

2.1.2: Question 1

Explain what appropriate mechanisms you have in place to monitor staff risk on a live basis, and what appropriate systems and plans you would have in place to manage an emergency if one arises? Include security arrangements as necessary.

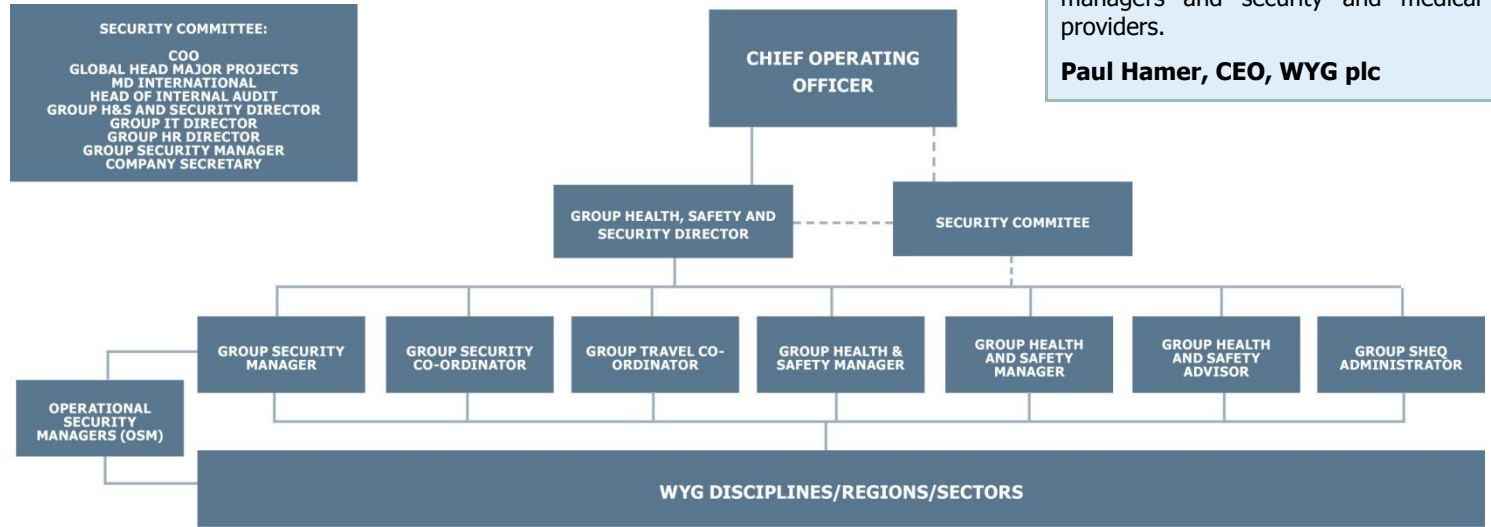
We take Duty of Care for our staff and contractors extremely seriously, with all those working for us receiving the same support and benefits. We ensure that staff are supported to manage their own safety and security in **Syria, Turkey, Jordan** and any regional bases from which we may operate, through turning **real-time** information from our national employees and network of Syrian partners into **actionable intelligence**. As demonstrated in Figure 1, effective security management is at the heart of our corporate governance processes.

The security of our staff, partners and contractors is my highest priority; as a group we have invested £5 million in immediately available, redundant security equipment such as tracking systems and medical packs, and capability such as security managers and security and medical providers.



Paul Hamer, CEO, WYG plc

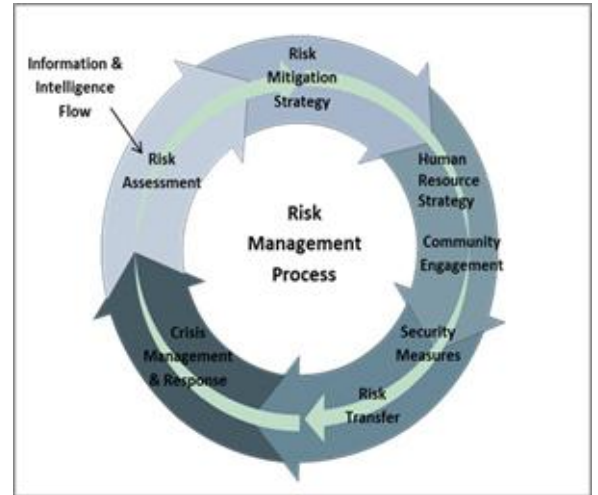
Figure 1: Our programme security governance structures are embedded in the robust corporate governance processes required of a Listed UK company



Monitoring staff risk on a live basis

Information and intelligence flow is key to our risk management process, as depicted in Figure 2. Monitoring of staff risk in Syria, Turkey, Jordan and other regional locations will be the responsibility of our in-country Operations and Security Manager and supported by our analytical team, drawing on our extensive existing network of contacts inside Syria, on open sources, and our already established privileged relationships with the Turkish and Jordanian authorities dealing with Syrian affairs. Under ICSP we currently maintain monthly working-level meetings with Governor Veysel Dalmaz responsible for Syrian Affairs based in Gaziantep, and have existing relations in Jordan with the Assistance Coordination Unit (ACU) representative Ahmad Al Masri and members of the Royal Palace.

Figure 2: Our Risk Management Process includes live monitoring of risks to staff



Our dedicated AJACS security team are backed up by retained engagements with 3rd party suppliers, including ISOS, Inkerman Group (24 hour monitoring); Control Risks Group (incident response); Track 24, ACE (MediVac); Corporate Traveller (flights and hotels); Vodafone (sat Phones); SNE Special Projects, Rose Partners (horizon scanning).

We already operate a tried and tested duty of care model in Syria based on how we support individual staff in Syria to effectively manage their own security and safety. This has been finessed over the course of the previous two years this consortium has been engaged in free areas of Syria. This means that the system works, and our in-country staff are comfortable working within the system’s parameters. Moreover, delivering a robust duty of care system for Syria is unlike any other operating environment, due to the high level of risk and absence of an independent extraction capability. This consortium offers the donors a significant advantage in that we already have the established systems which have been refined and nuanced over the course of two years, and therefore can hit the ground running using tried and tested systems – offering value for money and rapid start up.

"I am very supportive of the work of Aktis Strategy and look forward to exploring ways to ... cooperate... going forward."
Governor Veysel Dalmaz – Gaziantep (Syrian affairs) June 2014

Our Duty of Care manual covering staff in Syria: Innovative monitoring to mitigate risks in a unique operating environment

We combine our programme conflict assessment research and field reports from our staff to inform our risk management decisions.

- Only Syrian national staff are permitted to work in Syria until we are satisfied that the deployment of internationals to Syria can be achieved within the requirements of our Duty of Care. This is being continuously monitored.
- Close monitoring of border-crossings of our in-Syria staff to keep the number of crossings to a minimum.
- We rely on established basic administrative systems for monitoring the movements of our staff rather than forcing our Syrian nationals to carry equipment that may compromise security, e.g. trackers, medical kits, smart phones.
- The security stance of staff in Syria is based on community acceptance and we monitor this as part of our overall programme monitoring.
- Syrian staff are empowered to make informed individual decisions on movements based on prevailing threats.
- Movements are communicated through third parties to maintain low profile.
- We will actively monitor and manage the AJACS “brand” with Syrian audiences to minimise the risk of our Syrian staff being targeted for association with a “Western government intervention”.
- Health and Security support is available to **all** project staff on an equal basis.

Pre-positioning to manage emergency

Our global corporate security infrastructure based in London and Dubai supports our operational team with robust systems that provide key benefits for personnel health, safety and security.

Pre-deployment preparation: As part of our deployment management, we ensure that all staff are fully-briefed on security conditions. All staff are required to complete a *Pre Deployment Health, Safety & Security Full Risk Assessment* requiring them to self-assess pre-deployment risk; in-transit risk; in-country risk and out-transit risk – clearly identifying the hazard, risk rating, control measure, and who is responsible. This requires individuals to research, understand and accept on a personal basis the risks and the mitigation actions they will be required to take. Once deployed, we track personnel movements, where safe to do so, through a GPS tracking platform, flight-tracking system, live security alerts (email and SMS). These systems are overseen by a 24/7 monitoring centre.

HEAT: We have an internal capacity to deliver Hostile Environment Awareness Training (HEAT) for staff and routinely deliver Syria-specific HEAT to staff working in Syria.

Travel: Will be managed through the WYG travel system that requires all project staff to book travel through the Group Travel Security Coordinator. This allows mapping of travel routes and accommodation for all project staff, allowing real-time monitoring and responses to local difficulties. This is adapted for staff operating in Syria, where we will monitor security through the three points of contact appointed by each staff member.

Managing an Emergency

Preparation for and management of emergencies will be led by our Operational Security Manager (OSM), a core team member. In Gaziantep, this role will be filled by Baser Ince, who holds dual Turkish and British nationality; his relationships with the Turkish authorities and police will form an important part of our emergency response plans. If we are directed to operate in Southern Syria, our Amman-based OSM will cover operations in southern Syria. The OSM will manage contingency planning and crisis response, including:

- Risk assessments for locations, routes, visit plans with supporting security mitigation and medical planning where appropriate
- Emergency response management including contingency plans, which can be made available to the Secretariat for approval
- Updating of Standard Operating Procedures
- Delivery of Hostile Environment Awareness Training (HEAT) and provision of equipment as required, including satellite phones, personnel trauma packs, personal GSM tracker and local mobile phones

Rapid response to escalating conflict in Syria

On 8 August 2014, in response to US airstrikes on the Islamic State in northern Iraq, Aktis implemented a security drill and successfully contacted and ascertained the location of all 17 Aktis ICSP staff presently deployed in Syria and Turkey within 34 minutes. For the next four days all staff called in to the Team Leader at a regular time each day.

Our Gaziantep-based OSM holds dual Turkish/British nationality and speaks both languages fluently, along with basic Arabic. A former British Army Sergeant, he has worked in the security industry since 1997 and has excellent relations with the Turkish authorities.



Operational Security Manager – Baser Ince

We operate the STAR (Stop, Think, Act, Review) model which ensures that staff take personal ownership of security risks supported by the provision of information. Any project member is empowered to cease activities if the health and safety of any of the staff, sub-contractors or other interested parties, such as members of the public, are put at uncontrolled risk.

Our current Health Safety and Security manual has identified two major categories of likely emergency under AJACS: **medical emergencies** in Syria, Turkey and Jordan; and **worsening security** (Syria only).

Medical emergencies: All deployed staff have basic trauma first aid training: four core deployed staff have 1st Responder qualifications and the OSM has a Medicine In Remote Areas MIRA qualification. We hold a permanent Corporate Membership of ISOS who supply an integrated medical and evacuation service that will function across the region, including medical evacuation back to the UK.

In Syria: If staff can be treated inside Syria, the ISOS insurance will cover the costs of the treatment. If the emergency requires evacuation to Turkey or Jordan for treatment, our partner Control Risks Group will travel to the pre-identified border crossing points to collect project staff who will then be managed under the Turkish or Jordanian medical procedure. Our Syrian staff are provided with an emergency cash reserve to facilitate emergency medical evacuation.

In Turkey: We have already nominated hospitals in southern Turkey and hospitals in Istanbul for very serious incidents. Air ambulance from Gaziantep is also available to us. In the Gaziantep area, we have identified, and already used some of the following hospitals: Gaziantep American Hospital; Gaziantep University Hospital; and the Acibadem Adana Hospital.

In Jordan: We have nominated the Al Khalidi Hospital in Amman.

Worsening security (Syria): Our Duty of Care procedures currently allow only Syrian nationals to operate within Syria, but we are continually reviewing this to ensure that when the operating environment allows, we are ready to deploy internationals. If the security situation is such that our Syrian staff are unable to work, we currently operate a tried and tested system in which our staff manage their own security within a framework provided by us. Based on their own analysis of the situation, our staff may return to their communities and maintain a low profile, or relocate to a different part of Syria, or out of Syria on a temporary basis, and we support our staff and their families all scenarios.

Follow-up support

Trauma Counselling: for our Syrian staff we have established a relationship with a Syrian NGO (Hurras) undertaking trauma counselling inside Syria working out of eight centres across the country. Syrian medical experts living overseas also provide assistance. Hurras will provide the following support to Syrian staff if required:

- Appointments with qualified medical doctors to start a therapeutic process
- Group or individual session on management of stress and trauma
- Follow-up individual or group sessions in Turkey or in Syria.

Insurance: Our insurance provision for staff provides greater protection than industry standard¹ and, uniquely, is available to both our international and our Syrian staff. We have secured a tailored agreement with an insurance provider for our staff working in Syria. We have already tested this coverage with a Syrian staff member, making a successful claim for personal possessions lost while crossing the Turkish-Syrian border.

Managing an ordered withdrawal during conflict

On 5 August 2014, WYG security managers made the decision to withdraw Security & Justice project staff in Libya. We coordinated the move with staff leaving for Djerba and onward travel to Malta. Onward travel, hotels and contact with spouses was managed from the UK and the team arrived in Malta to complete the output on 7 August. The withdrawal was fully insured.

Managing international and local staff risk in Syria

As the Syrian revolution escalated in 2011 WYG was managing several projects in Syria for the European Investment Bank and EU. We managed an orderly exit from Syria of over 45 international staff and when the EU embargoed all EU supported projects in Syria we provided national staff with in-lieu notice-payments and relocated them to their home locations.

¹ For instance, we provide unlimited medical expenses and £150,000 death benefits, compared to ASI's £250,000 cap on medical expenses and £25,000 death benefits.