



The background of the cover is a light gray map of the United States. It features several circular callouts with text and distances, such as 'OLD 11', 'CHIEFA 100', 'OLD 63', '30E 351-800 EY', 'OLD 06', 'RADIO MOUNTAIN BEIGHT 1021 OLD 43 TWR 118.0 ATIS 120.6 85-2810M', and 'KALDE 112.6 K50.73 255'. A small white crosshair is centered on the map.

# The Security Evacuation Handbook

Volume I  
Fundamentals & Planning

Grant Rayner

OLD-11

CHEKA  
116.2 CAK 109 E<sup>+</sup>

OLD-03

BOD  
351 BOD E<sup>+</sup>

OLR-08

OLR-06

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OLR-07

OLD-09

KALDE  
112.6 KAD 73 E<sup>+</sup>

# **The Security Evacuation Handbook**

**Volume I  
Fundamentals & Planning**

Grant Rayner

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## **The Security Evacuation Handbook Volume I: Fundamentals & Planning**

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# Terminology

## People

**Local Evacuation Coordinator (LEC).** The manager responsible for coordinating the local aspects of a security evacuation.

**Evacuee Team Leader.** An evacuee nominated to be responsible for a small group of evacuees.

**Convoy Leader.** An evacuee nominated to be responsible for the evacuees in a specific vehicle convoy.

## Locations

**Assembly Point.** A designated location (e.g., hotel, residence, or workplace) where all evacuees will be centralised before being moved to a Port of Departure.

**Port of Departure.** An air or sea port from which evacuees will either leave the country or move to a safer location within the same country.

**Safe Haven.** A safe and secure location to which evacuees will be transported during the evacuation. Safe Havens may be domestic or international.

**Evacuation Operations Centre (EOC).** The room used by the Local Evacuation Coordinator and their team to

coordinate the execution of an evacuation. The EOC may be at a workplace or an Assembly Point.

# Preface

It's 5 p.m. on a Friday night. After a drone strike targeted the leader of one of the larger militia groups in the early hours of the morning, violent protests have erupted across the city. Standing in the kitchen of your apartment, you can hear the sound of gunshots. The occasional explosion rattles your windows. You can see the thick, black smoke from burning tires rise into the air from multiple roadblocks.

Several rockets have been fired at the US Embassy, who the militia groups have blamed for the attacks.

The leader the militia group has called for an escalation of violence over the weekend. Protests are planned against the US Embassy and several government buildings.

You've heard from your colleagues at work that several foreigners have been harassed in the street. You haven't been able to verify these reports, but you're aware from your own network of friends that at least one foreigner has been attacked and seriously injured while moving around outside.

Clearly, it's no longer safe for you or your foreign employees to be out on the street.

Several expatriates from your team have already called you voicing their concerns. A few members appear to be

genuinely afraid for their safety. At least one of your team members has already received calls from their family back home asking them to return.

You call your head office in London. They aren't aware of the changes to the security situation and ask you what you think you should do.

You're facing a conundrum. You have 12 expatriates in the local office, along with another eight family members, including children. There are also two travellers currently in town, with one additional traveller still on a flight and due to land in an hour.

Making the situation even more complicated, you and your team are in the middle of closing an important business deal that will see your business expand significantly in the country. You have key meetings with government ministries and key local partners next week.

You want to close the deal, but at the same time, you don't want to place your team at risk. Your biggest concern is that if you pull key people out now, you'll lose momentum with the deal. Worse, your commitment to doing business in the country may come into question. There are plenty of competing companies ready and willing to take your place.

On the other hand, you know the situation is becoming seriously unsafe, and you're concerned. If the situation continues to escalate, there's no question that your team members will be at risk.

After an hour of discussion with your management team, you decide that the best course of action will be for expatriates, their families and travellers to leave the country until the situation is resolved.

You call your travel agent, but they inform you that all flights out of the airport for the next five days are fully booked. That's not good. The situation is definitely going to deteriorate faster than that.

What other options do you have?



This opening scenario is not entirely fictional. Over the years, many executives have faced similar events and had to make similar decisions. In some cases, life-and death-decisions have had to be made within very tight timeframes to get people to safety.

The process of getting people out of these situations quickly and safely is called a 'security evacuation'.

This two-volume series will teach you how to plan and execute security evacuations from locations where there is a clear and present danger to the safety and well-being of your people.

## **What Is a Security Evacuation?**

Before progressing too far into this first volume, you should understand what a security evacuation is and under what circumstances you might need to conduct one.

A security evacuation is the planned extraction of people from a location where their physical and psychological well-being is threatened. The evacuation process also includes their subsequent relocation to a place where they are safe and secure.

You would initiate a security evacuation when conditions on the ground present an unacceptable level of risk to your employees and their families.

From an organisational risk management perspective, evacuations provide a means for you to proactively manage risk. Using the language of risk management, you're removing assets (your people) from harm.

## **My Background**

I've been involved with the planning and execution of security evacuation operations for over 30 years.

My first exposure to evacuation operations was during my time in the military, where I was directly involved in the planning of several different evacuations. Whenever there was a situation that escalated to the point where our citizens may have been at risk, we would work up plans for military evacuations. In some cases, this

planning involved the development of plans for large-scale operations that incorporated naval vessels, aircraft and hundreds of uniformed personnel. In other cases, planning involved small teams of specialists working clandestinely.

In the latter stages of my military career, I pioneered efforts to develop tactics, techniques and procedures for Combat Search and Rescue (CSAR). CSAR involves the recovery of downed pilots and aircrew, as well as sensitive equipment, from an operational area. I wrote the initial set of CSAR procedures for a Special Operations Group and ran operational tests using small teams of operators to validate and refine these procedures. Fun times.

After leaving the military, I was fortunate to be hired by International SOS, a global medical and security assistance company. During my time as part of the regional security team at ISOS, I prepared evacuation plans for a host of different organisations across the Asia Pacific region. We also executed several security evacuations in Asia and the Middle East.

After International SOS, I worked as the Regional Director for a global security firm. I continued to be involved with the planning and execution of evacuations and other security operations, including anti-piracy operations (the maritime kind, not the DVD kind).

In 2012, I founded Spartang to focus on supporting individuals and organisations to safely and successfully

navigate complex and higher-risk environments. In this role, I continue to plan and execute security evacuations, sometimes doing this work remotely using local resources and sometimes deploying to a location to directly coordinate the evacuation from the ground.

## **The Rationale for This Handbook**

As far as I'm aware, outside of military procedures, there is no publicly available body of knowledge describing how to plan and conduct security evacuations.

When I was on the ground writing my first evacuation plans for commercial clients, there were no guides or manuals available that I could refer to so that I could learn how to plan and conduct an evacuation. All I had access to were my experiences from the military and evacuation plans previously written by other consultants. Were these consultants experts in evacuations? Or were they just recycling other people's plans? I had no idea.

Aside from the challenges of planning evacuations, I've found the decision-making process behind initiating evacuations to be complex and fascinating. There is a real art to knowing when to initiate an evacuation. Over the years, I've developed and refined a number of decision-making frameworks to try to make this process simpler and more reliable.

When I first started planning and executing evacuations, I would have greatly benefited from having access to a reference to explain how it's done.

This handbook is that reference.

## **Who This Handbook Is for**

This handbook is written for corporate security managers, security professionals and aviation operations managers who may be involved with the planning and execution of security evacuations.

The book is also designed to be a reference for Team Leaders in remote localities who may need to either develop evacuation plans themselves or who want to review evacuation plans prepared for them by someone else. This group may include people leading expeditions in remote locations, as well as people leading teams in remote camps or work sites.

If your organisation currently has evacuation plans in place for different locations, you would find it useful to read this handbook and then re-read your existing plans to identify opportunities for refinement and improvement.

## Structure

This handbook is structured into two volumes:

- Volume I: Fundamentals & Planning
- Volume II: Decision-Making & Execution

Volume I will introduce you to the subject of security evacuations and walk you through the process of planning an evacuation. This volume includes the following:

- An introduction to some of the key foundational aspects of security evacuations
- A critical evaluation of government and assistance company evacuations
- A detailed analysis of evacuation options, including air, land and sea
- A discussion on the key policies that will drive evacuation planning, including evacuation eligibility
- A full breakdown of the evacuation planning process

By the time you've finished reading this volume, you'll have the necessary knowledge to be able to plan your own security evacuations. From there, you'll need to develop your experience in the field.

Volume II will move beyond planning to focus on how to decide when to evacuate and how to safely and securely execute the evacuation.

Throughout both volumes, I'll draw from my own experiences from actual evacuation operations. I've integrated details from real evacuation plans, after action reports from actual evacuations and personal notes from many years of work in the field. Collectively, these details will provide real-world context for some of the concepts and principles discussed in this series.

## **No Unified Theory**

There is no set formula or a unified theory for a security evacuation. No single methodology or approach will work in all situations.

Overarching concepts and principles can certainly be applied to your evacuation planning and execution. However, both will always need to be carefully and selectively applied based on the situation that's unfolding on the ground.

Accordingly, this handbook will take the approach of ensuring that you're aware of the available concepts and options and can adapt these to your own requirements. Examples and case studies will be used to explore different approaches and to illustrate key lessons.

## Feedback

If you've conducted security evacuations or previously been an evacuee, I would love to hear from you, especially regarding any thoughts you'd like to share on evacuations or the handbook itself.

Otherwise, if you have any questions or comments on this handbook, please get in touch. You can reach me by email at [ops@spartan9.com](mailto:ops@spartan9.com).

## CHAPTER 1

# Foundations

Security evacuations are potentially complex and high-risk activities. In most situations, the conditions on the ground will be dynamic. Resources may also be scarce. More often than not, the lives and wellbeing of your employees and their families will be at risk.

This chapter will set the scene for evacuation planning by detailing the fundamental aspects of security evacuations. In doing so, this chapter will establish the foundation for a deeper analysis of evacuation planning, decision-making and execution in both this volume and later in Volume II.

This first chapter will cover the following:

- Why we evacuate
- Key terminology
- Scope and scale
- Consequences
- Duty of care
- Factors that drive an evacuation

By the end of this chapter, you'll have a better understanding of the basic aspects of security

evacuations and have the foundational knowledge you'll need to navigate the following chapters.

## **Why We Evacuate**

Security evacuations provide a means to protect people from physical and psychological harm.

An evacuation removes people from a situation where their lives or wellbeing are in imminent danger. Such situations could include impending armed conflict, political unrest, a breakdown in law and order, a major natural disaster or a serious disease epidemic. Individuals or teams may also need to be evacuated following credible threats to their personal safety.

For an organisation, an evacuation is one of several options available to mitigate risk. Evacuations mitigate not only the risk to people but also the risks to an organisation's reputation and any potential legal exposure arising from a situation.

## **Terminology**

The word 'evacuation' can mean different things to different people. In common usage, evacuations are often perceived in the context of evacuating a building in an emergency, such as a fire. In many ways, the concept of a security evacuation is identical—the aim is to remove people from a situation that may cause them harm using existing plans and agreed-upon methods. The context of

security evacuations, however, is a little different: you will typically be evacuating people from countries, not buildings.

Some organisations prefer not to use the word evacuation, believing it's too extreme and may send the wrong message. These organisations may prefer to use the terms 'relocation' or 'withdrawal'.

Regardless of preferred terminology, the objective of the operation doesn't change—you're moving your people out of a dangerous environment to a safe environment to ensure their safety. Use whatever term best suits your organisation; just be consistent in your use of terminology.

This handbook will use the word evacuation. The term 'draw down' will be used to refer to phased evacuations. The term 'relocation' will be used to refer to domestic evacuations. Both of these concepts will be explained in more detail later in this volume.

Other key terms are listed in the terminology section at the start of this volume. As new terms are introduced throughout this volume, they'll also be defined in context.

## **Scope and Scale**

A security evacuation could be conducted for a single individual, an expatriate and their immediate family, a small team of field workers or hundreds of people.

People may be evacuated from a single location, from multiple locations within a country or from multiple locations spread across a region.

As you work through the different stages of the evacuation planning process, you'll need to consider scope and scale. Obviously, the more evacuees, and the more locations involved, the more complex the evacuation.

The concept of scale will be discussed further in a later section of this chapter and will focus on small-scale and mass evacuations.

## **Evacuations Have Consequences**

Evacuations are highly disruptive activities. As a result, any decision to draw down or evacuate your people will be potentially contentious. Anticipate that a decision to evacuate will create anxiety and tension, and may even drive dissent.

In the context of running a business, an evacuation has obvious consequences. An evacuation could involve a scaling back or, in some cases, the complete abandonment of business operations in a location. Evacuating your employees could result in the closure of an office, a factory or a remote field camp. The impact of such a closure may extend outside your organisation, potentially impacting local partners and supply chains.

An evacuation also has the potential to harm an organisation's reputation. If handled poorly, an evacuation may send the message to your local employees and partners that, when the going gets tough, you'll get going.

Of course, this perception doesn't need to be the case, particularly if the evacuation is professionally planned and managed. You should be able to position your evacuation as a proactive measure to manage risk, with every intent to resume operations as soon as it's safe to do so. Ideally, your organisation's Business Continuity Plans should enable you to remotely manage many aspects of your business.

At the same time, remember that a failure to evacuate will also have consequences, which could include the death of one or more of your employees or their family members. As an organisation, you should always put the safety and wellbeing of your employees ahead of business objectives.

## **Duty of Care Obligations**

If you're running a business, your employees have the right to work in a safe environment. You wouldn't allow your employees to work inside a factory that doesn't meet health and safety standards. Similarly, you shouldn't allow your employees to work in a country where a crisis situation is unfolding and where they may

be injured or killed as a result of escalating levels of threat and risk.

Having the capability to evacuate your employees and their families from higher-risk locations enables you to fulfil your organisational duty-of-care obligations.

## **Factors That May Drive an Evacuation**

Various situational factors may drive the requirement to evacuate. These factors may arise from an event, for example, a breakdown of law and order or a natural disaster. Such situational factors may pose threats to your people and to your operations that make ongoing operations untenable. One approach to better understanding these factors is to consider them in terms of direct and indirect threats.

### **Direct threats**

At a high level, factors that pose a direct threat to employees and operations can be classified as follows:

1. **Direct threats to life are made.** Threats to life could involve an escalation of targeted attacks by terrorists, militias or criminal gangs. Threats of kidnap or violence may have been made against specific individuals or groups, including foreigners.
2. **A facility can no longer be operated.** Facilities may have been shut down due to a natural disaster (e.g., earthquake or flooding) or an attack (e.g., a terrorist

bombing or an attack by a militia using small arms). There may be little value in expatriates or travellers remaining in the country if they have no place to work.

3. **Freedom of movement is substantially restricted.**

The nature of the security situation makes it difficult for employees to safely move to and from the workplace. Your employees may not be able to safely visit other venues, such as supermarkets, restaurants or sporting facilities. These restrictions could be accentuated in cases where your employees are of a visibly different ethnic group and could be easily identified if in public and potentially targeted. If your employees can't move around safely, then your business operations will be impacted. At the same time, your employees will fear for their own safety, which will create considerable amounts of anxiety and stress.

4. **Health is impacted.** The situation threatens the health of your employees. Examples could include unacceptable levels of pollution or the spread of a serious communicable disease.

All of the above scenarios are direct threats to life safety and operations. In addition to direct threats, you may also find that the safety of your employees could be compromised by indirect threats.

## Indirect threats

The reasons for evacuating may not always be obvious and could relate to indirect threats that impact life safety and operations.

Considering an earthquake as an illustrative scenario, you may have a situation where none of your employees were injured or killed in the quake, and none of your business facilities or employee residences were damaged. At first glance, this outcome is better than you could have hoped. But this outcome doesn't provide a full picture of the risks your employees may be exposed to after the earthquake.

Here are some example risks that will often follow earthquakes and other natural disasters:

1. **There may be disruption to the electrical supply.** Aside from affecting lighting, a loss of power can have other impacts, including leaving employees unable to boil water to sterilise it, charge phones, keep food refrigerated or maintain cooling or heating. At the community level, power disruptions may also impact public transport systems, banks, hospitals and other essential services.
2. **Roads may be damaged, affecting mobility.** If your team members cannot move around, the limited or loss of mobility can impact their work. Movement restrictions could also make it difficult or impossible to get someone to a hospital if they are sick or injured. Damage to road networks could

affect the resupply of fuel and food as well, which would have a host of secondary impacts.

3. **Telecommunications networks may be affected.** Damage to the telecommunications infrastructure may prevent your employees from communicating. An inability to communicate may impact their work and will have serious implications for safety, particularly if someone is injured and requires urgent assistance.
4. **Hospitals and clinics may be overwhelmed.** If healthcare facilities are overwhelmed, employees will find it difficult to access medical care, even for minor injuries or illnesses. An employee or dependent who is pregnant, for example, may not be able to get proper medical assistance.
5. **Disease may spread.** The spread of infectious disease may be exacerbated by damage to the water supply and the fact that hospitals and clinics could be over capacity. Cholera outbreaks, for example, often follow natural disasters.
6. **There may be panic buying of essential supplies.** Panic buying may prevent your team members from being able to purchase essential supplies, including food, water and fuel. Supermarkets and restaurants may run out of food, and without fuel, local logistics services may be severely disrupted, preventing resupply.

7. **Increases in crime or civil unrest.** A scarcity of supplies and failures in government response can result in increases in instances of petty crime and civil unrest.

These factors can combine after a natural disaster to elevate risk to unacceptable levels. Even if only a few of these factors were to impact a location, there would be minimal tolerance for any other incident to occur. You wouldn't want your employees to remain on the ground in a situation like that—it would be prudent to evacuate them until the situation improved.

## **Expatriates and Travellers**

Traditionally, evacuation planning has focused on expatriates, their families and travellers.

Expatriates and travellers are particularly vulnerable in the event of a major incident. There are several reasons for them being vulnerable, including that fact that they often don't speak the local language and don't have good local support networks of family and friends. As a result, expatriates and travellers will often require additional support during a crisis, which can place a significant drain on limited local resources.

At the policy level, it's obviously inappropriate to subject expatriates, their families, and travellers to unacceptable levels of risk. That risk isn't what they signed up for and,

in most cases, is certainly not something for which they're prepared. If you expect to retain talent in your organisation or maintain continuity to rebuild your operations faster after an incident, exposing expatriates and travellers to unnecessary levels of risk is not going to help.

At the same time, don't ignore the plight of your local employees and their families. The safety and security of local employees are often overlooked with evacuation planning. This issue came to the fore during evacuations from Afghanistan in 2021, which for the most part focused on the evacuation of local staff and their families.

Given the importance of considering the safety and welfare of local employees, a section of this volume will specifically focus on the management of local employees and how to incorporate them into your evacuation planning.

## **Characteristics of Evacuations**

Security evacuations have a number of defining characteristics, which are detailed in the subsections below.

### **Evacuations are pre-emptive**

An evacuation is a pre-emptive action designed to avert a likely negative outcome. In a perfect world, you would get

everyone out of a location before an incident occurs that results in injury, death or psychological harm.

Having the capability to evacuate your people before they are exposed to unacceptable levels of risk not only necessitates having evacuation plans already in place but also demands well-considered decision-making frameworks. Such frameworks ensure the decision to evacuate is made before the situation deteriorates to the point where your people are at risk, and before evacuation is no longer possible.

As you'll learn, evacuating at the 'right' time is potentially the most challenging aspect of any evacuation.

## **Evacuations reduce complexity**

Aside from being a mechanism to protect your employees and reduce risk exposure, evacuations also provide an invaluable tool to reduce complexity.

To explore this concept in practice, let's assume you have 60 employees eligible for evacuation in a location that's impacted by an escalating security situation. If you can send 40 employees home slightly earlier in the situation timeline, that action will enable you to immediately reduce your risk exposure. It will also significantly reduce the complexity of later stages of the evacuation, making it safer for those who remain.

You can now focus your limited resources on ensuring the safety of the 20 people remaining on the ground. It's relatively easy to coordinate security for a group of 20 people. Similarly, if the situation continued to escalate, it would be significantly easier to manoeuvre and evacuate 20 people than it would be to evacuate 60.

For this reason, the concept of drawing down is an important approach when conducting evacuations.

### **Evacuations are a team sport**

Evacuations are always a team effort. When planning and executing an evacuation, you'll need to consult with people on the ground, aviation experts, ground transport experts, security experts, logistics experts and medical experts.

All of the evacuation case studies included in this handbook involve cross-functional teams.

Don't think that you can plan or execute an evacuation in isolation. Always seek expert input on your plans, and ensure you have the appropriate experts available to you when it's time to execute the evacuation.

### **Small-Scale and Mass Evacuations**

When organisations consider security evacuations, they often think of 'mass evacuations', where large groups of people are evacuated from an escalating situation. Mass

evacuations often rely on large aircraft capable of carrying more than a hundred people at a time.

While mass evacuations tend to get a lot of attention, they're not necessarily representative of the range of evacuations that take place. Evacuations can also be small and discreet operations designed to extract individuals or small groups. The size of the evacuation will depend on the situation and the number of people that are at risk.

This section will explain the principal differences between small-scale and mass evacuations.

## **Small-scale evacuations**

A small-scale evacuation is an operation launched to evacuate a handful of people. Scenarios could range from the extraction of an individual traveller caught up in an escalating security situation to the evacuation of an expatriate and their family after they've been threatened by a local criminal group.

Another way to frame a small-scale evacuation is to consider the logistics required to execute the evacuation — a small-scale evacuation can be executed with a few vehicles and a single small aircraft.

These evacuations are discreet and may go unnoticed. In situations where individuals have been targeted or threatened, a small-scale evacuation may be the

appropriate solution to get the affected individuals out of harm's way.

Multiple small-scale evacuations may occur after the same major incident. For example, after a major natural disaster, there may be multiple independent evacuations of individuals and small groups from different parts of a country.

The evacuation of individuals or small groups is obviously easier to plan and execute than the evacuation of larger groups. If you're dealing with a small number of evacuees, it's normally easier to get them onto scheduled flights. It may make sense to hire a small charter aircraft if scheduled flight options are limited or if the evacuation is more urgent than commercial flight schedules can accommodate.

In addition, small groups of evacuees can be accommodated almost anywhere during the different stages of the evacuation, from hotels to private residences. Road movement is also significantly less complex with smaller groups, and you'll need fewer vehicles. You'll also be far more likely to move unnoticed.

Mass evacuations, on the other hand, can be significantly more complex.

## **Mass evacuations**

A mass evacuation involves evacuating large groups of people (20+ people). With mass evacuations, every aspect

of the evacuation is more complicated than in small-scale evacuations. The overall evacuation process will be the same, but you'll be faced with a number of unique challenges:

1. **It may not be possible to find an Assembly Point large enough to accommodate everyone.** A larger group size may result in the need to identify multiple Assembly Points, which makes the planning and execution of the large evacuation significantly more complex than smaller evacuations. In more remote locations, the lack of good Assembly Points may require everyone to remain at their residences until they're cleared to move to the Port of Departure. Being unable to centralise evacuees before the move to the Port of Departure will increase risk to the evacuees during the most sensitive stage of the evacuation. At the same time, it will often be difficult to assure the security of evacuees at their residences.
2. **Road movement will be very complex.** More evacuees will mean more vehicles, which will increase the complexity of road movement and will place a strain on local supply. If your evacuation plan requires you to move a large number of people in a short period, your requirement for vehicles and drivers may, on its own, even overwhelm the capacity of local transport providers. Having more vehicles will also result in more cumulative time on the road than occurs with smaller evacuations,

which increases the likelihood of an incident, such as a breakdown or accident. Multiple Assembly Points will require more routes, which adds to the complexity of the plan and increases friction during an evacuation. Overall, increased road movement increases risk to your evacuees and to the operation.

3. **You'll need to rely on charter aircraft.** If you're evacuating a large group of people, it will be difficult to book everyone on scheduled flights. When unable to do so, you'll be reliant on charter aircraft for your evacuation. Due to the number of people involved, you'll need to charter larger capacity aircraft. These aircraft can be difficult to charter and in most cases will be more expensive than scheduled commercial flights.

For the reasons outlined above, mass evacuations are more vulnerable to failure than small-scale evacuations. The consequence of failure can be substantial.

As touched on earlier, if you're in a situation where you have a large number of evacuees, the best technique to reduce complexity and risk is to progressively reduce the number of evacuees over time as the situation escalates. This approach is termed a 'draw down' or a 'phased withdrawal'. In effect, drawing down enables you to conduct a series of small-scale evacuations. The other key benefit of drawing down is that, when it's finally time to pull the trigger on the last stage of the evacuation, you'll

have a smaller number of people on the ground to evacuate.

The large assistance companies, such as International SOS, specialise in mass evacuations. It's more difficult for smaller outfits to execute mass evacuations, largely because of the need to charter larger aircraft. These charters will often require existing credit with charter brokers or charter operators. Even with such credit, a large down payment (often 100% of the charter cost) will need to be paid before the aircraft can be secured and staged at a location.

This handbook will focus on the planning and execution of both small-scale and mass evacuations. As noted above, while the overall process and many of the principles will remain the same, the scale of mass evacuations adds overhead to coordination and increases risk.

\* \* \*

Security evacuations are an important risk mitigation measure designed to remove people from an environment where their safety and security are at risk. The need to evacuate may be driven by a range of different factors, and the effects of any indirect impacts shouldn't be overlooked. Evacuations may be small-scale (i.e., involving a handful of people) or large-scale (i.e., involving hundreds of people). As you'll learn, the planning process is largely the same regardless of the number of people you're evacuating.

The next chapter will move beyond the foundations of security evacuations to introduce you to government security evacuations.

# Conclusion

This first volume of The Security Evacuation Handbook has focused on the fundamentals of security evacuations and operational planning. A broad range of topics have been introduced, providing you with a sound level of knowledge and awareness of what security evacuations are and how to plan them.

Overall, while evacuation planning is detail-orientated and takes time, it's not a particularly complex activity. With the right tools at hand, planning an evacuation is a relatively straight-forward task.

An evacuation becomes more difficult, however, when you need to decide exactly when to pull your people out of a location. This task will be the focus of the next volume in this series. Then, of course, there's the 'how'.

Volume II of The Security Evacuation Handbook will pick up where this book leaves off, focusing on evacuation decision-making and execution. In Volume II, you will learn how to apply different decision-making frameworks that will help guide you to selecting the right evacuation option and determining the optimum time to initiate your evacuation.

You'll also learn how to execute a security evacuation. Volume II will walk you through the stages of executing an evacuation from start to finish.

The attention to detail that's hopefully been reinforced here in Volume I will be essential for executing a safe evacuation.

At this point, you're well positioned to use the knowledge you've gained from reading this volume to review any evacuation plans you already have in place. If you need to develop evacuation plans for specific locations, follow the processes and frameworks in this volume to put these plans in place. Be sure to incorporate redundancy into all aspects of your planning, and always test your evacuation options to ensure they will be viable should you need to execute them.

If you get stuck, get in touch.

## Other Titles

This is the first volume of a two volume series. The Security Evacuation Handbook Volume II: Decision Making & Execution is available from our [website](#).

We have published a number of other books focused on operating securely in higher-risk environments:

- The Guide to Travelling in Higher-Risk Environments
- The Field Guide to Deployment Planning
- The Field Guide to Personal Security
- The Field Guide to Accommodation Security
- The Field Guide to Transport Security

You can purchase these books from our [website](#).

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