

A nighttime city street scene with blurred pedestrians and illuminated buildings. The image is split into two main sections by a diagonal line. The left section shows a street with a bridge and a large, ornate building with a lit-up dome. The right section shows a modern building with a glass facade and vertical Chinese characters. The overall atmosphere is vibrant and urban.

Control Risks

**Specialist risk
consultancy**

“When the stakes are high,
I wouldn’t choose anyone else.”

25000

people
work from

37

offices with
experience in

178

countries
across

18

sectors
worldwide

Our global
reach ▶

Our global reach

37

From our network of 37 offices, we work wherever you need us.

▶ Europe

Amsterdam	London
Copenhagen	Moscow
Berlin	Paris
Frankfurt	

▶ Middle East

Abu Dhabi	Dubai
Al Khobar	Erbil
Baghdad	Islamabad
Basra	

▶ Americas

Bogotá	New York
Chicago	Panama City
Houston	São Paulo
Los Angeles	Washington DC
Mexico City	

▶ Africa

Johannesburg
Lagos
Nairobi
Port Harcourt

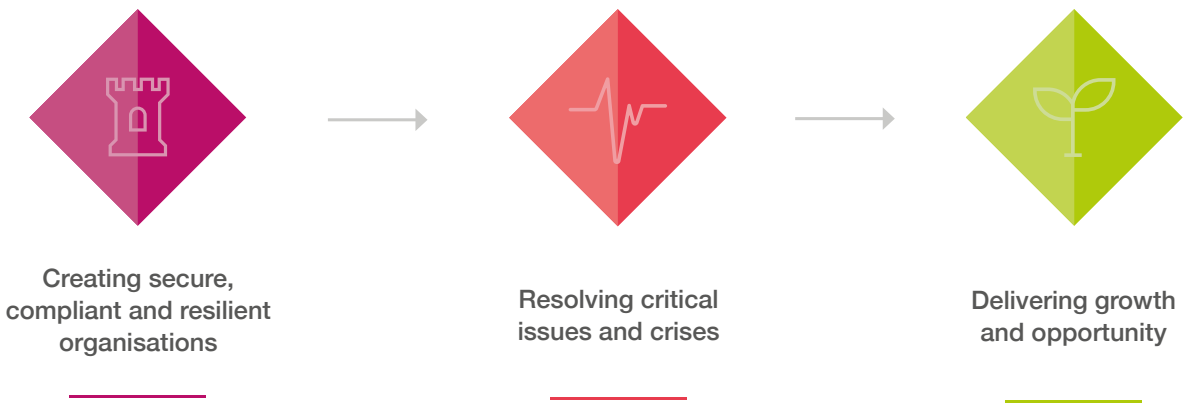
▶ Asia

Beijing	Seoul
Delhi	Shanghai
Hong Kong	Singapore
Jakarta	Sydney
Mumbai	Tokyo

Who we are

Control Risks is a specialist risk consultancy. We are committed to helping our clients build organisations that are secure, compliant and resilient in an age of ever-changing risk and connectivity.

Informed and responsible risk taking is essential to success in any ambitious organisation. We have unparalleled experience in helping to solve the challenges and crises that can arise when you seek to convert risk into opportunity. Control Risks has been helping the world's leading companies and organisations for more than 40 years. The insight and depth of experience we have gained are invaluable in providing the intelligence needed to grasp opportunities and manage risk with greater certainty.





▶ “Control Risks’ partnership over the years has provided Levi Strauss & Co. with invaluable advice and assistance in developing a resilient organisation that thrives in a complex world. Their global perspective and footprint makes them an ideal partner for us.”

Chip Bergh, President and Chief Executive Officer, Levi Strauss & Co.

Our approach

We are committed to enabling our clients to succeed in an increasingly volatile world where the ability to understand and manage geopolitical, compliance and security issues is key to sustainable global success.

We understand that running an international organisation requires an ability to gain and retain competitive advantage in the face of rapidly changing markets, ever more onerous regulatory requirements and the seemingly constant emergence of new risks. You also need to be assured that you are protecting your most valuable assets cost effectively, particularly in an age when connectivity brings great opportunities but also acute vulnerabilities.

Everything we do is based on our guiding belief that risk taking is an essential prerequisite of our clients' success. Our job is not to tell you that the world is a dangerous place. There are plenty of other people more than willing to do that. Rather, we aim to give you the insight and resilience you need to focus limited resources where they will be most effective and to equip you to anticipate, avert and resolve the problems and crises that are the inevitable side-effects of global ambition. We want you to be able to succeed where others would fail.

Over more than 40 years we have lived through all manner of challenges and crises with our clients – from major regulatory investigations to

natural disasters to life-threatening security problems. We have developed an unparalleled ability to bring order to chaos and reassurance to anxiety.

We help run the daily systems and processes necessary to ensure that you are fulfilling your corporate obligations. And we also help clients handle business-critical issues and plan for the most momentous of decisions. What unites all Control Risks work – the tactical and the strategic – is our curiosity for what you do, our enthusiasm to help you succeed and the satisfaction of repaying the trust you put in us.





▶ “When the stakes are high,
I wouldn’t choose anyone else.”



Our people

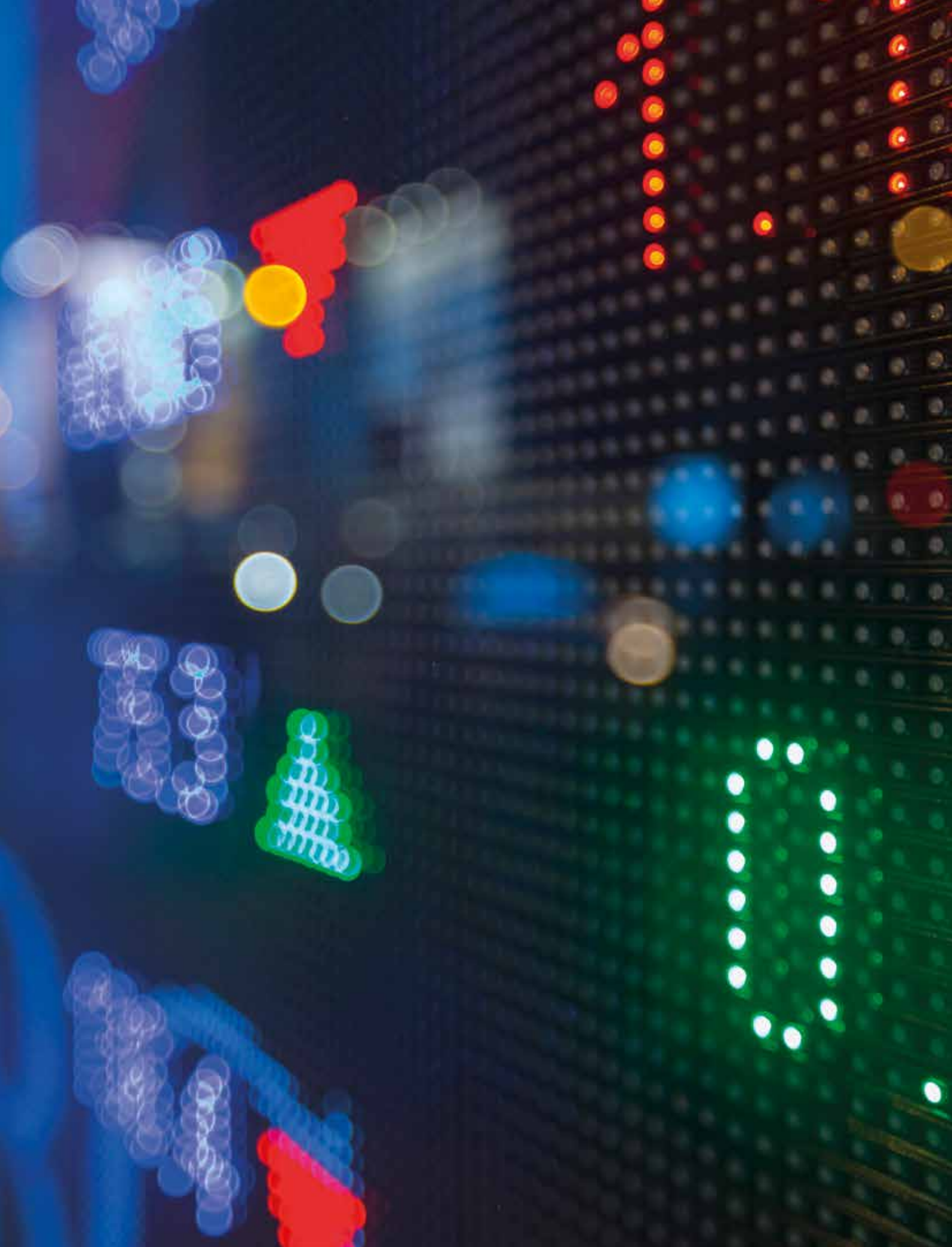
The essence of Control Risks is its unique combination of diverse expertise. When you engage us, you tap into a global company that brings multiple perspectives and deep experience in a one firm ethos.

The expertise found at Control Risks reflects our backgrounds as technologists, lawyers, aid workers, investigators, cyber experts, political scientists, soldiers, strategy

consultants, intelligence officers and a host of other professions. It is this combination, located in multiple offices on all continents, that makes Control Risks not just relevant and distinctive, but essential.

We take great care to only hire people that you will respect for their expertise, trust for their measured judgement and rely upon for their commitment and work ethic.

We have organised ourselves as one firm, run as a single global partnership with no outside shareholders. Our partners know each other well, are instinctively collaborative across multiple skillsets, and are incentivised to ensure that our clients get what they need where they need it. Nothing else matters.



The work we do

A data leak threatens information security and business operations

► Situation

A CIO of a major international manufacturing company called, deeply concerned about a data leak. The client suspected insider malfeasance at one of its test laboratories. The leak raised concerns about the security of its IT systems, telephone conversations and information and the client was anxious to protect its data. In addition to security, there was a perceived threat to operational continuity and the client needed to give frequent updates to the CEO, so required information and direction quickly.

► Approach

We started researching the source and reach of the data leak by mapping social media and web forums where the product leak was residing. Crucially for the client, our experts produced evidence for a forensic investigation. They worked with the client's IT, legal and compliance teams to identify the users who were suspected of the product leaks. The data from the client's laptops, workstation computers and mobile devices were forensically acquired and analysed for internet and communication evidence to support the findings from the cyber research.

► Outcome

We presented evidence which showed who was behind the data leak and their motivation. The client understandably found the experience extremely stressful and was keen to put all possible measures in place to prevent a similar incident occurring again. Our experts provided a strategy for intelligence-led investigations in the future, including security awareness training, and response readiness training. We also conducted a cyber security review around protecting company assets, focussing on human and technical vulnerabilities.

Delivering growth and opportunity in Africa and Asia

► Situation

The director of international strategy at a global consumer goods company was looking for opportunities to expand in emerging markets. The client felt that many countries presented ostensibly similar risks and rewards, so they needed a detailed and nuanced comparative study that would make a convincing case when presented to the board.

► Approach

Control Risks experts carried out a benchmarking study to compare markets - assessing opportunities against risks across Asia, the Middle East and Africa. This work covered multiple factors such as strength of governance and institutions; infrastructure availability and reliability; expropriation or nationalisation risks and contract risks.

► Outcome

Almost 30 countries were benchmarked and three clear leaders were selected on the basis of the opportunities they offered against a wide range of operational criteria, including the client's risk appetite. The findings of our experts provided the client with the basis for shaping a successful business development strategy, underpinning their growth and strategic direction.



The work we do

Maximising investment in cyber security

► Situation

The board of a multinational financial services company was struggling to evaluate how effective their cyber security investment had been. They needed a methodology which showed what was needed to achieve a more advanced level of maturity in their cyber security which was adapted to their needs. Worried by growing reputational risks associated with client data loss from cyber breaches, the board needed reassurance that its cyber security was the best it could be.

► Approach

Our cyber security experts provided an evaluation of the client's cyber security against three benchmarks: their peers' security; the threat and their own risk appetite. We conducted a threat assessment, identifying likely attack scenarios, reviewed documents and carried out interviews to plot the company's cyber maturity against the three benchmarks.

► Outcome

The assessment led to recommendations for specific measures to bring security up to a more advanced and company specific level. The methodology developed by our experts can be repeated to consistently measure the effectiveness of future investments in cyber security. The board was now satisfied that it had a full appreciation of the company's cyber threat landscape.

A kidnap in Mexico presents a threat to life

► Situation

A criminal group kidnapped a high-profile businessman from his workplace in Mexico. The victim's company sought to negotiate the safe and timely release of its employee.

► Approach

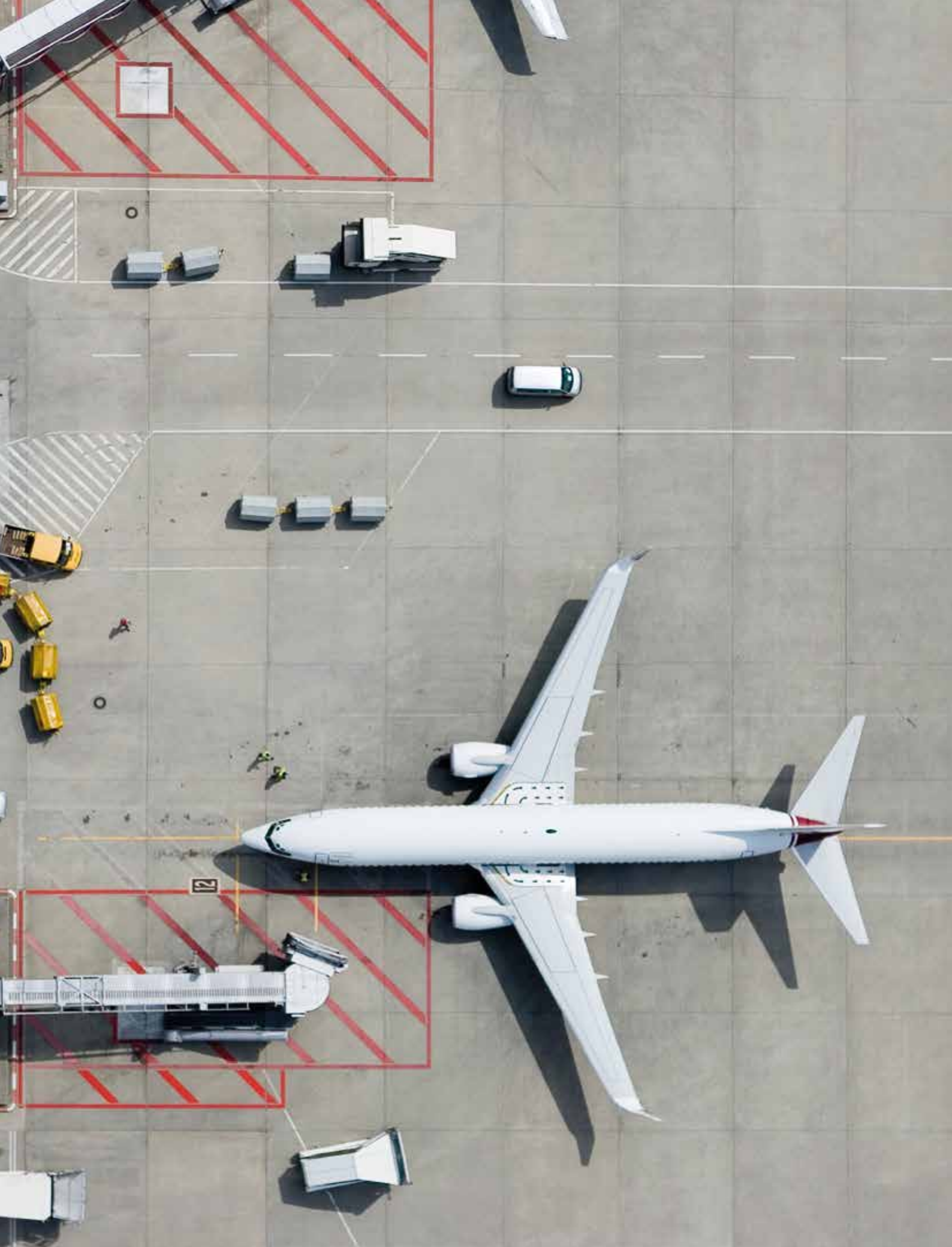
One of our specialist consultants immediately joined the client to provide advice and support. As is standard in such cases, they would remain with them every step of the way, 24 hours a day, until the successful resolution of the crisis.

With the help of Control Risks' unique database of kidnap-for-ransom incidents, our analysts worked with the deployed consultant to form a release strategy. Together, our experts provided kidnap analysis and data specific to the state where the abduction took place, which included information on the likely perpetrators, their motivations, the likely case duration and outcome.

Our on-the-ground consultant advised the client on setting a strategy that underpinned the immediate safety of the victim and, ultimately, resulted in a successful release. The consultant helped to select and train an employee at the victim's company to be able to communicate with the kidnapers.

► Approach

The victim was released after 34 days. Although it had been a terrible ordeal, the victim was in good physical shape. We provided counselling support to the victim and their family in the subsequent months and training to colleagues who might face similar risks



The work we do

A corruption investigation in China

► Situation

The China managing director of a leading multinational company contacted us to say his offices had been raided by the police. The Chinese authorities were accusing the company of corrupt activities in its business in China. Several senior executives had been taken into custody. There was a high degree of anxiety amongst the team in China and at an emergency meeting of the company's executive board. Furthermore, there were issues of business continuity and reputational risk as the media calls flowed in and the share price fell.

► Approach

We stepped in to lead and facilitate the running of the company's crisis management teams at head office and on the ground, providing both tactical and strategic advice. We helped the client understand the scale of the problem and respond in a responsible fashion by conducting detailed scenario planning and developing short- and long-term stakeholder management and recovery strategies. Control Risks provided expertise on the critical political aspects of responding to different Chinese regulators. Our experts coordinated streams of investigation, information gathering, and scenario planning in the United States, the United Kingdom and China.

► Outcome

The company successfully survived the investigation and emerged with a revitalised compliance culture that set a path for durable growth in China. Our experts continue to provide guidance to senior executives in matters of Chinese regulatory enforcement, political and policy reform, government relations, strategic compliance, and risk management

A telecoms company addresses a growing risk from terrorism in Bangladesh

► Situation

The regional CEO of an Asian telecommunications company was concerned about an apparent rise in terrorism incidents in Bangladesh. He felt that local management – operating with minimal direct supervision - was not taking the threat seriously enough. There had also been reports that some employees may have become radicalised. The company hired Control Risks to give them an objective view of the shifting threat to their business and make recommendations.

► Approach

We carried out a risk assessment to determine how exactly recent incidents may be affecting the client's operations. The situation was more nuanced than the team at head office had thought, but equally there was clear evidence that the local management had become de-sensitised. Our experts made some practical recommendations on how to change the security profile of the organisation and those individuals most at risk. In the process of determining the possibility of radicalisation among the workforce, we also uncovered a deep-seated labour relations issue that presented a more immediate threat to the company's operations than the perceived risk of radicalisation.

► Outcome

We recommended and oversaw a series of physical upgrades to security at company sites and implemented specific protective security measures for key staff, both expatriate and local. We also helped the country management develop a strategy to manage the risk of disruptive labour disputes and forged greater dialogue and cooperation between the local management team and head office. This was a delicate process, but one that left the company with enhanced security and an improved grip on an international subsidiary in a profitable but complex country.

Alliances

Control Risks forms partnerships with other businesses in order to create better outcomes for our clients. By blending our expertise and capabilities with other specialist providers, clients know they are getting the best solution.



International SOS

We have an award winning alliance with International SOS, the largest provider of medical and travel security services. Our combined expertise, analysis and global assistance provides best in class medical and travel security risk services for globally mobile workers and expatriates.



Hiscox

For more than 20 years, Control Risks has partnered exclusively with Hiscox, the international specialist insurer. Together we have developed the Security Incident Response policy which provides modular cover for criminal risks; information risks; kidnap, detention and extortion risks; political risks, and terrorism and political violence risks.





商厦

ORIENTAL CENTRE

商厦
SHOPPING CENTRE

新华保险 95567

Advertisement for two luxury watches with metal bracelets on a blue background.

Bovril
1902
MILK

Ticket office
TRAVEL AGENCY
旅游票务

A kiosk or booth with a grid-like facade, containing various items and a person behind a counter.

A large vertical billboard featuring a stylized figure holding a large, glowing object.

A vertical sign with circular icons and Chinese characters.

A vertical sign with multiple circular icons and Chinese characters.