



Global Best Practice In The Hospitality Industry

Presenters

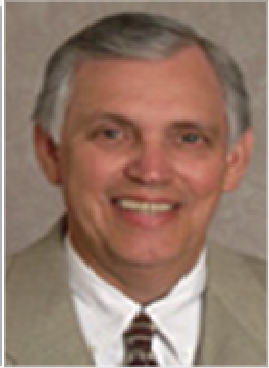


- Brad Bonnell, Director, Global Security, InterContinental Hotels Group (IHG)
- 18 Years as head of security for IHG
- Former Chief of Staff, Georgia State Patrol
- Former Special Agent, Georgia Bureau of Investigation
- Former Special Agent, US Army Criminal Investigation Command



- Brenda Durham, Vice President and Assistant General Counsel, Marriott International, Inc
- Responsible for oversight of Marriott's international global safety and security matters
- Also responsible for negotiating financial, equity, and management agreement transactions and for hotel owner relationship development and dispute resolution
- Serves as Marriott's law department group leader for international lodging operations

Presenters



- Tom Whitlatch, Regional Director, Hospitality Risk Controls
- Has extensive background in providing Risk Management, Human Resources, Safety, OSHA compliance and Security consulting services
- Has testified as a safety and security expert witness in Federal and State Courts.

Considerations for Program Implementation



- Basing Security Solutions on U S Corporate Standard
- Unstable Political Environments
- Government Interference
- Local Regulations & Laws - Regulatory Compliance
- Think Globally and Act Locally

Considerations for Program Implementation



- Understanding Local Risk Environments & Issues
- Language Barriers
- Cultural
- Training Issues
- Terrorism
- Kidnapping Potential
- Employee Screening (Privacy Laws)

Considerations for Program Implementation



- Computer Security Issues
- Crisis Management
- Security Audits
- Define Your Goals
- Overseas Security Advisory Council (OSAC)

IHG

- 4,442 hotels in 100 countries
- 1,236 hotels in development
- 10 Reservation Call Centers
- 17 Corporate Offices, Data Centers and Business Service Centers
- Approximately 4,000 franchise and over 400 company managed hotels
- Based upon total room count, the world's largest hotel company
- 7 Brands to include:
 - InterContinental Hotels
 - Crowne Plaza
 - Indigo Hotels
 - Holiday Inn Hotels & Resorts
 - Holiday Inn Express
 - Staybridge Suites
 - Candlewood Suites

What Defines “Best Practice”?



- Perhaps it is nothing more than consistently striving to fulfill our moral and legal duty concerning the safety and security of guests and staff by responding to all foreseeable and predictable threats in an appropriate and reasonable manner.
- How then is that done?

The IHG Risk Management Group



- The IHG Risk Management Group forms part of an internal corporate organization composed of Legal, Internal Audit, and Corporate Responsibility reporting to the General Counsel.
- RM offices are located in the UK, Atlanta, Singapore and Shanghai.
- RM functions include: Risk Finance (Insurance and Claims Mgt), Risk Training, Loss Prevention & Compliance (Fire safety, food handling, environmental and leisure safety, and OSHA compliance), Enterprise Risk Management and Internal Security.

How We Fulfill Our Duty

Global Brand Standards concerning safety and security

Globally aligned Risk Management Operation in all regions
(Europe, AMEA, GC) that enforce Global Brand Standards

Continuous enterprise risk assessment and the production of the
corporate Risk Register that serves to identify threats to the reputation
and viability of the business

A Risk Management System embedded in the operation of the
business - driven and supported by extensive web based guidance,
routine on site audits and training.

Mandatory General Manager Security and Safety Training
Programs

Hotel Loss Prevention Certification Workshops

How We Fulfill Our Duty



Web Based Risk Management Training Programs, to include:

Hotel Crisis Management Training Programs

Example Emergency Response Plans for: Fire, Evacuation,
Bomb Threat, Active Shooter, Extended Power Outage
Comprehensive Hotel Safety and Security Informational

Resources

Global Brand Standards

Hotel Security Director Certification Training Program

Hotel Security “Tool Kit”

Hostile Surveillance Disruption Training Program

How We FulFill Our Duty



- Intelligence lead, threat based counter terrorism program
- Integrated Global Corporate Crisis Response Plan
- Global Crisis Communication Center
- Latin America/Mexico Security Program
- Internal Investigations into all serious incidents and events
- Cross Functional Fraud Management Group
- Disaster Recovery/Business Continuity Planning
- Continuous Threat Assessment
- Claims and Incident Management
- Loss Prevention/Quality Inspections and Audits of hotel safety and security

The IHG Risk Management Program



- Professional affiliations include:
 - Constituent member of the US State Department Overseas and Security Advisory Council (OSAC) and the OSAC sponsored Hotel Security Working Group
 - American Hotel Lodging Association
 - American Society of Industrial Security
 - Department of Homeland Security

Web Based Guidance

Global Brand Safety Standards Toolkit



Welcome!




IHG has developed a global set of Brand safety Standards to replace all existing FLS Standards. Safety Standards across the Regions and Brands have been reviewed to transform them into a common set of Standards with regional variations only where necessary.

These Standards will further enhance safety and security supporting our core purpose to run great hotels guests love by being regarded as one of the most responsible businesses in the world.



3 steps to Compliance

Safety and security are increasingly important to guests when choosing their hotel. Don't just take our word for it – click on the video links below to hear from some of our key customers

-  Mr G, Sales Director, British Petroleum
-  Mrs S, Crew Manager, British Airways
-  Mr A, Sales Executive, First Choice Holidays

1. Plan

Familiarise yourself and your staff with the Global Brand Safety Standards by joining one of our web-based training events.

2. Do

Use the self assessment checks to identify gaps against the new Brand Safety Standards

Use the Information Sheets to help you understand what the Brand Safety Standards require and how to achieve compliance

Add any actions required to achieve compliance to your Risk Management Action Plan & capital plan

3. Review

Review compliance against the Brand Safety Standards in preparation for the Quality Audits

Where audits identify non-compliances make sure you cure within the required compliance timescales or apply for a Waiver if appropriate

Web Based Training

Hotel Crisis Management Toolkit

Introduction Risk Profile Crisis Self Assessment Hotel Crisis Response Plan Fire Emergency Plan Training & Testing



Welcome!

This tool kit, will assist the General Manager and Management team to make clear and effective decisions in times of crisis and enable staff to help our guests in the immediate response. The tool kit supports two of the Responsible Business measures in the IHG wheel, namely Safe Hotel by enabling management to limit the impact of a crisis and Manage Risk by improving the proactive culture of the hotel team.

Don't just take our word for it - click on the video link on the left to hear from our General Managers that have been through a major crisis and their stories.



Video Demo 1
Video Demo about disaster experience from one of IHG's General Manager.

Tips



Web Based Security Resources

The screenshot shows a web browser window titled "Welcome to the Risk Training Center! - Microsoft Internet Explorer". The address bar shows the URL "http://www.risktrainingcenter.com/gateway/-/index/index/". The website header features the IHG logo and a navigation menu with "Home" and "Logout" options. The main content area is titled "Welcome to the Risk Training Center!" and includes a list of resources: E-Learning, Video Learning, Resources, Forum, My Profile, and Help. Below this list, there are two large orange boxes labeled "Risk Management" and "Risk Training Center". At the bottom, there are three columns of text with icons, each providing a key message: "Do the right thing", "Show you care", and "Aim higher". The browser's taskbar at the bottom shows several open applications, including "Inbox - Microsoft...", "TUI Travel July 2...", "Insurance Renew...", "Shell TVA 2009.p...", "Risk Training Stra...", "Merlin Home - Mic...", and "Welcome to the R...". The system tray shows the date and time as "18:10".

Home Logout Welcome to the Risk Training Center!

The tabs to the left will guide you to all of our e-learning modules, videos, tools, and resources. Here is a preview of what you'll find:

- E-Learning** - The E-Learning section contains all of the e-learning course offerings. The listing includes courses developed by IHG and courses offered by our third-party partners which are endorsed by IHG.
- Video Learning** - The Video Learning section contains all of the IHG videos available for viewing, as well as quizzes which check understanding of video material.
- Resources** - The Resource section contains links to useful resources that supplement and enhance your learning experience.
- Forum** - The Forum is a tool that can be used to share best practices, ask questions, or provide feedback on the material found within the site. Using the Forum is a great way to stay connected to the IHG community.
- My Profile** - This section is a summary of the details you provided on the registration page. To edit your information, simply click the "Edit Profile" button within that section.

Risk Management

Risk Training Center

- Do the right thing** by completing any training modules necessary for your role and by exploring the Risk Management website to make sure you are up to date with current procedures and
- Show you care** by asking questions and giving us feedback so that we can continuously improve our Risk Management practices.
- Aim higher** by making changes to how Risk is managed in your hotel where necessary.

The Threat

June 28, 2011 - KABUL — Nine suicide bombers staged an attack on the Intercontinental Hotel killing an estimated 19 people before they either blew themselves up or were killed by Afghan and Coalition Forces.



The Threat

This particular hotel was in fact not an InterContinental Hotel Group (IHG) branded property although it was identified as such on CNN.

The NATO “Risk Management” Team



The Threat

August 21, 2010 one woman was killed and 35 people were taken hostage in the Intercontinental Hotel as police clashed with heavily-armed gang members.



The Threat

May 1, 2010- Times Square

Faisal Shahzad admits to trying to set off a car bomb in Times Square.

Police said the SUV bomb could have produced a significant fireball and sprayed shrapnel with enough force to kill.



The Threat

July 9 – US State Department warns that the Revolutionary Armed Forces of Columbia (FARC) are training to carry out attacks against US citizens staying at the Sheraton and the IC Cali.

July 30 – Authorities seize 200kg of explosives and weapons to be used in the attack.



The Threat

August 2, 2010: Five rockets are launched from the Sinai.

One rocket impacts 25 meters from the InterContinental Hotel Aqaba, Israel.

A cab driver and was killed and two others seriously injured.



The IHG Counter Terrorism Program



- A threat based, intelligence lead program incorporating:
 - Strategic Threat Assessment for each location based upon geopolitical and economic demographics that identify unique risks and threats
 - Risk Rating for all hotels – Corporate and Franchise
 - On Site Threat and Vulnerability Assessment (Corporate and Franchise)
 - Site Security Audits
 - Web based Hostile Surveillance Disruption Training
 - Established network of key hotel security directors
 - Hotel Security Director Certification Training Program
 - Close communication with government and non-government intelligence organization
 - Sharing of intelligence with other major hotel companies

Mexico: A Threat Assessment

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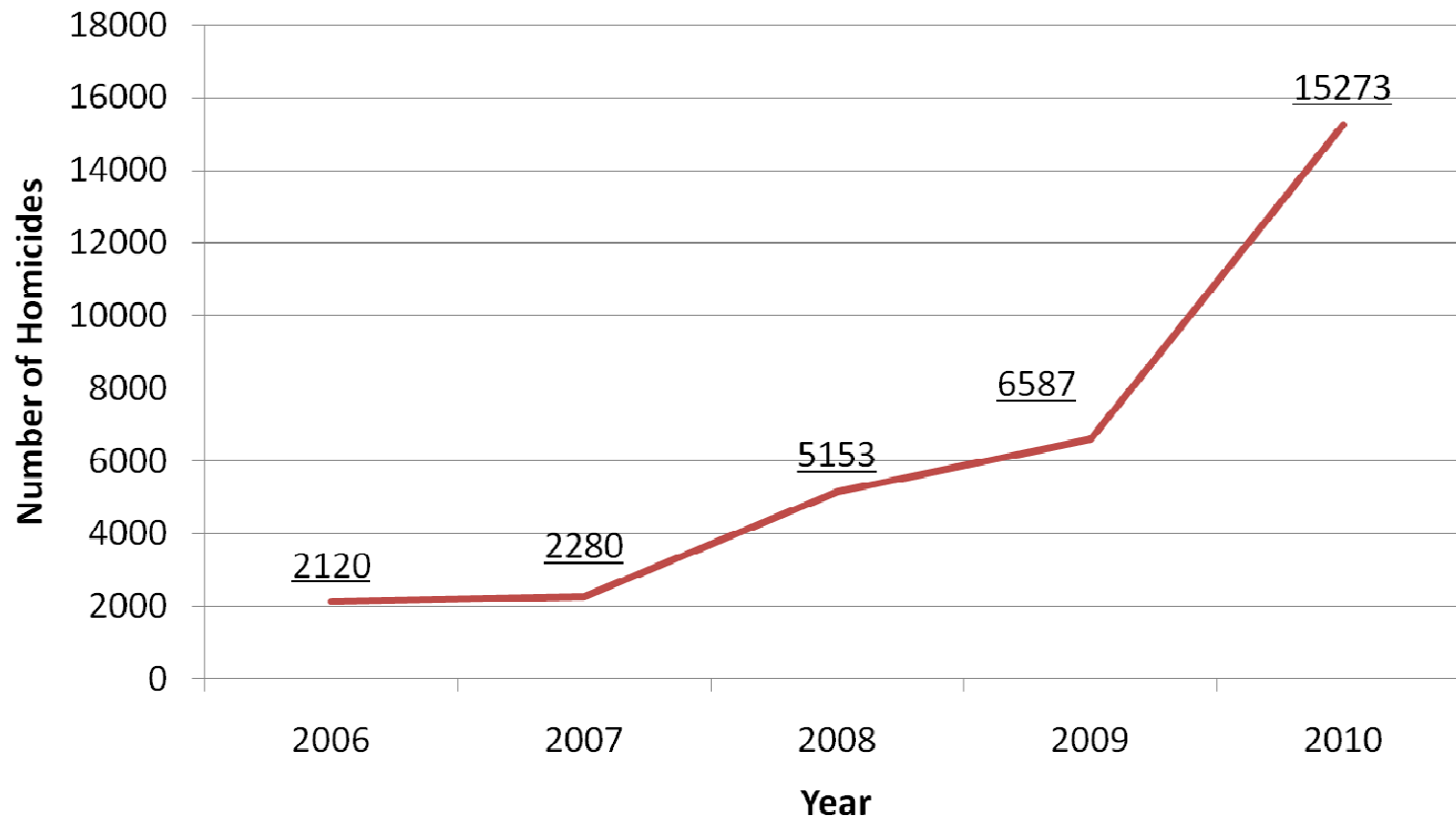
Mexico

April 21, 2010: The Holiday Inn in downtown Monterrey was attacked at midnight. A group of 50 armed men, arriving in ten vehicles, entered both the Holiday Inn and Mission Hotel. Five Mexican guests and one hotel employee were kidnapped from the Holiday Inn.



Mexico

Cartel-related Homicides in Mexico



Mexico

- Cartels Are Much Less Organized and Disciplined
- Takedowns of leadership
- Increasing collateral damage
- Violence Spreading to Formally Immune Areas
- Monterrey and Guadalajara
- Children & The Elderly
- Violence Higher Profile in Nature
- Decapitations, mutilations, daytime shootouts
- Corruption and Targeting of Authorities
- Dramatic Escalation in Tactics



Mexico & Latin America

- Latin America Security Program
 - Regional and Site Threat Assessments
 - Dedicated Security Advisor
 - Delivery of Hostile Environment Training to Corporate Members
 - OSAC Latin America Regional Councils
 - Strategic Plan Development with Owners
 - Travel Security Training for Corporate Members
 - Kidnap for Ransom Training Program

Compliance Issues

- We now must also intelligently address the risk associated with failing to comply with:
 - Foreign Corrupt Practices Act
 - UK Bribery Act
 - Sarbanes Oxley

Best Practice?



- Consistently striving to fulfill our legal and moral duty to respond to all foreseeable and predictable threats in a prudent and responsible manner.

Contact Info



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“Be good and you will be lonesome.”

- Mark Twain