



PAST PERFORMANCE

BSG is a Virginia based small business with considerable experience of providing a variety of risk, security and operations management services and solutions in high risk business environments. We are pleased to outline some of our past performance in this document.

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BUSINESS RISK MANAGEMENT/PLANS AND POLICIES

BSG has a very strong background in designing and implementing Business Risk Management strategies for a variety of clients, including the development of boilerplate or bespoke risk management plans and policies.

Example: BSG was engaged by a major development sector organization that was delivering a USAID funded project in Pakistan, manned by a core group of international managers resident in the country and a team of 150 local national staff deployed across 7 office's all over the country, including the Khyber Pakhtunkhwa Province. The organization was unsure that they were adequately prepared for any kind of incident and they were concerned for the safety and wellbeing of their staff, particularly given the fragile security situation in the country at the time.

BSG developed a bespoke Security Management Plan that included Evacuation, Incident, Travel and Event Management. This was then followed by a period of implementation that guided the senior management through their new plans and policies. This was achieved through tabletop exercises and training activities that included all staff, including support staff and drivers. The delivery of these services was deemed so successful that BSG was asked to remain and provide embedded risk management functions for the remaining 2 years of the project that subsequently passed with no incidents. The Business Risk Manager placed by BSG was crucial in implementing the close down of the project as it came to an end, ensuring that equipment accountability remained tight and that loss was wholly minimalized.

Example: Following the catastrophic earthquake that devastated Port-au-Prince, Haiti in January 2010, BSG was tasked by a large development sector organization to provide a Business Risk Manager to create the risk and security management plans and policies and manage risk related activities during the project start up. BSG created a series of realistic, bespoke plans and policies that provided robust yet simple management functions to preserve the safety and wellbeing of staff and high value assets. At the same time the BSG Risk Manager created a thorough Cash in Transit plan to support the project's Cash for Work program that was being launched. This plan successfully managed the low profile and safe transportation of hundreds of thousands of dollars around the city at a time when criminal intentions were high and behavioral patterns of a dislocated population unknown.

Example: The Pakistani Ministry of Health was being supported by a large NGO to conduct a nationwide Tuberculosis Prevalence Survey. BSG was asked to provide a Risk Manager at short notice to deploy to Pakistan and deliver a comprehensive Strategic Intelligence Review that examined the security situation in Pakistan region by region, and how it could affect the conduct of the survey. Further reports were then delivered on each of the Districts, Union Councils and Tehsils where the survey was to take place. This was achieved by deploying a Pakistani Consultant into these areas. The local consultant was sourced through BSG's preferred provider in Pakistan and proved to be invaluable in sourcing the information as the BSG international Risk Manager continued to work from Islamabad briefing the survey management team and assisting with the planning process. The 4 week contract concluded with a major presentation to senior Civil Servants from the Pakistani Ministry of Health and lead members of

the World Health Organization in Pakistan. All members of the audience concluded that the report and planning support provided had been invaluable.

Example: BSG were approached by a client who wished to expand operations into Riyadh, Saudi Arabia. BSG deployed into Saudi to source premises with an appropriate level of security at a time when foreigners were being targeted and killed. A site survey was conducted to identify the enhancements that would be needed to protect the building and employees effectively. The survey did not only examine the traditional aspects of building and site security such as perimeter security, access control, doors, locks and armed guards but also the specific needs of a foreign corporation opening an office in the Middle East. Special attention was paid to designing a system that could be built on easily, could operate at different threat levels without damaging productivity and could when required make a seamless transition between threat levels. The site survey successfully identified concerns and planning considerations that had not previously been taken into account by the client when they had down-selected sites. Had the survey not taken place, the corporation and its employees would not have been adequately protected and the risks to them may have been more severe as a result.

Example: Following the kidnapping of a member of staff from their residence in Pakistan, a development sector organization engaged with BSG for support in ensuring its hotels and office were secure and suitable for accommodating expatriate personnel. BSG used their own local consultant, a Local National trained by BSG in providing assessments and consultancy for the services in order to keep costs as low as possible for the client. A total of 3 hotel assessments were completed, together with a comparative analysis and recommendations to the client as to which one was thought most suitable for their needs. Following this an assessment was then conducted of the office premises that revealed some serious concerns in the security infrastructure and management at the site. The office assessment was accompanied by an assessment of the performance and capabilities of the armed guard provider; this included examination of past performance and due diligence on training records, background vetting, response capabilities and weapons licensing, all of which were found to be woeful. Sound justification for sourcing a new provider was presented to the client that was now in a position to have additional expenditure freed up to source a much better armed guard provider and make security infrastructure improvements to the office location.

Operational Support

BSG has deployed all over the world to provide not just security management support but also operational support. Operational and security management functions are closely related and outsourcing both to BSG is a cost effective solution that we excel at delivering.

Example: As part of a significant communications project in Iraq, BSG mobilized an Operations Manager to deploy to Baghdad to supervise operations in Basra, Erbil and Baghdad. Responsibility for 3 concurrent projects was handed to the BSG Operations Manager who successfully executed individual business plans for each project. BSG then implemented a new resources plan that meant resources were shared between the 3 projects rather than being drawn from separate budgets and procurement

chains. The result to the client of this BSG resources plan was greatly reduced overhead costs, maximized resources and inter-project cooperation and coordination. The BSG Operations Manager was also responsible for two sub-contracted private security providers and the management of the Tactical Operations Command Centre which tracked all vehicle movements and provided communications platforms to the field teams. The successful implementation of company directives as well as constructive and objective management skills enabled the client to conduct over 1,700 vehicle moves in 18 months without a single serious incident.

Example: A global management company supporting USAID initiatives in Sudan engaged with BSG to deploy a Program and Operations Manager to support the expansion of operations throughout Sudan. Working closely with the Program Team, the deployed manager developed risk management plans and policies to support operations, train staff and manage housing, vehicle fleets, communication and health and safety issues. Due to the value he brought to the projects, the BSG Operations Manager position was kept on and BSG rotated an embedded Operations Manager for over 2 years.

Example: A client came to BSG seeking advice and support to deploy a large number of personnel into the Middle East from the USA. Following consultation, BSG assisted the client in defining the requirements of a joint travel management and hostile environment training team. BSG created a system of administration and personnel that meant when the client's staff deployed they were tracked from departure until arrival at their destination. At every stage of the journey the employees were met, transported personally to secure accommodation, briefed on any threats and countermeasures and had round the clock support from an on duty BSG manager. BSG monitored every stage of the journey, accounting for every person in the deployment. BSG saved the client considerable costs by providing consultants and managers that were experienced and qualified to provide both travel management and hostile environment guidance. The result was a safe, smooth and controlled deployment of a large number of personnel into a high risk environment with no incidents and prompt settlement in the new operating environment.

Crisis Response and Management

To support the requirement for immediate crisis response and management capabilities, BSG has deployed at short notice many times to help organizations in times of need.

Example: In the aftermath of the devastation caused by Hurricane Katrina, BSG deployed a crisis management team in support of a client based in the New Orleans area to provide personnel and asset protection. The team deployed quickly and efficiently, quickly laying the foundations for follow on teams to deploy with additional resources including portable satellite communications systems and life support necessities.

Example: Following the attempted suicide by a Chief of Party in a country known for its difficult operating environment, BSG deployed its Director of Operations within two hours from being asked to help. Upon arrival in country BSG ensured that the COP was in a safe and stable way and then began a discreet and sensitive investigation. In a very short space of time it emerged that the COP had been

involved in fraudulent activities in past positions and there were indications fraud may have occurred within the program. BSG provided duty of care to the COP throughout the stay in hospital. A decision was made by the organization to terminate the COP from the position and the organization. BSG helped deliver the severance package negotiations and supervised the departure of the COP from country upon release from hospital, ensuring that the process remained uneventful and that organization reputation remained intact.

Example: Following the catastrophic earthquake that devastated Port-au-Prince, Haiti in January 2010, BSG deployed within 24 hours of the event to provide an on-the-ground assessment of the situation to several organizations that had staff in country. BSG then coordinated the logistics, security and networking in both Haiti and Dominican Republic for the foundation arm of a globally recognized brand. BSG sourced vehicles, drivers, interpreters and life support for the incoming client, sourcing them safe accommodation with the 82nd Airborne at the Petionville Country Club. VIP support was then provided to one of the founders of the company upon pick up of the team and their successful extraction from Haiti ensured.

Executive Accompaniment

BSG Directors, Managers and Field Team Members have considerable personal experience in managing both high and low profile Executive Accompaniment and Event Protection teams for individuals, families and businesses.

Example: BSG was tasked to facilitate the movement and safety of a Senior Sector Vice President from a Fortune 50 defense contractor travelling within Abu Dhabi. This included coordinating meetings with local business leaders, senior government ministers, members of the Royal family as well as the American Ambassador. A thorough security survey was carried out of the hotel frequented by client personnel, the meeting venues and the routes to be taken whilst on the trip. Due to the nature of the client's activities supporting international counter-terrorist operations, discreet additional security measures were implemented to mitigate against those risks identified in the survey. Plans and policies were drafted to cover any contingencies including emergency evacuation and safe locations. The client also held an open house at a major hotel in Abu Dhabi; this required organizing private event security as well as working closely with hotel security. An evening cocktail and dinner function for 200 guests including a number of dignitaries from the US Government and members of Arab Royal Families passed smoothly with no incidents.

Example: BSG was tasked to coordinate a security transition plan for the Chairman of a major defense contractor. The client's existing security provider was not deemed to be meeting the desired driver and mobile security requirements that the client needed. BSG deployed three senior managers to liaise with the client and the security providers; recommendations were made in a tactful, professional and sensitive manner and their implementation supervised. An assessment was also made of the residence and a number of recommendations made to enhance the security infrastructure; this included improved CCTV coverage and installation of a safe room within the property.

Example: A Fortune 500 company asked BSG to help a senior executive who had been targeted by an anarchist group. The threat came from protestors whom BSG assessed as presenting a low risk of physical violence, but had the potential to be very embarrassing to the corporation and its senior executives. A full executive protection team was not deemed appropriate to counter this threat. Additionally neither the executive nor the company wanted to be seen as needing an overt security presence. In this case BSG recommended the use of an executive accompaniment team with operators who had the training and experience to conduct protective operations and the ability to blend in with the executive's surroundings. The client agreed that BSG had devised an appropriate strategy in a cost-effective manner. Protection was established that met with the expectations of both the executive and the company concerned.

Example: BSG was tasked with the advance assessments and operational management for a visit by an ultra-high net worth individual to 3 locations in Mexico (Cancun, Baja and Mexico City).

The threat presented to individual in Mexico City was considered high/extreme making the potential for movement by vehicle a time of increased risk. Our consultant was able to make arrangements for on-call helicopter support throughout the time in the city, making available a number of helicopter landing sites, including roof top sites landing pads. The individual's armed protection and vehicle team was briefed by our consultant as to the whereabouts of the landing sites and the means to communicate with the helicopter thus creating a robust contingency plan previously not considered by the individual's own security team.

The BSG consultant then went on to make arrangements for Coast Guard over watch whilst the client was aboard a private yacht off Baja. The Coast Guard provided an aerial screening effect as well as smaller vessels in standoff positions ready to interdict any attempted encroachment on the yacht.

In Cancun a private villa was surveyed by the BSG consultant prior to arrival of the client. Additional security measures were recommended and implemented in order to ensure total coverage. A number of luxury hotels were also surveyed as part of the contingency planning process.

Example: BSG has been the preferred provider of Executive Protection coverage for a number of board members of a Fortune 25 company that have a credible threat presented to them. BSG has provided low profile unarmed EP agents and counter surveillance teams to this client for tasks all over the world including the Caribbean, Mexico, Dubai, Saudi Arabia, New Zealand, Australia, multiple locations all over China and several European countries for both leisure and business trips. BSG also makes arrangements for vehicles and drivers, transfers, liaison, coordination and supervision with any local security providers as well providing thorough advance work on all locations to be visited. The client has repeatedly renewed their contracts with BSG for continued services.

BSG's Executive Accompaniment and Protection past performance also includes:

- 1 year working with the ruler of Sharjah following an assassination attempt by his brother.
- 1 year as part of the EP team in the USA for HRH Prince Nayef Bin Ahmed (son of the Deputy Interior Minister for Saudi Arabia) and his family.

- The successful management of numerous personal security details and guard forces in Iraq. This included auditing, budget management, supervision of training and responsibilities for compliance issues.

BSG have also provided short term security provisions, such as:

- Executive protection to Oprah Winfrey during her visit to Houston and New Orleans following the aftermath of hurricane Katrina.
- Facilitated the movement and coordination of a high net worth individual during a recent trip to Mexico, Brazil and Europe.
- Executive protection to the CEO and CFO of global banks during violent anti-IMF/World bank protests in Washington, DC.
- Executive protection to senior executives from a major insurance sector company throughout a period of threat from the Animal Liberation Front.

BSG Directors, Managers and Field Team Members have also worked on a number of joint protective details with Secret Service, CIA, FBI and State Department as well as Foreign Government agencies covering such persons as, Nelson Mandela, Yasser Arafat, King Fahd and King Abdulla of Saudi Arabia, King Hussein of Jordan and his wife Queen Noor, Queen Ifat of Saudi Arabia, President George Bush Sr, President Bill Clinton, Secretaries of State James Baker, Colin Powell and Madeleine Albright, CIA Director George Tennant, Judge William Webster, FBI Director Louis Freeh and Prime Minister Tony Blair and his family.

Training

We understand that deploying and operating to new and challenging environments can be a daunting prospect. Our training packages can be delivered domestically or at a project site, regardless of where it is in the world, in order to prepare your personnel for a safe and successful project.

Example: BSG was tasked with creating a Train the Trained program to be delivered in Pakistan to key local national personnel employed by a significant USAID funded project. BSG created the course to be wholly bespoke to the project and also sourced and booked secure premises within Islamabad to deliver the training. The course was presented to the organization initially with 4 students planned for attendance. The expectation of the organization was to have 2 members of the staff qualified as instructors however BSG were successful in qualifying 6 personnel from the project, thus exceeding the client's expectations thoroughly. The course concluded with the newly qualified trainers teaching relevant elements of BSG's Hostile Environment Training (HET) package to 42 of their fellow local national employees as well as the Chief of Party and other international managers.

Example: As reconstruction efforts were continuing in Iraq, BSG established a training team in Jordan for a client's employees who were in transit to Iraq. The work force was predominantly expatriate and many had never worked overseas or in a high-risk or hostile environment. The client decided that Hostile Environment Training (HET) was crucial to its interests and came to BSG for support. BSG created a 3 day

HET course for the client and decided to deliver the training in Amman, Jordan, since it presented an opportunity to immerse the client's employees in a permissible Middle Eastern environment whilst separating them from the distractions of work, home and the anticipation of departure from the USA. This decision was made with the client as from considerable experience, BSG has found that employees who are initially enthusiastic about going to work in a new environment such as Iraq become jaded and despondent as the deployment date approaches. By deploying to a stop short location such as Jordan, the client's employees could see for themselves the steps their company was taking to ensure their safety. As the course progressed it became clear that the additional time and money allocated to delivery of training in Jordan paid huge dividends as employee morale, safety and security awareness were high. The client's employees deployed onwards to Iraq acclimatized, confident and ready to work in a very short space of time with minimal time lost through orientation and acclimatization on arrival.