



**RESCUE GLOBAL**

**DISASTER RISK REDUCTION & RESPONSE**



# ORGANISATIONAL RESILIENCE SERVICES



# ORGANISATIONAL RESILIENCE

Rescue Global provides bespoke and comprehensive risk management, security and resilience services for organisations. We are trusted providers to multinational corporations, nation states, government agencies, private family offices and high net worth clients.

Engaging Rescue Global services is cost-effective, tax efficient and, as a nonprofit, can be integrated into Social Responsibility programmes.

When Rescue Global supports your enterprise risk management you immediately benefit from our global expertise and network. Revenues support our charitable work in disaster risk reduction and response in the most vulnerable and disaster-affected countries in the world.

Our approach ensures that real value through resilience is created, protected and maintained throughout the whole

value chain of an organisation. We achieve this by taking a holistic approach to all hazards risk management, not simply focusing on crisis response in isolation, as is so often the norm.

Risk is a multi-faceted continuum that spans organisational, strategic and operational activities. Our risk methodology identifies and maps ownership of risks, assumptions, issues and dependencies, enabling converged solutions to be delivered organisationally, led by security functions where present. We transform a cost centre - security - into a value protecting and enhancing approach to risk management, building true resilience.

|               |        |        |       |
|---------------|--------|--------|-------|
| STRATEGIC     | BEFORE | DURING | AFTER |
| OPERATIONAL   | BEFORE | DURING | AFTER |
| ON THE GROUND | BEFORE | DURING | AFTER |

# VALUES AND GOVERNANCE

Our mission is: To Save Life, and as a mission-driven organisation, Rescue Global makes a meaningful impact, by increasing global resilience. We operate to high standards of governance, verified by both external accreditation and best practice internal management systems.

Our standards of governance are unique in our sector. We lead the way in establishing a new paradigm and benchmark of accountability. The British Standards Institute promotes our risk centric ISO 9001:2015 certification in Quality Management as a global case study in best practice.

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# INTRODUCTION TO RESCUE GLOBAL ORGANISATIONAL RESILIENCE SERVICES

The risk landscape is increasingly complex, with threats from terrorism, natural disasters and political instability creating exposure and limiting organisational potential.

Hazards are increasingly diverse, frequent and severe. Events previously categorised as exceptional by organisations, and by insurance, finance and media sectors, are becoming the norm. Leaders must recognise this and the resulting liabilities they attract. Whilst this includes the primary duty of care to protect people, it pervades risk to assets, finances, reputation, brand and, for publicly traded entities, share value.

Rescue Global recognises that, according to the Allianz Risk Barometer 2017, business interruption remains the top peril for the fifth year in succession, with 37% of respondents rating it as one of the three most important risks faced. Amongst possible causes of business interruption, their greatest fears are fire/explosion (44%) and natural catastrophes (43%).

Rescue Global are acknowledged experts in evaluating, mitigating, and responding to critical events; we do so in some of the world's worst disasters. We operate at the strategic level, enabling nation states and leadership

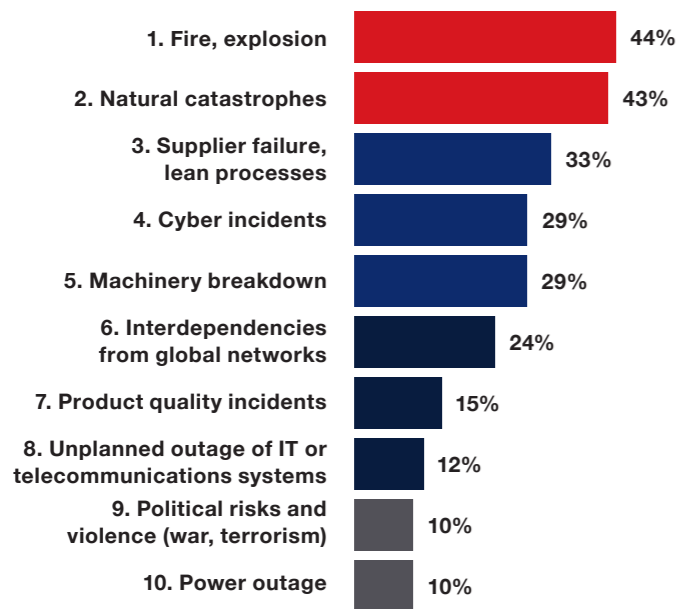
in the private sector, non governmental organisations, militaries, and academia. We do this before, during and after these events. This integrated approach is game-changing.

For corporations our service delivery takes account of their business, sector, organisational structures, operational jurisdictions, and all the hazards that they face. Whilst our ultimate goal is to champion and deliver an all hazards approach to risk management for our clients, very often we start by taking on a specific risk. This is usually the risk of fire, and so life safety.

This is an area where Rescue Global immediately adds value, supporting the Chief Security Officer, or equivalent, working in partnership with other departments as well as external vendors.

Rescue Global conducts an initial RAID analysis (Risks, Assumptions, Issues, Dependencies) against which we map our service delivery offering. We address the most pressing risks, embedding a qualified member of our team at the client's locations. This person coordinates the ongoing risk management programme that we are tasked with, and enables seamless crisis response to critical events.

## Which causes of business interruption (BI) are feared most?



Source: Allianz Global Corporate & Speciality. Figures represent the percentage of answer for all participants who responded (499). Up to 3 answers possible.

# THE RESCUE GLOBAL APPROACH TO CORPORATE RESILIENCE

Rescue Global is unique because we work in an *integrated* fashion across the full spectrum of disaster risk reduction and response. Our aim is to increase resilience to disasters and exceptional events both before and after these events occur, as well as providing urgent response when it's needed. We work in a coordinated manner at the strategic, operational and on the ground levels, providing a multifaceted approach in our response service.

Risk assessment, management and response must be managed as a continuum, with activities spanning strategic through operational and on the ground. We do this through a comprehensive assessment and management framework: our RAID methodology.

| STRATEGIC     | BEFORE | DURING | AFTER |
|---------------|--------|--------|-------|
| OPERATIONAL   | BEFORE | DURING | AFTER |
| ON THE GROUND | BEFORE | DURING | AFTER |

## Strategic

To build organisational resilience, we start with strategy: evaluating your strategic approach to risk at the policy level. Then risk appetite and organisational risk processes are developed in alignment with the policy.

Then we look at the hazards faced by the organisation, from terrorist attacks, to extreme weather events, to dangers to staff at home and abroad. Once the hazards are clear and documented, we work with our clients to prepare for, mitigate, manage and respond through effective organisational policies and procedures.

During a crisis event the embedded personnel are augmented by our expert Liaison and Response teams who work with our client's leadership, supporting strategic decision-making, and conducting operational activities on the ground.

Following critical events, we work with clients to audit past crises, to understand where risk policies and procedures may not have anticipated or encompassed the events experienced, enabling a continuous performance

improvement cycle. Our teams include British Standards Institute-certified auditors and are experts in risk, governance and organisational resilience.

## Operational and on the ground

Once the enterprise risk management strategy is clear, and enshrined at organisational policy and procedural levels, Rescue Global works with client teams, providing training, conducting exercises, and stress testing (including all vendors). We champion a culture of proactive risk management, supporting and enhancing existing and new risk programmes, such as emergency warden initiatives, crisis response teams, business continuity, and executive protection services.

If a critical event occurs, Rescue Global responds as we do for a country hit by disaster.

Our global HQ in London works to our client's global HQ, supporting and enabling strategic decision-making. We deploy Liaison Officers to work alongside the client's security and other key leadership personnel, operating in the Global Security Operations Centre (GSOC), or similar structures. Rescue Global Pathfinders deploy to the site of the event, conducting damage assessments, business continuity impact evaluations, and search and rescue.

Through our disaster risk reduction and response (DRR&R) work with nation states worldwide, the Rescue Global relationships with National Disaster Management Agencies allow us to integrate with and make use of far greater resources than our private sector competitors. Additionally our clients benefit from the goodwill generated by our charitable DRR&R operations in those countries.

Post event, we continue to work with our client in the area of capability and capacity development, reacting to and informed by every response that we were involved in throughout the life cycle of our service delivery. In this way, our services and the benefits they bring to our clients are dynamic, and remain firmly rooted in the context of our client's operating environment.

# HOW WE WORK: A GLOBAL STANDARD IN DESIGNING, DELIVERING, VERIFYING AND MAINTAINING ORGANISATIONAL RESILIENCE, CRISIS MANAGEMENT, RESPONSE AND RECOVERY

**Phase 1:** Rescue Global receives a clear intent statement from the client. This statement confirms what the desired strategic outcome is for successful organisational resilience. This may be focused on security, safety and welfare of employees, and will likely include revenue protection, business continuity and differentiation from competitors, through an excellence model for resilience.

**Phase 2:** We establish the status of the current resiliency, or crisis management programme. We assess systems and processes, outcomes of previous exercises and responses to any real events. We observe planned exercises as part of the information gathering process.

**Phase 3:** We design a new (externally facilitated and validated) exercise, to benchmark existing processes against internal and external standards, including those established by the British Standards Institute (BSI). We also assist with change management aspects of any new policies, processes and procedures. These activities lead to a new standard in crisis management, which will then be maintained by the client, externally audited by Rescue Global and the BSI.

**Phase 4:** This is the lead up to the new exercise and testing of processes, including conducting training and development workshops for the client, pre exercise. We then conduct the exercise with the client. This allows participation of their whole team, including crisis management and related functions, who may otherwise be running the exercise, defeating the purpose of credible verification.

**Phase 5:** We conduct hot (immediate) debriefing at the close of the exercise, to capture all immediate outputs and provide useful feedback.

**Phase 6:** We provide a comprehensive report, stating all good practices verified, and lessons identified, creating an audit log which feeds into a risk register and development process for the client.

**Phase 7:** Recommendations are then made, with a proposed implementation plan for continued engagement, moving to a new externally accredited standard for the client. This standard, having been established, is then maintained with Rescue Global as the external verifier. This means that the client has a continuous improvement cycle for their benefit, to a set standard. This prevents mission creep or endless consultancy without added value.

## HOW WE WORK: CASE STUDIES

### Case study one: private sector client - terrorism and major incident preparedness

More than 70% of companies state they are more concerned about terrorism risks today than three years ago<sup>1</sup>. Further, the FBI's 'Study of Active Shooter incidents in the United States between 2000 and 2013' found 70 percent of incidents took place in either a commerce/business or educational environment.

Rescue Global worked with a private investment firm to address concerns around such incidents. The organisation has over \$45bn assets under management, over 2,000 employees and 10 offices worldwide. Our first step was to conduct an initial risks, assumptions, issues and dependencies (RAID) assessment. We identified a significant gap at the strategic level - an absence of an organisational risk policy and associated risk appetite statements and processes for each business unit. Working collaboratively with the leadership team, the policy and processes were designed, tested and embedded throughout the organisation.

The next step was to conduct vulnerability assessments for each of the client's facilities and their staff, in partnership with the Emergency Services, in alignment with UK Government best practices. This informed the design and delivery of training for all staff in the new essential safety, security and major incident procedures that we developed for the organisation. We remain on call in a crisis response capacity to address emergent and exceptional threats based upon our thorough understanding of the client, and the hazards they face.

### Case study two: private sector client - global security, fire and life safety

Rescue Global is service provider to a Fortune 100 multinational corporation in the finance sector. We manage their risks throughout the Asia-Pacific region. This company, with over 60,000 employees worldwide, and facilities across Asia, engaged us on a five-year contract initially focused on fire and life risk. Before the end of the first year, our services extended to address all hazards. The programme encompasses risk assessments, management and mitigation, as well as employee awareness, engagement and training.

This Rescue Global contract, provided in collaboration with our partners, SOS Security, sees Rescue Global staff members embedded in the client's offices worldwide. Working with the global security and facilities management teams, we are establishing a converged security platform, drawing together all functions supporting security and risk. We are also tasked with managing and supervising external vendors and providing a crisis response function for the organisation.

<sup>1</sup> 200 responses to an online poll during Marsh's The New Reality of Risk® webcast

## HOW WE WORK: CASE STUDIES



### Case study three: government client - national resilience and crisis response

Rescue Global has worked in the Philippines since 2013. We responded to Super Typhoon Haiyan, one of the strongest typhoons to make landfall, and one of the largest international humanitarian responses to a natural disaster. Rescue Global worked to the Philippine government, supporting the National Disaster Risk Reduction Management Council (NDRRMC), conducting response missions including community assessments, distributing water filters, and community rebuild projects.

This collaboration has developed into a long-term partnership with the NDRRMC, other Philippine government agencies, and their counterparts throughout Asia Pacific.

Rescue Global has advised on disaster law and national disaster risk reduction measures working directly with the Senate. We supported the Office of Civil Defence and the combined military Operations Centre during Typhoon Hagupit in 2014, deploying Rescue Global Liaison Officers and Pathfinder teams. We continue to provide support to national resilience and technology projects using Machine Learning and Artificial Intelligence to gather vulnerability data.

Through a ground-breaking multilateral partnership with the Philippine Air Force 505th Search and Rescue (SAR) Group, Philippines government departments, and the Rescue Global international Crisis and Disaster Resilience Alliance (CaDRA), we are bringing together key actors to collaborate on disaster risk reduction and response initiatives in the Philippines and their partner nations in the region.

## HOW WE WORK: CASE STUDIES

### Case study four: private sector client - crisis response

In response to widespread, unprecedented flooding in Chennai, India, Rescue Global provided services to a Fortune 250 multinational corporation to assess and secure the safety of employees based at their Chennai facilities.

We also assisted in the recommissioning of all business activities without delay. As a publicly traded entity any interruption to business had potentially catastrophic ramifications.

Rescue Global provided strategic support to the Executive Leadership and their Global Security Operations Centre (GSOC) throughout the entire incident. We accounted for and provided emergency response and rescue for staff on the ground.

We concluded this operation with the creation of a pan-organisational risk policy, register and processes.

Highlights of the operation:

- Provided an in-country ground team at the affected location in less than 12 hours once the operation was approved by the client.

- Provided 24 hour support to our client and our team on the ground from our international HQ.

- Secured the affected site where the guard force vendor (a leading international provider) had been unable to maintain services due to employees returning to their homes as a result of the flooding.

- Located the client's 700+ employees, assessing and ensuring their safety, and that of their families.

- Activated the Rescue Global worldwide Crisis and Disaster Resilience Alliance (CaDRA): our ground team was augmented by a local Search and Rescue organisation, with rescue boats and trained SAR personnel.

- Provided continuous valuable input to the CEO and leadership team, informing their twice-daily global conference, planning process, and press releases.

- Post event, we designed and delivered proposals for an organisational risk policy and register, with recommendations for future action.

Rescue Global continues to work with this client to identify areas of collaboration within their enterprise risk management programme.



# HOW WE WORK: CASE STUDIES

## Case study five: ultra high net worth clients - security and risk management for private family offices

In partnership with one of the world's oldest private banks, Rescue Global provides services to ultra high net worth families and individuals concerned about their personal, family and organisational resilience. These clients desire a discreet yet thorough service which is tailored to their specific needs, remaining flexible and responsive.

Typical services include hazard and vulnerability risk assessments for the client, their families, homes, assets and business interests, personal, residential and travel security including provision of private air/ land/ sea transport, asset recovery, cyber protection, and residency, nationality and passport portfolios.

## CONCLUSION

The Rescue Global approach to organisational resilience is unique because we challenge the industry paradigm of seeing crisis response as distinct from day to day security risk management. In today's operating environment in which long considered exceptional events are no longer exceptional, our innovative and pragmatic approach is essential.

We are a mission-driven nonprofit organisation, with a self-given mandate to save and protect life by empowering others. This drives us in our work for nations and organisations for whom we provide real resilience.

Contact us for a free initial consultation, under strict terms of confidentiality. Our clients state that the professional recommendations they received in the initial discussion immediately added value. These recommendations generate the basis of a collaborative relationship, fostering resilience, building capability and capacity to face threats and uncertainties, now and in the future.

## CONTACT US

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