

## Whispering Bell

Established in 2009, Whispering Bell has rapidly expanded across the region and now provides security risk mitigation support to clients from the oil and gas, critical national infrastructure, finance, telecommunications, maritime, aviation and government sectors.

We are comprised of passionate security, risk management and market entry specialists, focused on delivering integrated physical security, technical security and business advisory solutions with a core focus on service delivery.

By listening to our clients' needs and sharing our experience, each one of our solutions is unique and built around the specifics of the country, sector, assets and people within the client's organization.



## BUSINESS ADVISORY SERVICES

Whispering Bell provides risk reporting and financial and market advisory services to multinational corporations and international investors operating in challenging and emerging environments across the Middle East, North Africa and South Asia (MENASA). With a regional network of local service partners and contacts, we provide both strategic and ground-level information, enabling stakeholders to mitigate risks, identify opportunities and optimize decision-making.

Whispering Bell has been operating in and collecting data from emerging and frontier markets for the past 7 years. We are staffed by people who live and work in the region, understand the local context and speak the languages of the countries in which we report. Our advisory services include the following:

- Political and security risk assessments
- Financial and market advisory
- Due diligence and investigations
- Litigation support

## SECURITY CONSULTING SERVICES

Whispering Bell provides the full range of risk consulting services required to deal with the complexities of operating in some of the harshest business environments in the world.

The MENASA region's diverse and unique cultures produce outstanding opportunities yet equal challenges that must be understood and mitigated at all stages of a project's lifecycle. Research and planning underpin our advice and thanks to the experience gained over multiple client engagements across the region, we can bring together the right team of experts and ideas to support even the most complex requirement. We offer the following services:

- Corporate security strategy guidance and planning
- Risk management at all stages of the business cycle
- Strategic security risk assessments in line with ISO 31000:2009 standard
- Security operations management both on the ground and embedded at regional/corporate level
- Security design and engineering at both the pre-build stage and when retrofitting upgrades
- Evacuation planning and evacuation operations
- Close protection of company executives

## TECHNICAL SECURITY SERVICES

Whispering Bell provides information security services to counter the new generation of threats. Our team provides consulting throughout the Middle East and around the world, with expertise acquired through work with both government agencies and Fortune 500 companies.

Whispering Bell takes an approach to security that starts with one harsh reality: a dedicated attacker, with enough time and resources, can and will penetrate even the most secure network. We address this challenge using a combination of techniques, assessing your systems from the perspective of an attacker, designing systems that both detect and deter attacks, and creating an infrastructure that mitigates any potential damage.

We expose threats with the purpose of strengthening our clients' defenses. Identifying threats, closing gaps and addressing security shortfalls, ensures that clients are best prepared from imminent threats. We offer the following services:

- Intelligent vulnerability management and penetration testing
- Strategy and governance
- Risk management
- Testing services and process control
- Investigations and forensics
- Incident response
- Operations and project management





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## POLITICAL AND SECURITY RISK ADVISORY

We offer daily, weekly and special reports that enable decision-makers to operate with confidence in some of the most hostile regions in MENASA. Live incident alerts are disseminated to clients to inform their operations teams of critical events as they unfold in real-time and allow them to make quick and accurate decisions in times of confusion and uncertainty. Our reports are based on a combination of sources including around the clock research and data gathering, historical statistical analysis, open source information, social media platforms and most importantly, our on-the-ground network of contacts.

Whispering Bell is well equipped to offer the following services throughout the MENASA region:

- Country, regional and project specific security risk assessments
- Bespoke political risk assessments and threat forecasting
- Live incident alerts

**Case Study:** Whispering Bell analysts support a major international oil services company throughout the MENASA region by monitoring emerging threats, providing detailed security assessments and forecasting political developments with the potential to impact personnel, assets and business operations.



## FINANCIAL AND MARKET ADVISORY

We are committed to helping senior management identify and mitigate potential core business challenges. This commitment has shaped our values and professional practices throughout a number of key geographies, particularly in the MENASA region. We have worked on many projects undertaking commercial analysis, on-the-ground data collection and business and financial analysis, to more concretely understand the financial value and long-term viability of our clients' prospective new business ventures. Our services include:

- Market entry and market topography research
- Competitive assessments
- Third party valuation
- Business plan validation
- Deal sourcing and origination

**Case Study:** Whispering Bell was asked to perform a target identification and subsequent third-party valuation and competitive analysis of an IT consulting firm in Istanbul for a regional operator. In response, our client acquired the target company and was able to leverage a competitive bid given their in-depth understanding of the target company's price point in the market and strength of their sales pipeline.

## LITIGATION SUPPORT

Whispering Bell is experienced in supporting legal firms and their clients in gathering and verifying data and evidence for litigation and due diligence purposes.

Our robust cyber forensics capability, coupled with a network of researchers and analysts experienced in working among hostile markets and failing states, means that we can access information and provide evidentiary insights where others cannot. Our services include:

- Evidentiary support
- Computer and IT device forensics
- On-the-ground data collection across the Middle East and Africa
- Asset tracing
- Third party valuation
- Commercial due diligence, 'piercing the corporate veil'
- Partner vetting

**Case Study:** Whispering Bell was tasked with identifying the assets held or controlled by a UAE-based Indian businessman with current litigation ongoing out of London. Whispering Bell was able to identify beneficial ownership of an unreported villa in the UAE and stakes held in an unreported holding company domiciled in Mauritius through close family members.

## DUE DILIGENCE & INVESTIGATION

Informed decision-making is key for any organization looking to enter new markets or considering a strategic business opportunity. Our team of professional investigators has extensive experience in delivering on the ground results to multinational corporations and individuals across a number of critical areas including; asset recovery, financial investigation and integrity due diligence.

Working with regional assets, the team has led major national and international fraud and financial investigations, managed highly confidential enquiries and due diligence projects throughout Europe, Africa, Asia and the Americas and has extensive experience partnering with clients from the banking, investment, and insurance sectors. Our services include:

- Corporate investigation and due diligence
- Asset tracing
- Beneficial ownership identification
- Company and key personnel reputational assessments
- FCPA and Bribery Act assessments

**Case Study:** Whispering Bell was contracted by an international pharmaceutical company to investigate concerns around the possible illegal importation of medicine into a Gulf country, culminating in a report of findings based on site visits, procurement of samples and analysis of identification numbers and packaging materials.



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## CORPORATE SECURITY STRATEGY GUIDANCE AND PLANNING

Risk management must be formulated at the highest level before implementation at the operational level by experienced and well trained staff. We work with clients at the C Suite level at the earliest stage of a project in order to shape the risk landscape, understand the specifics of the client operation and then produce the plans and structures that will cascade to the operations staff. Whispering Bell's senior consultancy team integrate into a client's management structure to produce the most bespoke and practical security strategies.

**Case Study:** Whispering Bell senior consultants were embedded into a European national oil company in order to conduct a company-wide strategic risk assessment from which a corporate security plan was developed and rolled out across its diverse operations.



## RISK MANAGEMENT

Whispering Bell's consultants come from various backgrounds including the military, intelligence services and commercial sectors and our services include security master planning, policy and procedures development, crisis management development, workshops and training, development of plans and Standard Operating Procedures (SOPs) from site to project-level, site security surveys, stress tests for company SOPs and emergency plans.

**Case Study:** We provide retained management services to a US oil and gas company and have developed their global journey management plan, security policy in Nigeria, as well as conducted site assessments in Pakistan, Iraq and Nigeria.

## STRATEGIC SECURITY RISK ASSESSMENTS

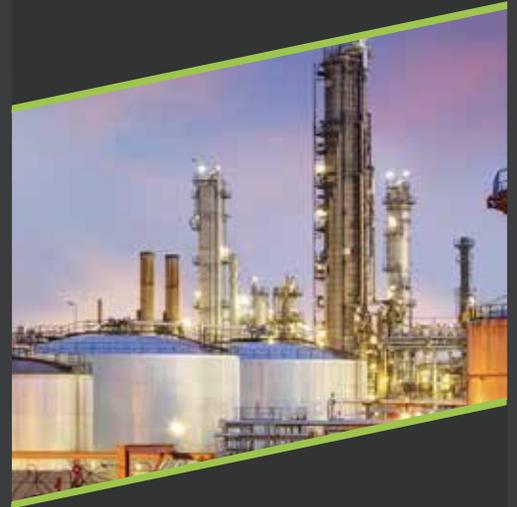
The development of security risk assessments is a scalable discipline that can be applied from single sites to critical national projects. Through multiple client engagements on some of the most iconic modern infrastructure projects in the world, Whispering Bell's consultants have gained world class experience in this field which can be scaled to almost any new client engagement.

**Case Study:** Whispering Bell conducted a strategic security risk assessment of a refinery complex in a Gulf country, following an increase in threat in the region. The risk assessment was dovetailed into a broader review of the site's physical security measures and we were engaged on a long term basis to manage the implementation of the upgrade to the site's security structures.

## SECURITY OPERATIONS MANAGEMENT

Our teams work to understand whether your current security arrangements can be improved and help fill the gaps with cost effective strategies such as guard forces, mobile security teams, operations control centers, quick response teams, personnel and asset tracking and embedded security managers where necessary.

**Case Study:** Whispering Bell has been providing a turnkey security solution for the last three years for an international oil company in Libya which includes mobile and static security, in-country management, asset and people tracking as well as round the clock intelligence reporting.



## SECURITY DESIGN AND ENGINEERING

Whispering Bell consultants are able to offer advice on secure architectural and environmental design by applying the proven concept of 'Crime Prevention Through Environmental Design – CPTED'.

**Case Study:** Our design engineers have worked on multiple complex projects in the region including airports in Qatar, Libya, Malaysia as well as large industrial projects in Saudi Arabia, the UAE and Iraq.

## EVACUATION PLANNING AND EVACUATION OPERATIONS

Our team has been involved in many of the key evacuation operations over the last decade in the region and has built extensive knowledge and refined best practices for evacuation planning and training.

**Case Study:** Whispering Bell supported multiple client evacuations in the summer of 2014 from Libya following the outbreak of heavy inter-militia fighting in Tripoli and the sudden degradation in the country's overall stability.

## CLOSE PROTECTION

Our network of qualified Close Protection Officers is able to deploy across the region in support of clients. We can also arrange airport meet and greet services and secure transportation where required.

**Case Study:** Whispering Bell recently supported a visit to the Gulf region by the board of directors of a major international pharmaceutical company. Our services started with pre-departure briefings for the principles and reconnaissance of all venues being utilized during the tour. Our operators met the board members on arrival in Dubai and remained with them throughout their stay, providing them with a secure space within which to conduct their business without interruptions.



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## INTELLIGENT VULNERABILITY MANAGEMENT AND PENETRATION TESTING

Vulnerabilities, either disclosed or undisclosed, exist in all information technology systems. The key is to manage this risk. Whispering Bell does so through intelligent vulnerability management. Our approach begins with preventive measures to ensure an organization's defenses are resilient, multi-layered and reactive to attack. Our penetration testing, security architecture review and vulnerability assessment services provide the starting point for designing and implementing a solution that will address both today's attacks and the emerging threats of tomorrow.

Once a solution is designed and implemented, our training services provide our clients with the knowledge transfer and skills updates needed to keep pace with rapidly evolving threats and our policies and procedures development services ensure that thorough planning and organizational systems are in place to address contingencies that will eventually arise.



## STRATEGY AND GOVERNANCE

Whispering Bell understands that while deploying the correct technology to defend your systems is an important step, the processes and controls that govern the way your business is run form the backbone of any successful strategy. Through years of working across regional and business verticals, we also understand that not every company is the same and that processes and controls need to be written for the company in their respective jurisdictions. Whispering Bell works hand in hand with its clients to assess the requirements from a corporate, legal and regional perspective to ensure the security strategies and governance reflect the actual needs.



## OPERATIONS AND PROJECT MANAGEMENT

Whispering Bell retains an unrivalled network of technical security professionals who can lead your security efforts or work in partnership with your existing in-house capability. Regardless of the size and complexity of the cyber issues you are facing, we can bring to your organization the specialist skills in the most cost efficient manner. Our focus is expanding your ability to counter your current cyber issues and leaving your organization better prepared for future threats.

## RISK MANAGEMENT

At the same time as companies expand their presence across the physical and virtual world in order to increase business opportunities, they risk exposing gaps in their systems which could lead to significant losses. Our tried and tested risk management methodology expands upon international standards, going beyond simply identifying critical assets, employees and information sources. We tailor processes to meet your needs and to provide a seamless handover to your in-house experts, ensuring a best-fit for your operations.



## INCIDENT RESPONSE

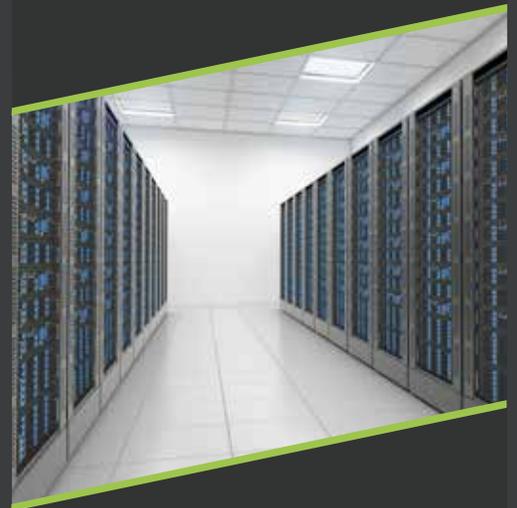
While our preference is to expose vulnerabilities before attackers do, our expertise is all too often applied after the event.

When a network has been breached, either due to inadequate planning or through the use of undisclosed vulnerabilities by a dedicated attacker, incident response protocols are implemented. Our Incident Response Team is deployed and works to immediately identify and address the sources of harm and the extent of damage.

After any incident, the data collected during the response provides immense value by allowing us to see what failed, why it failed and what techniques the attacker employed against the client's defenses. Analysis of this data allows the feedback loop to be closed, as the information gained by an effective response is fed back into the preventive measures and used to enhance the network defenses.

## TESTING SERVICES AND PROCESS CONTROL

With increasing numbers of companies seeing security as a competitive advantage, effective testing and process control is a key tool in maintaining competitiveness and sustainability. Through proactive testing of your environment it is possible to ensure that any technology bugs or errors are detected. Whispering Bell has built a trusted name in testing services, with our solutions securing financial benefits to our clients through value add and reduction of losses. Our process control teams bring together over a decade of hard earned experience across industries in the MENASA region.



## INVESTIGATIONS AND FORENSICS

Cyber security threats in the region are more diverse and complex than ever before, with threats emanating from not only amateur hackers and criminal syndicates, but also competitors and external government agencies. Whispering Bell constantly monitors local and global landscapes to gain a better understanding of the new threat vectors being used. In the case of an investigation, having this prior knowledge helps our engineers to quickly diagnose potential issues.

Our forensic services team members come from UK and US law enforcement backgrounds and can deliver services ranging from a simple forensics investigation to the building of complex labs to support ongoing projects.