

## COVID-19

Crisis management and threat management in a new era

**As the impact of the COVID-19 pandemic continues to grow and evolve, organizations around the world find themselves in ever-changing stages of crisis management, with new risks emerging at every turn.**

**Control Risks helps organizations prepare for, respond to and recover from a full range of disruptive events, and has been supporting clients with COVID-19 response efforts since the first outbreak in China. With a network of 36 offices across the world and experience operating in over 170 countries, we can ensure a truly global approach.**

Our experts in crisis management and business continuity, along with our specialists in threat management and insider risk, are working closely with clients across all sectors to help them navigate through COVID-19-related challenges. Our teams provide everything from program reviews and specialized training through to retained support on threat response matters. These include, but are not limited to, the following areas:

### Changes to the workforce

In the face of economic upheaval, many organizations will need to implement additional changes to their workforce, including both temporary and long-term structural measures and cutbacks. Such changes can spark anxiety and anger across all levels of an organization and, in some cases, the surrounding community as well.

Control Risks prepares organizations for the unique risks associated with such changes in order to anticipate problems, minimize fallout and, above all, to protect the safety, health and welfare of all employees throughout these structural shifts.

### Deploying and enforcing business resumption protocols

When reopening workplaces, employers must consider new health and safety guidelines—including OSHA and CDC guidelines in the US, as well as state and local rules—which

will undoubtedly require instituting new policies and procedures when resuming business.

Control Risks' experts assist organizations with comprehensive business resumption frameworks, as well as employee training around new protocols and striking the right balance between security and privacy.

### Mental health considerations

This crisis has many leaders exploring ways to care for the mental wellbeing of their workforce as a critical part of business resumption planning. Anxiety exacerbated by the prolonged lockdown, uncertainty about the future and the fear of exposure are contributing to an increasingly vulnerable workforce.

Control Risks helps organizations understand the signs of emotional distress and build the necessary intervention protocols to help leaders create a culture of mental wellness and workplace safety.

### Threat assessment and management

Many individuals find themselves facing life-challenging stressors, and the return to work may bring fresh conflicts. Managers and leaders must prepare for the possibility that instances of workplace violence and insider risk may increase in this environment.

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Our team is prepared to help organizations with their workplace violence and insider risk prevention and response preparedness programs amid these new challenges.

### Information, technology and cyber risk mitigation

Many organizations have, out of necessity, adjusted information and technology policies, eased technical controls, introduced unvetted tools and hastily accelerated digital transformation projects to facilitate greater remote functionality at scale. Under such circumstances, monitoring challenges, user behavior issues, “shadow IT” and negligent information security practices have emerged.

Control Risks helps organizations make risk-driven decisions to close emerging vulnerabilities, limit exposure and reduce the potential impact of incidents—all without compromising business and operational needs.

### Why Control Risks?

As the COVID-19 outbreak evolves so do our client's concerns. Our crisis methodology helps ready organizations for all eventualities, respond to rapidly-changing circumstances, and recover in a way that strengthens them for the future.

#### Readiness:

- ▶ Detailed **scenario planning**
- ▶ Alignment of existing **crisis management and business continuity** structures
- ▶ Immediate and on-call advisory, gap analysis and **pandemic preparedness**
- ▶ Recommendations for realistic **crisis management exercises** with focus on 2nd wave and longer-term business impacts
- ▶ **Risk-based assessments** of global supply chain disruption implications
- ▶ **Stakeholder maps** to forecast needs and repercussions for clients, suppliers and personnel
- ▶ Expert **monitoring services**

#### Response:

- ▶ Support for **critical decision-making**
- ▶ **Crisis management and business continuity** advisory
- ▶ Hands-on **expert guidance**
- ▶ **Global information hubs, fusion centers and dashboards** for core teams and leadership
- ▶ Continued expert situation monitoring with recovery focus
- ▶ **Staffing surge support** for internal threat monitoring, crisis management, business continuity and security teams
- ▶ **Inflight reviews** that help optimize the go-forward response
- ▶ **Business resumption planning** to enable successful return to facilities and travel

#### Recovery:

- ▶ Distinguish **longer-term strategic priorities** from operational and tactical activities
- ▶ Prepare for **new market landscape** and competitors; seek **organic growth**
- ▶ Build **new models of redundancy and pathways to continuity**, amidst cost reduction
- ▶ **Ensure supply chain recovery** includes understanding new threats and vulnerabilities
- ▶ Understand and plan for **commercial disputes and higher risk of fraud and corruption**
- ▶ Anticipate new **legal, procurement and compliance obligations** from regulators
- ▶ **Establish resilience**, recover faster in future shocks, protect margin and profitability
- ▶ **Post-incident reviews** that look back on the response to enhance capabilities ahead of the next crisis



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### Our experience



#### COVID-19: De-escalation training ahead of RIF implementation

Control Risks' threat management experts recently provided conflict de-escalation training for a major global technology company that was preparing for a widespread reduction in force (RIF) due to COVID-19 business interruptions. The remote training included instruction and skill-building exercises on topics including utilization of active listening skills, crisis intervention, threat assessment, signs of emotional distress and suicide intervention techniques. Participants acknowledged they felt better prepared to manage conflict related to emotionally charged situations and troubled individuals following this training. Control Risks routinely delivers training of this type to emergency operations center personnel, reception staff and other public-facing employees.



#### Complex RIF support coordinated across the globe

A major retailer was faced with the challenge of conducting simultaneous mass layoffs at multiple locations around the world, including at numerous offices in the US with hundreds of employees. Concerns for security, logistics and media coverage had to be balanced with the need to deliver in-person termination notifications with compassion and respect. This complex operation was tightly orchestrated to occur within a short timeframe.

Utilizing our global network of specialists, Control Risks' teams mobilized quickly to engage with the client on what was the most difficult day in the company's history. Control Risks' threat management and workplace violence experts were deployed on site and partnered with our client's security and human resources departments to develop a holistic strategy that maximized safety while respecting the organizational culture. We collaborated with the client on ways to navigate employee movements and exits, minimize opportunities for aggression and de-escalate hostility, all synchronized and choreographed between multiple sites. The layoffs were concluded without any major incidents and with the highest degree of consideration for the physical and emotional wellbeing of all employees.



#### Supporting a financial services company through a major reorganization

In preparation for a major corporate reorganization—and concerned about the subsequent impact on workplace morale and safety—a financial services company engaged Control Risks to develop a security plan to support the accompanying RIF across multiple sites as well as to conduct a larger, more holistic assessment of the company's security practices in order to ensure the organization was positioned to address the long-term effects of the restructuring efforts. Working closely with the corporate security team, Control Risks put together a phased operational security plan that provided direction both pre- and post-announcement and included a multidimensional and risk-based approach to security that incorporated the use of risk assessments, on-site security, physical security systems, executive protection, threat management teams, employee assistance programs, stakeholder training and contingency planning, among other elements. The reorganization proceeded with minimal disruption to business. Based on the learnings from both the event and the comprehensive security review Control Risks carried out, the company was able to rapidly mature its corporate security organization, transitioning from a historically facilities-focused security function to a more holistic and proactive security risk management program.



Contact us for dedicated advice at [coronavirus@controlrisks.com](mailto:coronavirus@controlrisks.com) and visit [controlrisks.com/covid-19](https://controlrisks.com/covid-19) for our latest insights.