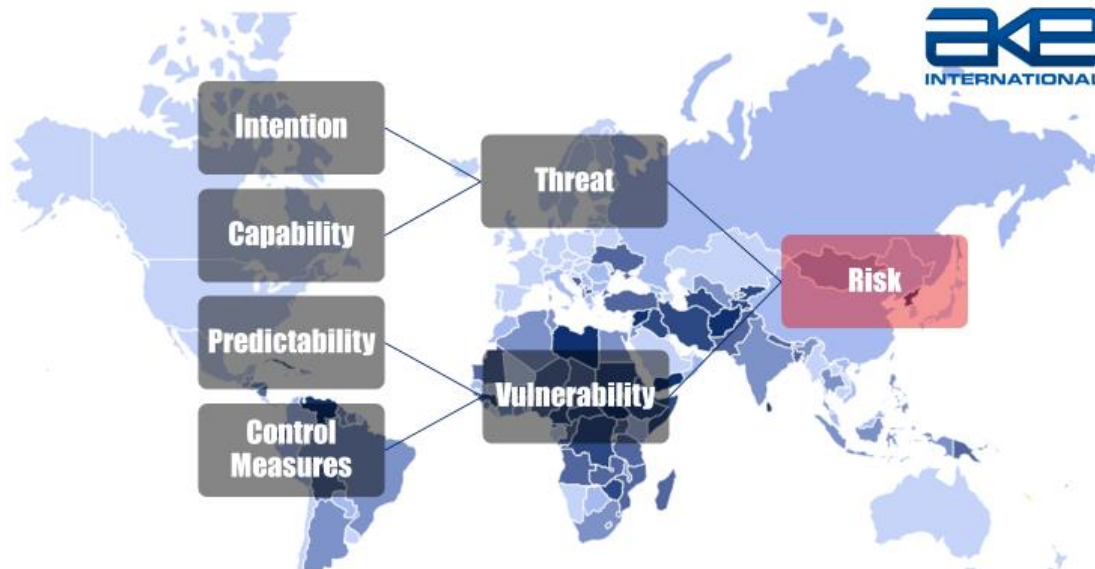


Managing Your Security Risks: The 4-2-1 Model

Does your company expect its employees to work in challenging or hostile environments? If so, are you responsible for that risk and have you considered that you may have to justify how you are managing it? One approach is the **4-2-1** model. AKE International's General Manager Martin Taylor explains.



It has become accepted that employers have a duty of care towards their staff. Many nations recognise that strong health and safety procedures are crucial in a work environment and governments have enacted legislation to ensure that companies undertake this duty. However, employers are increasingly recognising that ensuring the welfare of their staff, not just in the workplace, but also in difficult or challenging environments, is the bare minimum of responsible procedure.

Large multi-national organisations are able to allocate dedicated resources to this task, employing subject matter experts to identify risks faced on a daily basis and ensure that appropriate measures are in place to either manage or mitigate them. Some companies allocate this task to a manager who undertakes this role in addition to their everyday responsibilities. However, no matter what position you find yourself in, it is essential to have a simple but effective model on which to rely, so as to identify the actual risks facing your employees on the ground in an unknown environment. Without such a model, how would you or your staff manage if a threat arose in unfamiliar territory?

Threats are often driven by factors outside your control. You are not able to influence the intention or capacity of a third party to cause harm. What you can do is prepare for the threat in order to understand the **intention** and **capability** of the third party to cause harm. Such preparation can be a daunting task when researching the operating environment in an unfamiliar country: you must overcome language barriers to find relevant data, decide which data is credible or relevant then ascertain whether the risks identified are even applicable to the location in which your employees are operating. Once you have undertaken this you then must understand how to mitigate these risks. Understanding the intention and capability of relevant third parties positions you and your staff to effectively implement your duty of care requirements, but this is only the first step.

Understanding your staff's **vulnerabilities** is also key: it is here that our risk assessment allows you to positively influence a threatening situation. Routine is useful, we all like it: having a familiar schedule brings comfort in an unfamiliar location. However, in situations where a third party presents a risk, predictability makes you vulnerable: it gives potential assailants time to plan and prepare their actions. Changing a routine is not always possible given the requirements of your particular activities as central to achieving your ultimate business goal. However, such daily routines increase the vulnerability of your

personnel and thus a company must have measures in place to mitigate this vulnerability by conducting a risk assessment and implementing the resulting control measures.

Control measures are not necessarily about changing your daily business routine. They ensure certain process are in effect to address the details of your staff's daily operations and the locations in which they conduct them. In nations across the globe in which you operate, transportation, medical care, security and accommodation infrastructure is frequently inadequate and can leave your staff vulnerable. As such, the control measures you implement must be able to provide for these eventualities.

Identifying a third party's **intention** and **capability** allows you to quantify the **threat** to your staff. The **predictability** of your staff and **control measures** in place indicate your staff's **vulnerability**. An assessment of the threats and vulnerability then allows us to quantify the actual **risk** to your staff which is graded at low, medium or high.

Here at **AKE International** we already expect the risks that to others may be unexpected. This allows our clients to mitigate the challenges their business can face when operating in an unfamiliar or hostile environment. This is why we have built a dedicated **Insights Department**. Our team is made up of regional specialists and linguistic experts with a deep understanding of local 'on the ground' issues in each region; they already know the answers to the questions you are trying to answer. Our '**Global Intake**' intelligence platform is designed and maintained by our team to provide you with the information which our analysts use to support their understanding of global and regional risk; which is why our clients use it to enhance their risk management process.

AKE International has experts to identify suitable, proportionate and cost-effective control measures for our clients. These range from enrolling your staff on our world class '**Surviving Hostile Regions**' course at our bespoke training facility; tracking your staff so to ensure knowledge of their location at all times, or embedding one of our **Security Consultants** on the ground with your staff so that we can effectively provide you and your staff with the support you need.

Should you not feel comfortable that you have fulfilled your duty of care responsibilities towards your staff, our expert team at AKE International are here to provide advice, guidance and support. Please contact us at enquires@akegroup.com for further information.