances) and prompts the activation of event triggers
- ▶ Intelligence hub that consolidates public and private information from countries impacted by COVID-19 clusters
- ▶ Executive dashboards that summarize current risks and measures that our client's crisis management team is taking to mitigate risk

The benefits of taking a risk-based approach using pandemic event triggers have ensured that our client is carrying out a steady and systemic response to the COVID-19 pandemic crisis.

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Control Risks Global Expertise

Americas



Matt Hinton, Partner – New York City

Matt oversees Control Risks' Crisis and Resilience Consulting practice for North America, helping clients across industries prepare for, respond to and recover from complex crises. He has nearly 20 years' experience helping global clients design, implement and enhance sustainable crisis management, business continuity, supply chain and enterprise risk capabilities. He frequently helps companies conduct forward-looking scenario analysis, designs and facilitates crisis exercises that focus on realistic scenarios (e.g., pandemics) and develop teams and plans that can respond to any crisis they may face.



Rebecca Scorzato, Partner – Washington DC

Rebecca has more than 15 years of experience assisting organisations plan for and respond to major business and crisis issues. She has deep pandemic and epidemic crisis management experience. Rebecca served as an advisor for various organisations during H1N1, SARS and other infectious diseases outbreaks and, notably, played a critical role during H1N1 in supporting HealthCare Ready to ensure the resilience of the pharmaceutical supply system in the US. She regularly serves as an advisor to international crisis management teams across various industries with a particular focus on high-tech and pharmaceutical sectors.



Arun Sharma, Director – Washington DC

Arun has more than 18 years of experience providing risk management services to clients across the world. With an eye on operational readiness, monitoring and response, Arun has guided multinational clients and government health ministries through outbreaks of H1N1, Ebola Virus Disease (EVD) and MERS Coronavirus. Arun works with his clients on tailored response strategies that focus on his clients' businesses— specifically their tolerance for risks. His approach to trigger-based pandemic response plans ensures clients can take action in a proactive, measured and timely fashion rather than driven by fears and anxieties.



Mark Womble, Principal – Los Angeles

Mark has more than 20 years of experience providing threat intelligence analysis, risk management and corporate operations support including executive-level assignments across North America, Europe and Asia. Mark also served as a US diplomat in Hong Kong during the 2003 SARS epidemic, where he served alongside the consulate's section chiefs as the economic/political representative on the Consulate General's SARS Crisis Management Team. In this capacity, he drafted daily communications on the economic impact of SARS and coordinated all aspects of the consulate's daily SARS reporting to the US government's international working group.

Asia Pacific



John Macpherson, Partner – Singapore

John leads the Control Risks' crisis and security practice across the Asia Pacific Region. He has over 18 years' experience as an advisor to governments and corporate clients around the world on how to respond to and recover from complex crises and critical incidents that impact on reputation, operations and critical assets. After the SARS crisis, John spent five years as a specialist advisor to industry and governments on pandemic planning and business continuity, and is currently retained by our clients to provide nuanced advice on how to assess, forecast and respond to the current COVID-19 epidemic, and on how to build an effective recovery team to accelerate and implement recovery objectives.

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Nadav Davidai, Director – Shanghai

Nadav has more than 12 years of experience helping organisations prepare and respond to crises. Based in Shanghai, Nadav has been assisting clients across Asia ensure their response plans are suitable to this unique COVID-19 situation. This includes developing plans and conducting tailored COVID-19 crisis trainings, as well as helping clients with effective communications and regulatory compliance matters. Before that, Nadav played a critical role during H1N1 in supporting clients, including leading HealthCare Ready's response efforts on behalf of the pharmaceutical supply system in the US.



Mark Shortman, Principal – Sydney

Mark has 20 years' experience in security, crisis and resilience consulting spanning across 50 countries. He works with public and private sector clients, particularly in transport and infrastructure, utilities, energy and defence. Mark has directly enacted business continuity plans and initiated crisis responses globally, including pandemics, natural disasters, emergency and crisis responses. Over the past eight years, Mark has supported aided and advised multinational corporations in developing strategic resilience plans encompassing business continuity, crisis and emergency response plans related to various pandemics including H1N1 and MERS.

EMEA



Mark Whyte, Partner – London

Mark leads the resilience, security and crisis management consulting practice for Europe and Africa. His expertise is in helping clients to understand the myriad of security, integrity and political threats and risks associated with their business and operating environments and to design and implement appropriate mitigation strategies that can help them become resilient enterprises. Mark has led the practice through its responses to the SARS and the West African Ebola epidemic.



Caroline Naumann, Associate Director – Berlin

With a specialised background in public health and crisis management, Caroline has supported organisations to prepare for global risks and respond to diverse crises including pandemics, natural disasters and political upheaval. Caroline is currently supporting many cross-sectoral clients to prepare for and respond to COVID-19, including scenario building, pandemic planning, strategic decision making and crisis response. Recent experience includes managing third-party coordination for public and private companies during international border closures and government-mandated movement restrictions and implementing a 3-day live crisis management simulation coordinating civilian and military efforts to contain a pandemic.



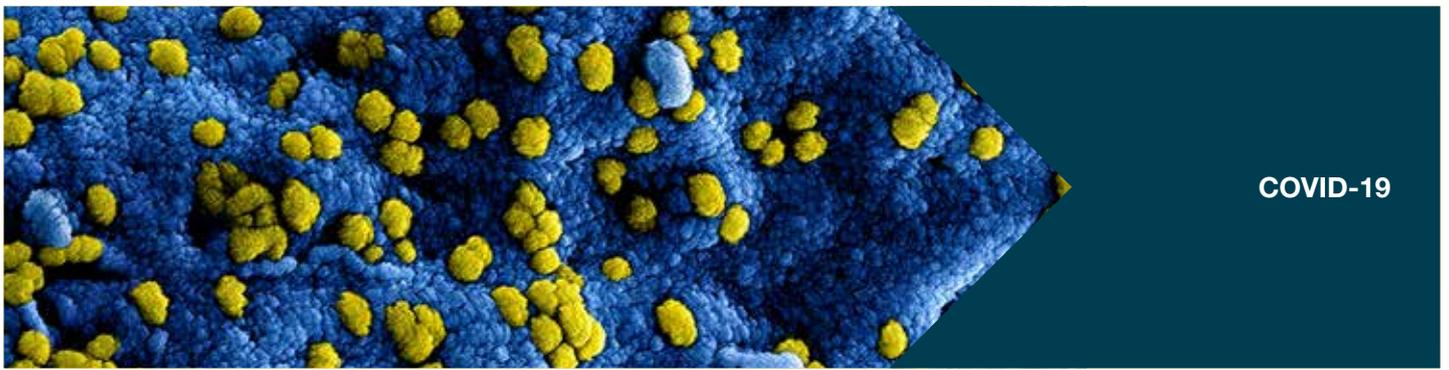
Claudine Fry, Director – London

Claudine is leading Control Risks' COVID-19 monitoring service and has expertise in delivering innovative solutions for clients with an interest in identifying, monitoring and treating political, security, reputational and operational risks at a tactical or strategic level. Claudine has many years of experience delivering actionable intelligence and analysis and has a background as an analyst working on South Asia at Control Risks, and formerly in open source intelligence in the public sector.



Will Brown, Director – Dubai

Will has 20 years' experience of assisting clients in crisis management, business continuity and operational resilience. He has assisted both Corporate and government organisations in responding to infectious disease outbreaks and pandemics. This experience has included assisting clients in their preparation for and response to SARS, H9N1, H1N1, MERS and Ebola (2016 and 2019). Will provides pragmatic support to clients and helps them design their strategic response to events. Additionally, Will has been involved in over 70 incidents, ranging from cyber response to assisting during a disease outbreak in a high-density trading environment.



COVID-19

3000

people
work from

36

offices with
experience in

178

countries
across

18

sectors
worldwide



Control Risks

Our partnership with Everbridge enables clients to combine Control Risks' expertise and approach with world class Critical Event Management technology. Through one pane of glass and an array of sophisticated tools, clients can more rapidly identify threats to business operations, zero in on impacted people and assets, automate and activate response plans and track performance. Together we offer an end-to-end management solution to clients facing a fluid and fast-paced pandemic situation.



Control Risks

Detailed medical and travel security information can be found on the website of our partner International SOS, which can also help with specific medical advice and planning.



Contact us for dedicated advice on COVID-19 at coronavirus@controlrisks.com and visit controlrisks.com/covid-19 for our latest insights.