

Crisis Response: Kidnap, Extortion & Illegal Detention Procedure Guidelines

Prepared by:

Control Risks Response Division

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CRISIS RESPONSE PROCEDURE - INSURANCE

INTRODUCTION

1. The attached Kidnap Procedure Guidelines do not mention insurance and are therefore a suitable basis for instructions which can be sent to selected executives, to whom the existence of insurance must not be disclosed. It is suggested that it should be typed on Head Office note paper and circulated as other top priority instructions to senior executives.
2. In addition it is essential that Underwriters or their special advisers are notified as soon as possible so that they may give help to an Insured.

PRIOR TO THE KIDNAP/EXTORTION DEMAND

3. Circulate to selected executives copies of the **Kidnap Procedure Guidelines**.
4. **ESTABLISH:**
 - a. A line of communication so that one of the limited number of people who are aware of the existence of insurance, is advised of an incident as soon as possible.
 - b. Procedures for dealing with the media.
 - c. Who would prove a suitable communicator.
 - d. Communication channels between Head Office, subsidiary, communicator and the hostage's family.

POST KIDNAP/EXTORTION DEMAND

5. On receipt of a kidnap or ransom/extortion demand, immediately advise Control Risks, whose contact details are shown overleaf.
6. Give the Control Risks representative all assistance reasonably requested. They have extensive experience in responding to kidnap and extortion demands, and will be able to assist you in planning your immediate response.

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CRISIS RESPONSE PROCEDURE

CONTROL RISKS - CRISIS RESPONSE CONSULTANCY

24 Hour Emergency Numbers:

+ 44 207 939 8900

Please ask for the Response Duty Officer.

Our consultants have extensive experience in responding to kidnap and extortion demands and other crises, and will be able to assist you in planning your immediate response.

PLEASE NOTIFY INCIDENTS IMMEDIATELY

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CRISIS RESPONSE PROCEDURE GUIDELINES

INTRODUCTION

Although we have no reason to believe that our executive staff is more exposed than any other firm operating in the same fields as ourselves, we do believe it prudent to be prepared.

Regrettably kidnapping of executive staff is becoming commonplace throughout the world.

Any kidnapping will differ to a degree from all other kidnappings. Nevertheless, there are common factors in all which suggest that it is wise to pre-plan general procedures. These notes outline procedures to be followed in the event of a kidnap occurring.

POST KIDNAP

In the event of a kidnap incident, the following procedures must be carried out immediately:

Inform one of the following three people (designated employees of the company) by fastest possible means, giving the details below:

1. **Tel No:** (O) _____ (H) _____
2. **Tel No:** (O) _____ (H) _____
3. **Tel No:** (O) _____ (H) _____

- i Identity of hostage
- ii Date and time of kidnap/extortion
- iii Location and method of kidnap/extortion
- iv Demands made, if any
- v Method used by kidnapers/extortionists to transmit their demands
- vi Casualties, if any
- vii Company action to date
- viii Press involvement
- ix Kidnap group's identity, if known
- x Details and location of hostage's family
- xi Where you can be contacted for the next few hours

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NEGOTIATION

Until the arrival of the company's authorised adviser, ensure that the following actions are carried out by the negotiator authorised by Head Office.

- a. Make every effort to remain calm and relaxed. Adapt a helpful attitude to the caller on the lines of "will do all in my power to help, but the decisions are not mine". Express concern about the hostage.
- b. Ask the kidnappers a proof question to establish that the hostage is alive and unharmed. This question must be so phrased that only the hostage can answer it accurately.
- c. Indicate willingness to co-operate but try to avoid offering specific figure of a suggested settlement to the kidnappers. Always try to introduce a delay by claiming that you are not authorised to make any decisions.
- d. Ask for a code word which will enable you to identify the real kidnappers from other hoax calls or extortion attempts by other criminals.
- e. Fix time for future calls. Ensure all calls are recorded on tape. If this is not possible, ensure you write down the exact script of the call as accurately as possible. The following details will also be helpful:
 - i Male/female
 - ii Young/old
 - iii Type of accent
 - iv Local or long distance call
 - v Tone of voice, mental state (calm, frantic, angry, distraught)
 - vi Background noises
 - vii Type of telephone used (public, automatic, operator)
 - viii Exact time and duration of call
- f. Ensure you maintain a detailed diary of events which must include:
 - i Date, time and type of all communications with kidnappers.
 - ii Date and time of all significant events.
 - iii Details of all meetings, who attended and what was said.

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- g. Ensure no interviews are given to the press. All enquiries by the press should be handled by one nominated representative, who should politely offer a statement on the lines of "we are sure you will understand that we cannot say anything at the moment".
- h. Ensure the family is looked after and additional protection is arranged, if necessary.

OTHER FORMS OF CONTACT

If written, typed or packaged communications are delivered, the following should be carried out:

- a. Instructions to collect packages in public and safe places should be followed rapidly. At least two people with escorts should collect.
- b. All such communications should be handled with care. Copies (a limited and accountable number for Head Office, the Incident Management Team and possibly the law enforcement agencies) should be made and the originals kept safely for future use.
- c. Letters from the hostage to his family must be opened and read **before** reaching the family.
- d. Ensure that the company maintains a copy of all documentation before it is handed over to the other agencies.

THREAT EXTORTIONS (IE. NO HOSTAGES)

If the extortion demand is based on threats, whether they are to people, assets or products, but with no hostages, consider the following at the outset:

- a. Make an assessment on the credibility of the threat and any indications of the capability that the extortionist can carry out his threats.
- b. Ensure that knowledge of the incident is contained to a small group of people within and outside the company who need to know what has occurred. Make certain one of those is the executive responsible for public relations, so he can start to plan his response to a media enquiry in detail.
- c. Consider short term preventive security measures to prevent the threat being carried out.

- d. Do not respond to the extortionist's request to signal agreement of your compliance until you have discussed this with law enforcement agencies and the company's special advisers.