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This guide was designed to help all co-workers better identify potential risk exposure relating to travel, information leaks and muggings by assuming a more cautious, unobtrusive attitude at all times.

It is divided into three sections:
**Prevention of travel-related risks:** preparations, the trip itself, arrival, while in the country and on leaving the country,

**Prevention of information leaks:** in general, while travelling, via your laptop or mobile phone, on public transport, in the street, in a car, at the hotel, at a restaurant, in bars, at evening events and meetings,

**Prevention of mugging:** high-risk situations to which you may be exposed, even though such circumstances are exceptional and you are likely never to experience them.

Our aim is to give you a better grasp of the risks to which you may be exposed so that you have the right reflexes should you find yourself in such a situation.

We strongly recommend that you study this guide carefully.
Preventing travel-related risks
Preparing your trip

You may have to travel to potentially very high-risk countries as part of your job.
Advice on the SVA portal:
This is the business traveller's security portal of the Corporate Economic Security Department (C.E.S.D.). You will find a list of at-risk countries, related security information and Group travel procedures that you will need to comply with, depending on the security level in the destination country.

All you need to do is enter
http://surete-securite.sanofi-aventis.com/SVA/default_EN.htm
and then follow the instructions.
Should the need arise, please feel free to contact the Affiliate Security Correspondent.

Local contacts
In countries where the Group has a subsidiary, you need to establish contact before your departure to check on arrangements for your arrival and stay. From the person in charge locally, find out who will be meeting you on arrival, note the references of your accommodations (address and phone number) and, as soon as you arrive, confirm your presence in the country.
If you are not met by one of the Group's units, make the same verifications with your local correspondent.
Remember to take the "International SOS" membership card with you, as well as the relevant details from the country data sheets. You may need those documents for information. Do not take your swipe card (unless you'll need to use it on the subsidiary’s premises), the keys to your office or to your safe along with you.

Choice of airlines
This is normally handled by the travel agency working for the Group.
If you are organising the trip yourself, make sure to check out the reliability of the airlines operating on your destination. In all cases, be very careful about how your luggage is handled and make sure the number of checked bags corresponds to that noted on your boarding pass.

Confidentiality of travel plans
Do not disclose your travel plans unnecessarily.
Passport and credit cards
During your stay, keep your passport and credit cards out of sight and in a safe place except when you are actually using them.
Be especially careful with your passport (in certain countries, this is a highly coveted document).

Documents and potentially provocative items
Depending on the destination, avoid documents or items that could be seen as provocative, particularly when going through customs and police checks:
• newspaper articles in opposition to the destination country's political regime,
• erotic literature and/or bottles of alcohol in countries where they are prohibited,
• cameras with powerful telephoto lenses, movie cameras, binoculars, etc. (unless necessary professionally).
During your trip
Valuable articles, cash, luxury clothing and other "conspicuous signs"

Valuable articles are tempting and certain visible signs can cause hostile reactions.

Avoid wearing or carrying

- expensive articles (gold watches, showy jewellery, etc.),
- large amounts of cash. Preferably, take along small bills,
- showy luggage, accessories and clothing.

Do not display

Overly visible signs of belonging to a major Group; these include:

- acronyms on luggage stickers,
- corporate badges outside of the workplace,
- caps and clothing bearing acronyms.
On arrival in the country
At the airport

- behave courteously and respectfully towards police or customs authorities,
- never accept luggage from someone you don't know to be helpful to them,
- check that the identity of the people who come to meet you corresponds to the instructions you received before your departure,
- if you take a shuttle to a hotel, make sure your luggage is safely picked up.

If you need to take a taxi

- choose a taxi owned by a regular company; if you didn't find out before your departure, do so now, on your arrival at the airport,
- if the taxi does not have a meter, negotiate the cost of the ride before getting in,
- do not be overgenerous with your tip,
- do not get into a taxi that already has a passenger or agree to allow another passenger to board during your ride,
- if the driver is acting strangely, do not hesitate to get out of the taxi as soon as possible and note down its number.

On reaching the hotel

- give as little information as possible to the hotel staff,
- whenever possible, avoid accepting a room on a lower floor (direct access from outside) or on an upper floor (evacuation procedures in the event of fire),
- check on the location of emergency escape routes and emergency exists.
During your stay
At the hotel

- keep the key to your room with you,
- never open the door to someone you don't know,
- maintain a reserved attitude towards people you have just met,
- at night, do not go to a bar alone located outside the hotel,
- keep an eye on your glass and its content,
- be wary of bottles not opened in your presence,
- avoid over-consumption of alcohol.

In general

- act cautiously,
- avoid moving crowds, security staff, brawls, personalities attracting media attention.
On leaving the country
From the hotel
- make sure you didn't forget any documents and personal or professional documents in your room,
- check the contents of your suitcase and close it carefully,
- keep your suitcase with you and in sight until you leave the hotel.

Do not accept any valuable gifts or gifts that might be considered national treasures (of archaeological, religious, artistic or other value).

At the airport
- at the airport, check that the number of checked bags listed on your boarding card corresponds to the number you actually checked,
- never accept luggage from someone you don't know to be helpful to them,
- behave courteously and respectfully towards police or customs authorities.
You are responsible for the information in your possession or that you are carrying with you. Whatever your job, by the mere fact of your being a member of the Group, when you are travelling you will be suspected of holding sensitive information. This makes you a potential target.

A few simple rules of behaviour can discourage or foil attempts to steal information; the keys are discretion and watchfulness.
Preventing information leaks
Overall attitude
- use discretion at all times in talking about your work,
- it would be a mistake to think “that only happens to other people”,
- bear in mind that any improper behaviour could be exploited by ill-intentioned persons to steal the information they want from you,
- steer clear of “friendly” encounters that may turn out not to be accidental,
- avoid disclosing information about your employer, your position in the company or your professional projects,
- protect your confidential documents; never leave them unsupervised.

Preparing your trip
- only take along information and documents that you will actually need,
- plan your trip to avoid getting caught in risky situations,
- choose safe means of transport and routes,
- do not disclose your destination and travel plans to anyone other than people who need to know them,
- take along a small, unobtrusive handheld bag in which you can carry your important documents.

Using your mobile phone
Great care must be taken in using mobile phones. Your conversations can be listened to and tapped easily.
• as a general rule, avoid professional conversations in public places, especially concerning sensitive subjects. Never disclose confidential information over the phone,
• be careful if your phone has an automatic call back function and lock it if so,
• if possible technically, protect the memory on your phone that contains confidential numbers.

Using your laptop
Apply the same rules of precaution because a laptop computer contains sensitive data and files. Read Group Information System Department recommendations, especially the measures on prevention and confidentiality described in detail in the Charter on Information System Use:
• as a general rule, keep close tabs on your laptop during the trip. Keep it close and within sight if you store it in the overhead compartment,
• use the safety cable to attach the laptop to a fixed support,
• use the encryption methods provided by the Information System Department to ensure that your data is securely protected,
• make sure to save your data on servers referenced by the Information System Department before your departure.
Behaviour on public transport

A bus, taxi, subway, train or plane are handy places to collect information:

- be discreet on the phone and in your conversations; your neighbours may be listening in,
- when getting out of a vehicle, make it a habit to check that you haven't forgotten anything,
- if you are working, take care not to disperse your documents or to place either documents or your computer screen within view of other travellers,
- avoid having to work on confidential documents so that they are kept out of view. If you do have to do so, be especially careful,
- if you need to leave your seat at any time, put your documents away and take anything confidential along with you,
- if you need to sleep, put your documents away but near to you. Do not leave them in the overhead compartment or in the seat pocket in front of you,
- if you are travelling with colleagues, you will inevitably talk about your work; be careful what you say and avoid any mention of confidential matters,
- in the plane, never put confidential documents, your computer, diary, address book or electronic organiser in the baggage hold unless otherwise instructed (luggage is often stolen, looted or searched during handling at the airport),
• when leaving the train or plane, make very sure not to forgot anything in the seat pockets, under your seat or in the overhead compartments.

**Behaviour on the street or in a car**
• keep a firm grip on your briefcase or laptop, especially if you're in a crowd (bag snatching),
• never leave your briefcase or laptop in an unsupervised vehicle or in the boot, even for a few minutes, especially if they contain confidential documents.

**Behaviour in hotels**
Hotels offer an ideal hunting ground for information collection specialists.
• never leave your hand luggage unattended during check-in,
• never use the hotel phone for conversations of a sensitive nature,
• never leave your confidential documents unsupervised. In your absence, never leave them in your room (avoid using the room or hotel safe),
• never leave your hand luggage unattended during check-out.
**Behaviour in restaurants or bars**

Restaurants and bars are places where information circulates freely. "Specialists" haunt them, scouting around for information, particularly in certain foreign countries.

- never leave anything in the cloakroom that might contain confidential information,
- keep your documents close at hand where you can keep an eye on them,
- if you take notes, keep them with you at the end of the meal or dispose of them,
- if you are alone and have to leave your seat to go to the toilet, you should put your documents away and take them with you,
- be discreet on the phone and in your conversations.

**Behaviour at evening events and meetings**

- be discreet at all times,
- don't let yourself be tempted to confide in someone else (beware of over-consumption of alcohol which tends to loosen people's tongues and reinforce the need to "shine" in company),
- be friendly but not to the point of disclosing sensitive information,
- don't make the mistake of confusing friendliness and confidentiality, two very different things. It takes serious concentration to combine the two.
Preventing muggings
In general, keep a "low profile"
Take the necessary precautions to prevent your becoming an easy target. Avoid conspicuous signs of belonging to a major international group. A cautious and very reserved attitude at all times, no routines and the right reflexes in the event of such situations – these are the best ways to protect yourself.

In a car
If you have to use a car without a driver:
• make sure your driver's licence is valid in the country,
• check that you always have enough petrol in the tank (at least half full) so you don't risk running out,
• in warm countries, choose an air-conditioned vehicle and always drive with your doors locked and windows up,
• if you have the impression you're being followed, do not stop, do not challenge your pursuers and head to a safe place (police station, large hotel, etc.),
• choose itineraries that do not go through dangerous or reputedly high-risk neighbourhoods,
• never pick up hitchhikers,
• at night, do not stop in isolated or strange places, even if an unexpected event occurs (a flat for example); whatever happens, keep driving until you reach a safe place to stop and/or report the incident.
Before getting out of your car:
• turn it around so that you can leave quickly,
• while parking and before opening the car door, take a quick look around your parking spot,
• get out of the car and lock the doors, then take another look around before you walk away.

Before leaving your destination or appointment:
• take a look right and left before stepping out onto the street,
• before reaching your car, check that no suspicious-looking individual is anywhere near you; when in doubt, keep your distance.

On foot
When you are on foot:
• avoid dangerous neighbourhoods (ask which areas are high-risk),
• preferably, choose busy, well-lit streets,
• be careful and don't come near gathering crowds,
• if need be, switch to the other sidewalk or walk in the opposite direction to avoid a confrontational situation,
• if you are near your vehicle and have noted the presence of suspicious-looking individuals, get back into the car, lock the doors and drive away.
**Vulnerable situations**

Be especially careful:

- when you are waiting at a stop light,
- when you are getting into or out of your vehicle,
- when you are entering or leaving your house,
- when you are leaving a restaurant or shop,
- when you have to cross a reputedly unsafe neighbourhood,
- when you have to take a taxi (note down its number),
- when you have to withdraw cash from an ATM machine,
- if your vehicle is in an accident causing material damage or a collision.

**At night**

- avoid high-risk neighbourhoods. Detour around them,
- stop only in safe areas,
- in certain countries, you are advised to be especially careful at stoplights,
- unless absolutely necessary, never withdraw cash from ATM machines on the street.
Dangerous situations
Anyone subjected to severe stress may have reactions that can put their life in danger. Victims of muggings who lose their self-control are more likely due to their behaviour to incur physical harm. Muggers are generally in a highly agitated state. They are suspicious and anxious. At the slightest ambiguous move, they may panic and become extremely violent.

You will find below some basic advice for managing such situations more effectively if and when they do arise.

Muggings
First of all, give your attackers whatever they want immediately.
• do not overestimate your own strength. Think of your family,
• if you attacker hits you, cover your face and roll into a ball on the ground to protect your vital, sensitive organs,
• bear the blows and avoid fighting back. Your attackers will tire, especially if you no longer constitute a threat to them.
**Hold-ups**
Aside from professionals who know how to manage the stress generated by using firearms, most attackers are amateurs and particularly upset under severe stress (primarily the risk of being arrested).

**If you are faced with a firearm:**
- try to keep your emotions under control,
- follow your attacker’s instructions precisely,
- move slowly to avoid causing the attacker to panic,
- always keep your hands in sight,
- avoid getting too close to your attacker: proximity makes the attacker feel uncomfortable (because he may fear being suddenly disarmed),
- you can expect to be treated roughly by the muggers (to force you to move to another spot, for example).

**Car-jacking**
If you are attacked in your vehicle by an armed mugger:
- stop the car and shift to neutral,
- put your hands on the steering wheel and sit still,
- only get out of the vehicle if your attacker tells you to,
- if possible, give warning whenever you are about to move, especially before you unfasten your seatbelt,
- open the car door slowly,
• get out of the vehicle slowly and keep your hands in sight,
• stay calm and, if your attacker wants your vehicle, let him take it immediately.

In the event of gunfire
In the street:
Stay calm, do not panic. Your first reactions are crucial. Take shelter as best possible:
• try to protect yourself from the gunfire and take cover,
• if you can't find a sheltered spot in the immediate vicinity, lie down on the ground to make yourself less of a target,
• try to assess the situation so that you can better adapt to it.

If you are in a building, office or house:
• lie down on the ground to protect yourself from flying bullets,
• identify the direction of gunfire and try to crawl along the floor until you reach shelter.

If you are in a vehicle:
• if you are blocked inside the vehicle, lie down,
• identify the direction of gunfire,
• if you are the target, get out of the vehicle and crawl along the ground to reach shelter. Leave the spot as quickly as possible.
Hostage-taking

The first few minutes after being taken hostage are crucial; the kidnappers are undergoing severe stress and more likely to act impulsively. Always bear in mind that everything will be done to obtain your release.

As soon as the kidnappers attack:
- don't shout. Don't run. Don't move,
- stay calm,
- follow the kidnappers' instructions,
- you can expect to be treated roughly.

During your captivity:
- you are likely to feel confused and then depressed during the first few days,
- you may also suffer from digestive problems. These symptoms will tend to disappear if you are able to calm down,
- act with civility towards your kidnappers, but without submissiveness,
- agree with them fully and avoid discussions of a political or religious nature,
- always express a neutral opinion if you are questioned,
- eat and drink when the opportunity arises and get as much exercise as you can,
• do not be upset by the Stockholm syndrome, a psychological phenomenon frequently experienced which will cause you to have strong positive feelings towards your kidnappers. This increases your chances of survival,
• if you see an opportunity to escape, assess the risks carefully before trying. Statistically, your best chance lies in a negotiated release,
• try to keep your morale. Captivity can sometimes last long. Always bear in mind that even if no news reaches you, you will never be abandoned.

In the event of police intervention:
• lie down on the ground,
• don’t move,
• your rescuers may at times treat you roughly because this is an emergency situation.
This guide does not claim to be exhaustive and should not prevent you from relying on common sense in all situations.