

# Global Risk Forecast 2022



## Executive Summary



## Foreward

They say that *history does not repeat itself, but that it does rhythm*. Our job at Crisis24 is to see those rhythms; using our decades of geopolitical risk expertise, we spot the patterns, trends, and subtle indicators that give us insight into the future.

### 2022 In Focus

COVID-19 has touched almost every aspect of global societies. The turbulent Middle East is entering a historic phase with demarches between Israel and Arab states. Placing diplomacy and business above geopolitics, we are seeing a rebalancing of relationships in the Gulf. The Latin America region was one of the hardest hit by the COVID-19 pandemic, crushing significant portions of the population below the poverty line. In North America as well as in Europe, domestic violent extremism is reshaping governments and polarizing populations along ideological lines. Governments and regional actors are leveraging this divisiveness to sow uncertainty and violence. Africa, in some ways spared from the most severe COVID-19 impact, continues to struggle from poor governance and a spreading of radicalized Islam, splitting communities and countries into ungovernable factions. The fall of Afghanistan to a resurgent Taliban ended another chapter of the Great Game and it remains to be seen if the Taliban choses to conduct itself as a member of the international community. Rippling beyond the borders of Afghanistan radical Islamist groups are emboldened by the Taliban victory and will emerge invigorated around the world. China turns a step inward to address political and economic challenges and the 2022 Winter Olympics. A new United States administration grapples with a powerful and assertive China, with two global powers vying for alliances and geopolitical advantage.

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“We challenge ourselves to be concise in our forecast to give clarity to complex geopolitical issues. Clarity of intelligence allows you to make bolder decisions to advance your organization’s goals. We give you our best assessments of a radically changed and still changing world.”

### W. Michael Susong

Senior Vice President, Global Intelligence

A handwritten signature in black ink, appearing to read "W. Michael Susong".

This executive summary is an abridged version of the 2022 Global Risk Forecast. The full report, available to Crisis24 clients, provides in-depth assessments of the topics included here, along with additional expert analysis.

# The Crisis24 Approach

## Actionable Risk Management

We enable the world's most influential people, disruptive brands, & prominent organizations to operate with confidence.

In today's world, businesses face both unprecedented risk and unprecedented opportunity. In our highly volatile economic, social and political climate, a crisis can be one small disturbance away. Moving swiftly from planning to response is key.

## This is where Crisis24 comes in.

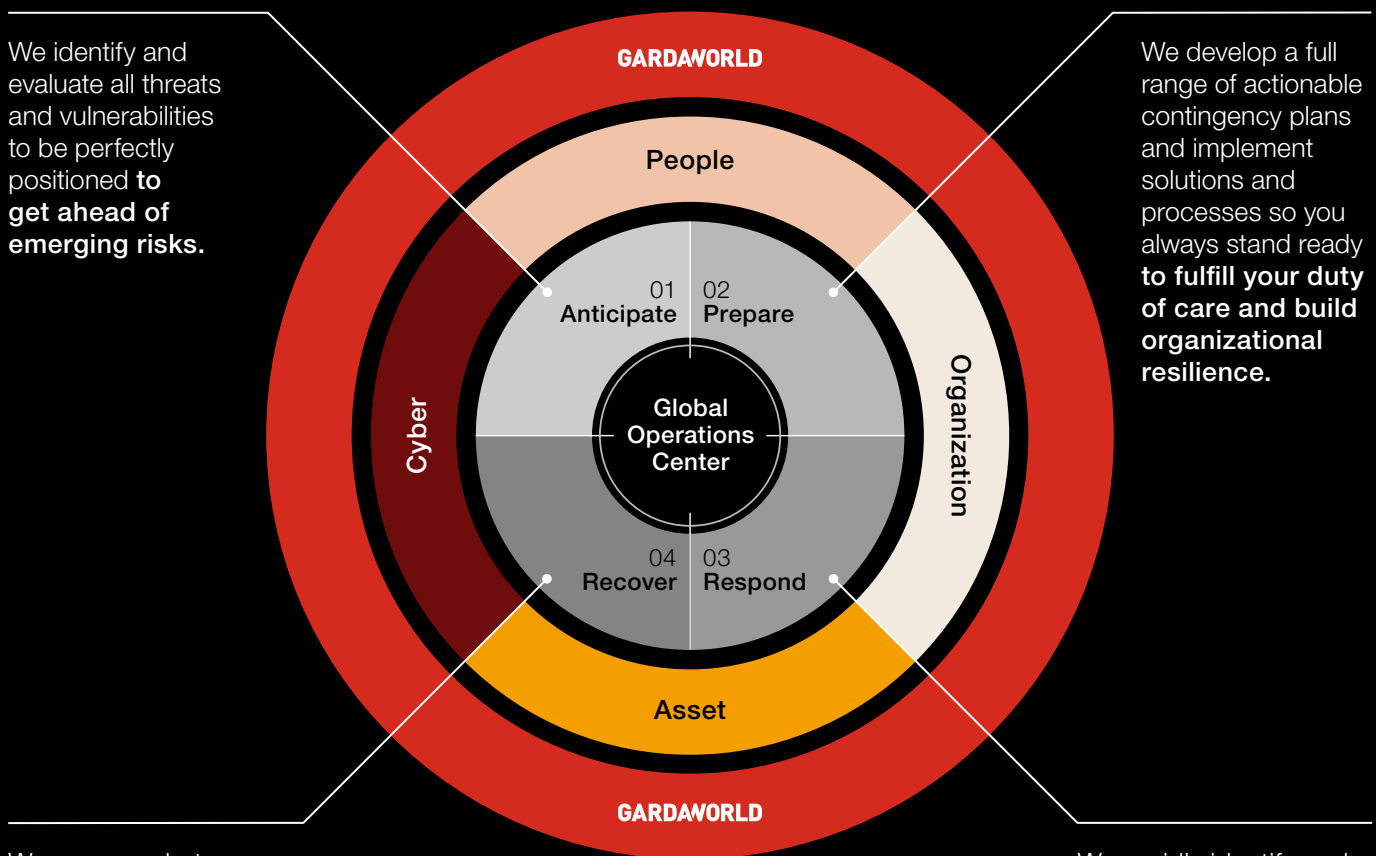
Crisis24, the leading provider of integrated risk management solutions, enables organizations to operate confidently. Powered by always-on intelligence, Crisis24 combines extensive worldwide expertise with on-the-ground capacity to provide rapid and actionable risk management.

With more than 30 years of industry experience, Crisis24 enables you to stay ahead of potential threats and make informed decisions about business operations, your people, supply chain, and cyber networks. Our team of experts work with you to tailor a comprehensive risk management solution based on your organization's specific needs. Many of the world's largest organizations have come to trust Crisis24 as their strategic partner.

As a GardaWorld company, Crisis24 clients have access to our extended resources and global network. With over 500 locations across 45 countries in North America, Europe, Africa, Asia and the Middle East, GardaWorld is strategically located to serve all your security needs worldwide.



## Integrated Risk Management Model



We identify and evaluate all threats and vulnerabilities to be perfectly positioned to **get ahead of emerging risks.**

We develop a full range of actionable contingency plans and implement solutions and processes so you always stand ready to **fulfill your duty of care and build organizational resilience.**

We assess what went right or wrong, transforming our knowledge into integrated improvements that help you **build a better normal.**

We rapidly identify and implement an action plan, staying focused on providing assets, resources, structure, support and guidance to **mitigate impact.**

## Business Environment in Sub-Saharan Africa Continues to Deteriorate from Political Instability

Sub-Saharan Africa will experience significant political and security challenges ranging from a critical general election in Kenya; rocky transitions from military to civilian rule in Mali, Guinea, and Sudan; and continued governance breakdown in Mozambique and economic powerhouses Nigeria and South Africa. Weakening state systems across Africa are increasing political and security threats and therefore complicating the business operating environment.

South Africa is experiencing its own governance breakdown. In fact, the country's primary challenges – corruption, poor governance and service delivery, rampant unemployment, and considerable economic crisis – will persist into 2022.

Nigeria's alarming security situation will almost certainly not improve over the coming months after years of weak governance and rampant corruption at the national, state, and local levels. The West African giant remains marred by overlapping security challenges, including the Boko Haram insurgency in the northeast and widespread criminal group activity.

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**Coup d'états and military regimes have become recurrent in Africa in the past few years, including in Mali, Sudan, and Guinea. In 2022, these countries will grapple with difficult transitions back to civilian rule, providing opportunity for civil unrest and raising concerns for organizations and multinationals on the continent.**

Multiple countries across Sub-Saharan Africa will grapple with the economic and social fallouts from systemic deficiencies such as endemic corruption and state weakness. These serious governance gaps will spark social unrest in the form of protest activity and violence and will continue to create vacuums for actors such as ambitious military figures, criminal networks, Islamic insurgents, and ethnic militias to exploit. Given these metastasizing problems, the risks to businesses and travelers will grow across much of the continent in 2022 and beyond.

## Consequences of the COVID-19 Pandemic Likely to Affect Incumbents, Increase Unrest in Much of the Americas

As one of the regions most affected by the COVID-19 pandemic, the Americas will likely continue to see a rise in anti-incumbent sentiment and an increase in unrest in 2022. Access to vaccines, and with it the likelihood of a stronger economic recovery, remains uneven throughout the region. While health and security measures contained protests in 2020 and 2021, the consequences of the pandemic are likely to accumulate with previous unresolved and unaddressed grievances and generate levels of unrest in 2022 similar to those seen in 2019.

Discontent with incumbent governments is widespread, the political systems are becoming more divided, and the appeal of authoritarian or extremist leaders is growing. The economy went through slow growth in the past decade, and it appears that the recovery from COVID-19 will follow a similar path. While the pandemic has demanded a major response from governments, many in the region have been disillusioned by the actions taken by authorities and are likely to take to the streets and to the ballot boxes to demand change.

## Implications for Afghanistan and Regional Geopolitical Impacts Following Taliban Takeover

The fallout from the Taliban takeover of Afghanistan will be felt in the Asia-Pacific region throughout 2022 and beyond. Afghanistan itself faces significant political, economic, and social uncertainty. If the Taliban cannot secure its control and successfully combat Islamic State-Khorasan Province (ISK) militants and anti-Taliban guerilla outfits, Afghanistan will likely face yet another round of sustained internal conflict. As the Taliban struggles to secure formal diplomatic ties with foreign governments, economic conditions within Afghanistan may further deteriorate, increasing the potential for intense and widespread instability. At the same time, neighboring governments - especially Pakistan and India - must deal with the possibility of intensified fighting and terror threats from Islamist militants. Any increase in ISK influence and capabilities could lead to an increased terror threat from IS “franchises” throughout South and Southeast Asia.



**The emergence of the Taliban as the de facto power center in Afghanistan against the backdrop of a foreign troop withdrawal has forced a reset in strategic planning for multiple parties such as other nations, foreign donors, business operators, and multilateral organizations.**

Domestic insecurity in Afghanistan will continue, complicating local business operations, and counterterrorism efforts in the wider region. Contingency plans to handle militant attacks, crimes affecting employees, evacuations, as well as border, shipping route, and site closures are pertinent.

## Russia’s Relations with West to Remain Strained; Sporadic Incidents to Trigger Short-term Concerns

Russia will maintain its assertive military and diplomatic posture through 2022. Sporadic, high-profile developments, including military maneuvers and diplomatic arguments, will continue to prompt concerns over traveler safety and business disruption in some jurisdictions. Over the past year, President Vladimir Putin’s regime has reinforced his commanding domestic position and strengthened Russia’s posture in its near-abroad.

Russia’s Strategic Relationship with Near-Abroad Countries



The Kremlin will likely seek to strengthen its position in the South Caucasus and Central Asia, while continuing to test Western resolve over Ukraine and energy trade.

With Putin’s domestic situation secure, and the practicalities of realpolitik limiting the freedom of potential international adversaries to act, Russia is not expected to deviate from its current path and will likely continue to push against the West’s diplomatic and political boundaries from a position of relative invulnerability. The EU remains a critical purchaser of Russian gas and NATO remains an effective deterrent to potential Russian aggression. Russia’s relationship with NATO and the EU will continue to find a balance dictated by necessity, while it may take more deliberate action to restore relations with the US.

## Beijing Likely to Continue Pursuing Interests in the Indo-Pacific Region

The geopolitical dynamics of the region will be affected by China's friction with Taiwan, India, as well as US allies such as Australia and Japan. Chinese attempts to tighten relations with Pakistan, and possibly Afghanistan, will also fuel competition in the Indo-Pacific. However, Beijing will remain inwardly focused for most of the year, with several significant domestic events, including the 2022 Winter Olympic Games and 20th National People's Congress. Additionally, Beijing's continued pursuit of a zero-COVID-19 strategy and attempts to regulate segments of the Chinese economy are likely to preoccupy Chinese leaders.

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**China will undoubtedly continue its exploration and military exercises in the South China Sea. However, the threat of a significant escalation appears low in the near term.**

China's response to the pandemic, economic challenges, and significant events will likely remain the government's primary focus in 2022. However, domestic concerns will not prevent Beijing from pursuing its interests in the Indo-Pacific entirely. Continued military exercises in the South China Sea, flights in the Taiwan Strait, and potential punitive trade actions are likely. China will also likely double down on its connections with Pakistan and potentially engage with a Taliban-led Afghanistan to diversify its reliance on sea transport for vital drivers of its economic growth and prevent terrorist actions in its territory.

## Interstate Tensions, Political Instability Continue to Pose Threats to Governments and Businesses in Middle East and North Africa

The Middle East is undergoing a serious geopolitical transformation. The normalization of ties between Israel and Sunni Gulf states is transpiring amid concerns over Iran's growing influence in the region and America's pivot toward Asia. While the alliance between the Gulf states and Israel will almost certainly bring about handsome economic opportunities, it remains to be seen if it will be able to rein in Iran.

North Africa will continue to suffer from social unrest and disruptive demonstrations in response to declining socioeconomic conditions. Tunisia, Algeria, and Libya remain particularly susceptible to political instability. Competing governing institutions, rival militias, and geopolitical rivalries will obstruct chances for peace in Libya in the short-to-medium term.

While a détente between Saudi Arabia and Iran remains possible in 2022, improved relations are unlikely to lead to stability in the region. Israel and Iran will continue to target each other's commercial interests and military assets across the MENA region. While direct war remains unlikely, tensions will almost certainly escalate between Israel and Iran.

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**Sociopolitical instability will define the political landscape of the North Africa region in 2022. The COVID-19 pandemic has wreaked havoc on several economies of the region and economic recovery is likely to be slow, raising the risk of disruptive protest activity in the coming months.**

## COVID-19 Vaccine as Key Hurdle in Return to Normalcy

The COVID-19 pandemic has been the most detrimental disease outbreak of the 21st century. Roughly a year ago, the development of several effective COVID-19 vaccines seemed to be the universal remedy to resumption of normalized business operations.

While vaccine hesitancy may be the biggest hurdle for reaching population immunity in developed nations, lower-middle-income countries must deal with problems related to accessibility. Approximately 2 percent of populations in low-income countries were vaccinated, a mere 10 percent of their initial goal. Even if the vaccines had been approved and distributed fairly, some countries are unwilling or unable to implement a national COVID-19 vaccine mandate due to social and political pressures.

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**More than a year since governments distributed the first approved vaccines, less than 43 percent of the global population has been fully vaccinated against COVID-19.**

The Omicron variant, which contains substantial mutations, highlights the importance of ensuring widespread and equitable COVID-19 vaccine availability, as unvaccinated populations fuel viral mutation. There is a high likelihood of additional variants emerging, particularly in regions without enough doses of COVID-19 vaccine or in areas with higher rates of vaccine hesitancy despite vaccine availability.

Countries struggling with vaccine availability will have to postpone a return to normalcy as they may not see sufficient percentages of their populations successfully vaccinated until 2022-2023. This may lead to supply chain shortages worldwide as they strive to rejoin the global economy.

## Supply Chain

Global supply chains are currently in disarray, and disruptions will likely continue through at least the first half of 2022. The recovery of global supply chains through 2022 will depend on the global course of the COVID-19 pandemic, and whether the pandemic-induced changes to consumer demand and employment trends fade away or become permanent. The highly globalized nature of supply chains means that localized impacts of the COVID-19 pandemic can impact the flow of goods throughout the world, even in locations where the pandemic has receded or is under control.

The disruptions to global supply chains will likely end in one of two ways. One possibility is that the pandemic recedes and employment and consumer demand trends revert to the way they were before the pandemic. If this occurs, supply chains will also revert to their pre-pandemic forms, and after the backlogs clear, they will function normally. The other scenario is that the changes to employment and demand trends are permanent, in which case global supply chains will have to adapt to the new status quo. This scenario will likely entail increased use of automation technology, heavy investments in port and ground transport infrastructure, and increased pay in ground transportation jobs such as trucking to attract enough workers to alleviate the labor shortage. These capital investments and higher labor costs will likely lead to higher shipping costs in the medium term.





## Kidnapping Gangs in South Africa to Continue to Target High Net Worth Individuals, Businesspeople, and Families

Kidnap for ransom is likely to represent a substantial threat in South Africa through 2022, with threat actors continuing to target high net worth individuals and businessowners in major urban centers. The threat of kidnap for ransom in South Africa has continued to increase over the course of 2021, growing its reputation as a current hotspot for the activity amongst more traditional locations across the continent in West, North and Central Africa. Most kidnappings continue to occur in or near urban centers, including Johannesburg, Durban, Pretoria, and Cape Town, as threat actors benefit from growing insecurity to mount violent and brazen kidnapping operations in highly populated areas.

The threat of kidnap for ransom is likely to steadily increase over the medium term, as South Africa's socio-economic crisis, exacerbated by the COVID-19 pandemic, and pre-existing poor security environment provide ideal conditions for the growth of kidnap for ransom as an industry.

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## Governance Failures and Militia Resilience Expected to Further Threaten International Operations in North Kivu

North Kivu is home to over 100 organized criminal groups, ethnic organizations, and self-defense groups recognized for using small arms and light weapons to conduct roadside ambushes and kidnap operations in pursuit of their respective movements.

Current trends, a sustained lack of strategic government planning, and the reported failure to provide state security personnel with appropriate provisions, mean the threat posed by violent actors is anticipated to intensify in 2022. This forecast will be of particular concern to international operations in country, particularly in the mining and extraction and humanitarian sectors, that have routinely been faced with operational disruptions, armed attacks, and kidnappings over the last several years.

## Piracy Threat to Commercial Shipping in Gulf of Guinea to Persist

The threat of piracy in the Gulf of Guinea remains assessed as critical for 2022. While 2021 to date has witnessed a significant decrease in the number of incidents compared to previous years, this is unlikely to represent any major decrease in Pirate Action Groups' intent and capability to operate in the region. Instead, Crisis24 has noted that the rate of successful maritime kidnap for ransom and the average number of kidnapped crewmembers has increased. Greater operational capacity of the Nigerian maritime security forces under the Deep Blue Project contributed over the past two years to a shift of piracy operations to neighbouring and deep offshore areas. In turn, hijackings further offshore result in longer response times of security forces, providing greater opportunities for perpetrators.

## A Gradual Increase in Kidnappings in Mexico Likely as Country Reduces Pandemic-Related Restrictions

Mexico has long stood out as the region's kidnap for ransom hotspot; the frequency of kidnappings in Mexico is likely to increase throughout 2022, following a decline in such activity since the onset of the COVID-19 pandemic in March 2020. The increase is likely to be gradual throughout the year and will remain contingent on a stronger resumption of economic activities and the lift of movement restriction measures across different states, as well as the expected resumption of domestic and international business travel. Of those cases that have occurred over the past year, targeting has remained broadly consistent, with middle class Mexican nationals and their family members being the primary victims, particularly amid the closure of businesses. The gradual reopening of the country's economy is likely to incentivize perpetrators to increase the frequency of their operations, particularly towards businessowners, farmers and ranchers and local employees. Equally, economic improvement will create a perception in criminal circles of the increased financial capabilities on behalf of victims to meet ransom demands. The most likely threat to foreign travellers will remain express kidnappings, also expected to increase in conjunction with the greater movement of people as restriction measures have been drawn down within Mexico and for international arrivals.

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**Probable resumption in express kidnappings would also result in a renewed threat for travelers visiting for shorter periods. In all, higher kidnap for ransom figures in Mexico should be expected in 2022, as business activities regain momentum and movement no longer restricted.**

## Dramatic Rise in Kidnap for Ransom Activity in Haiti to Continue

Kidnap for ransom incidents in Haiti have increased significantly in 2021 and are conducted by local gangs that target middle to upper class domestic nationals and professionals. The increase in opportunistic kidnap for ransom activity is the direct result of current socio-political and economic issues in country. Criminal organizations in Haiti have continued to expand their territory and influence in recent years, capitalizing on endemic political insecurity further exacerbated in 2021 by the assassination of Haitian president Jovenel Moïse and a 7.4 magnitude earthquake on August 14. Given ongoing political instability, the demonstrated capabilities of criminal organizations to exploit the current security situation and the profitability of the crime type, the threat posed by kidnap for ransom to domestic and foreign nationals in Port-au-Prince is expected to remain critical into 2022.



## Key Trends in Executive Protection

There are several dominating trends in executive protection, such as COVID-19-related health requirements for security staff, an increase in residential protective services, and new security measures to compliment the rise of corporate aviation travel.

As governments and corporations are still looking at vaccine-related legislation and policies, vaccinated security staff is the new industry standard for protection providers due to the desire to limit executive exposure to health vulnerabilities.

Since the onset of the pandemic, a greater number of executives working remotely led to an increase in residential security measures. Corporate security leadership established additional programs for short-term support to existing residential protection teams.

International business travel remains below pre-pandemic levels; however, domestic and regional travel within certain geographies has increased markedly. Corporate aviation programs are expanding their services to include additional medical precautions for executives, high-net-worth individuals, their families, and their executive protection teams and corporate pilots.



**The COVID-19 pandemic showcased Crisis24 ability to adapt, innovate, and provide solutions and resources under new and evolving environments and emerging risks.**

The COVID-19 pandemic challenged the ability of executive protection providers to adapt, innovate, and provide solutions and resources to deal with emerging risks in new and evolving environments. Moving into 2022, high net worth individuals and executives must prepare and proactively identify protection providers who can rapidly adapt to these uncertainties.



# Crisis24 Risk Intelligence

Identify, Assess, and Manage Threats to Your People and Organization

## Timely risk intelligence to help you make informed decisions.

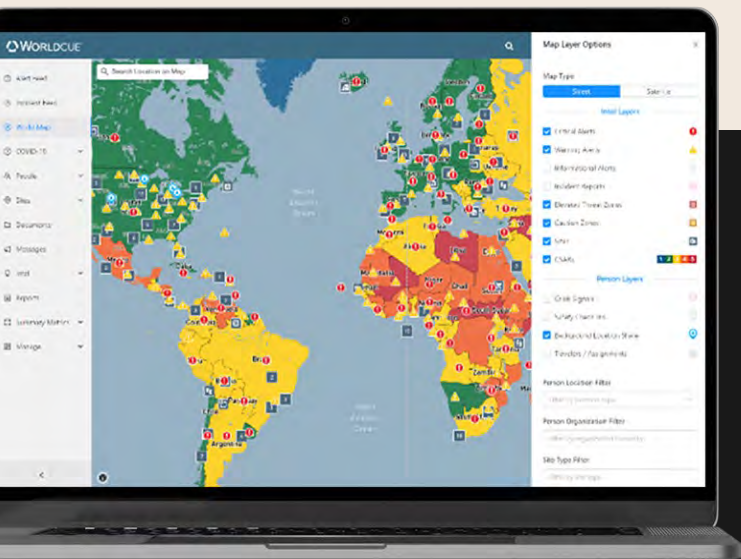
Intelligence is an essential component of any risk management strategy.

Crisis24 helps you operationalize your risk management program, delivering timely and accurate intelligence, specific to your needs.

When you turn to Crisis24, you are backed by the largest analyst team in the private sector. Our Global Operations Centers are staffed with highly specialized & dedicated industry-leading regional and subject-matter experts. former military and intelligence agency officers, and security experts who provide critical support and curated information 24/7/365.

## The strength of our intelligence comes from our experience and commitment

- **120+** team of analysts, including regional and subject matter experts
- **24/7** monitoring across multiple threat categories
- **25,000+** sources of information, including 1,000+ human sources
- **25+** languages spoken across the team.
- **AI-supported** data gathering across multiple languages.



## Monitor Potential Threats and Disruptions with Crisis24's Risk Management Platform

When seconds matter, you need a risk management platform to help you understand threats that could impact your locations and personnel. Fed by around-the-clock intelligence alerts, Crisis24's risk platform is your security command center. Quickly identify threats relative to your most valuable assets: your people, facilities, and supply chains, and make informed decisions to minimize disruptions to your business and its operations.



Using open source, human source, and artificial intelligence, Crisis24 provides a variety of intelligence offerings, from 24/7 alerts and worldwide location intelligence to bespoke commissioned reports, and dedicated analysts dedicated to support your security operations center.

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“Crisis24 is the world’s leading provider of integrated risk management and security services. Combining man and machine, our multi-faceted approach to personnel safety and site security involves 24/7 operations to ensure our clients have the intelligence, assistance, and response services they need when they need it”.

– Gregoire Pinton  
Managing Director, Head of Integrated Risk Management

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# Crisis and Security Consulting

## Be Prepared for Any Risk

Crisis24's comprehensive risk management strategies help your organization effectively mitigate risks, handle crises, and maintain resilience in all circumstances, so that you can grow and enjoy successful business operations anywhere in the world.

Before deploying any security measures, you need to understand your threats, vulnerabilities, and risks. Whether you oversee enterprise security, manage infrastructure, or handle special events, you can count on Crisis24's extensive incident management experience. Our consulting process begins with a risk assessment, during which we work with you to identify both internal and external areas of concern. We help devise a plan so you can be prepared, fulfill duty of care responsibilities, and mitigate risks as they occur.

Our comprehensive crisis response plans help avoid disruption and ensure business continuity. We have one of the largest exclusively retained crisis response teams in the industry, and experience advising an average of 130 incidents each year. When an event occurs, we respond with solutions. We provide swift intelligence, action, and direction to manage a crisis, all while mitigating impact to your personnel, business, and reputation. We offer practical advice, options, and scenario planning based on tried and tested procedures. Our primary objective is always the successful resolution of the crisis, to put you back in control.



**Crisis24 is retained by some of the world's largest special risks and crisis management insurers.**

### Our core services include:

- Security Consulting
- Crisis Risk Management
- Business Continuity Management
- Compliance Strategy
- Evacuation Strategy
- Risk Policies and Procedures



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“Having appropriate risk management and contingency plans in place makes your organization more resilient, helping to reduce the impact of adverse events, protect people, aid recovery, support business continuity, and limit damage to brand and reputation.”

– Alex Kemp  
Managing Director, Head of Crisis and Security Consulting

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# Global Protective Solutions

## Protect What Matters Most

Our Global Protective Solutions support your worldwide movement and operations. By mitigating and managing risk, we protect the people and assets that matter most. Whether you are an individual, a family, or an organization, we combine professional, worldwide expertise with large-scale on-the-ground support, covering any aspect of safety, security, or privacy.

- **30+** years of experience
- **50%** of Fortune 500 companies engage our services
- **5** of the top 20 wealthiest US families rely on us
- **116** countries with operational expertise
- **400+** protective operations per month
- **24/7** Global Operations Center

**Our highly skilled team comprises professionals proficient in protection, logistics, and defensive tactics. They possess extensive travel experience and have relevant military, law enforcement, or government security backgrounds.**





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“Crisis24 is the preferred choice for protective solutions for clients worldwide due to our reputation for excellence, integrity, and utmost confidentiality. We only hire the best, and each operation is backed by our 24/7 Global Operations Center, dedicated to providing real-time threat intelligence and coordination for our protective operations worldwide”.

– Brian Leek  
Managing Director, Head of Global Protective Solutions

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## How to Use this Report

The 2022 Global Risk Forecast provides an in-depth expert analysis of key events and trends most likely to disrupt operations in the near-term. Combined with Crisis24's risk intelligence alerts, crisis and security consulting services, and global protection services, the annual forecast is an additional tool to help you make bold decisions to mitigate risk. Whether it's making informed decisions about duty of care, updating your organization's risk appetite and risk tolerance, or exploring expansion opportunities for your global footprint, Crisis24's actionable risk intelligence can provide decision support for the most essential business priorities. The insights included in this report are one data point to inform your risk management and response strategy. As with all organizational decisions, due diligence to verify information and stay up-to-date as situations evolve is pertinent.

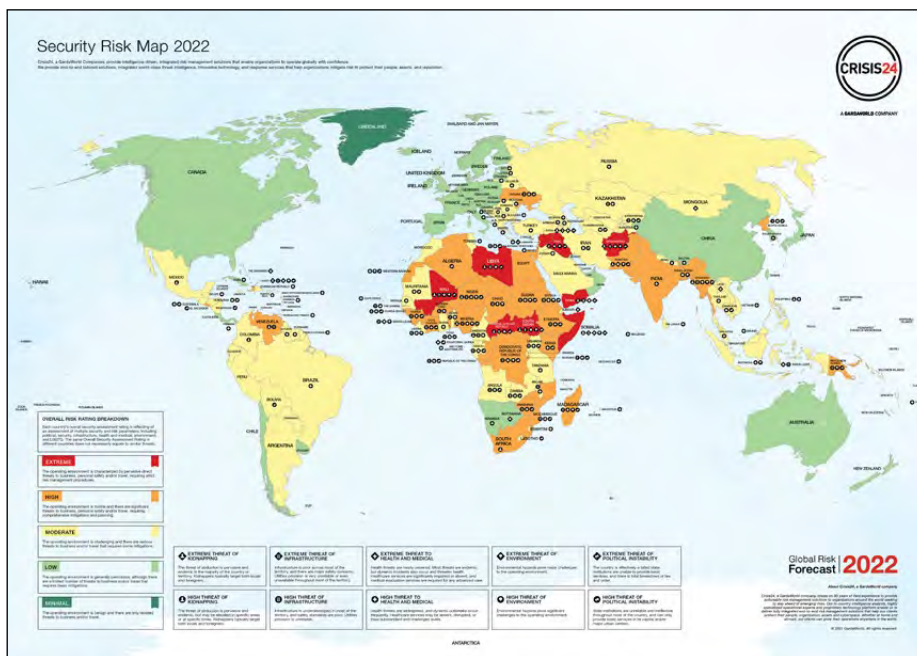


## Security and Risk Rating Maps

Crisis24’s country-specific security and risk rating maps provide informed indicators of security conditions for a high-level understanding of a country’s threat profile. With the assurance of extensive analytical coverage and pressure tested methodologies, Crisis24 continuously monitors the operating environment and updates threat ratings as conditions change. Each country is rated on a scale from 1-5 (minimal, low, moderate, high, or extreme) to indicate the threat level. The country security and risk ratings provide a clear picture of potential concerns and can help inform risk mitigation strategies.

Included in the 2022 Global Risk Forecast are eight risk assessment maps, consisting of an overall security and risk rating map, specialized category maps, and a master map that reflects the overall country rating with high and/or severe specialized threats specific to each country.

## Master Country Security and Risk Rating Map



The super risk map shows the overall country rating, providing an immediate assessment of the overarching conditions within the country. The rating is a substantive rating assessed through a thorough and rigorous analysis of all key country risk variables. The map is annotated with icons to indicate high and extreme threat levels associated with security, health and medical, infrastructure, environmental, and political conditions.

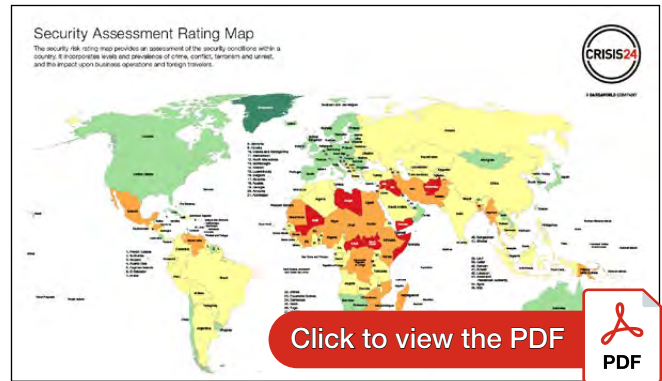
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## Overall Assessment Rating Map



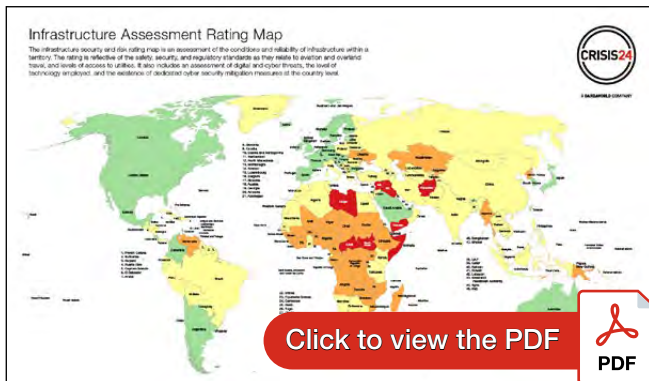
The overall country rating is designed to give clients an immediate assessment of the overarching conditions in any given country.

## Security Assessment Rating Map



The security risk rating map provides an assessment of the security conditions within a country. It incorporates levels and prevalence of crime, conflict, terrorism and unrest, and the impact upon business operations and foreign travelers.

## Infrastructure Security Assessment Rating Map



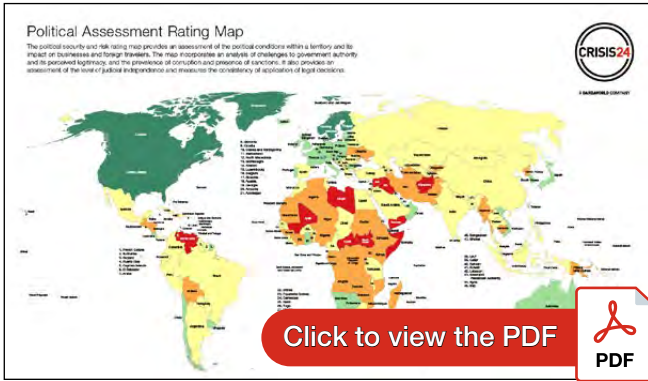
The infrastructure security and risk rating map is an assessment of the conditions and reliability of infrastructure within a territory. The rating is reflective of the safety, security, and regulatory standards as they relate to aviation and overland travel, and levels of access to utilities. It also includes an assessment of digital and cyber threats, the level of technology employed, and the existence of dedicated cyber security mitigation measures at the country level.

## Kidnapping Security Assessment Rating Map



The kidnapping rating represents the overall kidnapping threat. The rating is influenced by several factors, including crime rates, common kidnapper motivations and modus operandi, the country's geopolitical environment, and the presence or absence of terrorism.

## Political Security Assessment Rating Map



The political security and risk rating map provides an assessment of the political conditions within a territory and its impact on businesses and foreign travelers. The map incorporates an analysis of challenges to government authority and its perceived legitimacy, and the prevalence of corruption and presence of sanctions. It also provides an assessment of the level of judicial independence and measures the consistency of application of legal decisions.

## Health and Medical Security Assessment Rating Map



This map provides an assessment of the health and medical conditions within the country, specifically quantitatively assessing six main health categories and multiple sub-categories, including medical infrastructure, risk of trauma, ease of access to pharmaceuticals, and the prevalence of infectious diseases. COVID-19 incidence rate is also taken into account.

## Environment Security Assessment Rating Map



The environmental category map provides an assessment of the impact of environmental factors on business operations and travelers. It includes assessment of seismic events, extreme weather, and climate conditions. The category also includes the impact of manmade hazards, such as unexploded ordnance, industrial pollutants, and industrial accidents.



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## About Crisis24

Crisis24, a GardaWorld company, draws on 30 years of field experience to provide actionable risk management solutions to organizations around the world seeking to stay ahead of emerging risks. Our in-country intelligence analysts, highly specialized operational experts and proprietary technology platform enable us to deliver fully integrated end-to-end risk management solutions that help our clients protect their people, organization, assets and cyberspace. Whether at home and abroad, our clients can grow their operations anywhere in the world.

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