

ISRAEL ESCALATION OVERLAY
CONTINUITY RESPONSE NAVIGATOR

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1. INTRODUCTION

Escalation of ISRAEL geo-political situation resulting in WAR type scenario across MENA / West Asia region. This demands for a planning attention for business operations in the anticipated impacted countries.

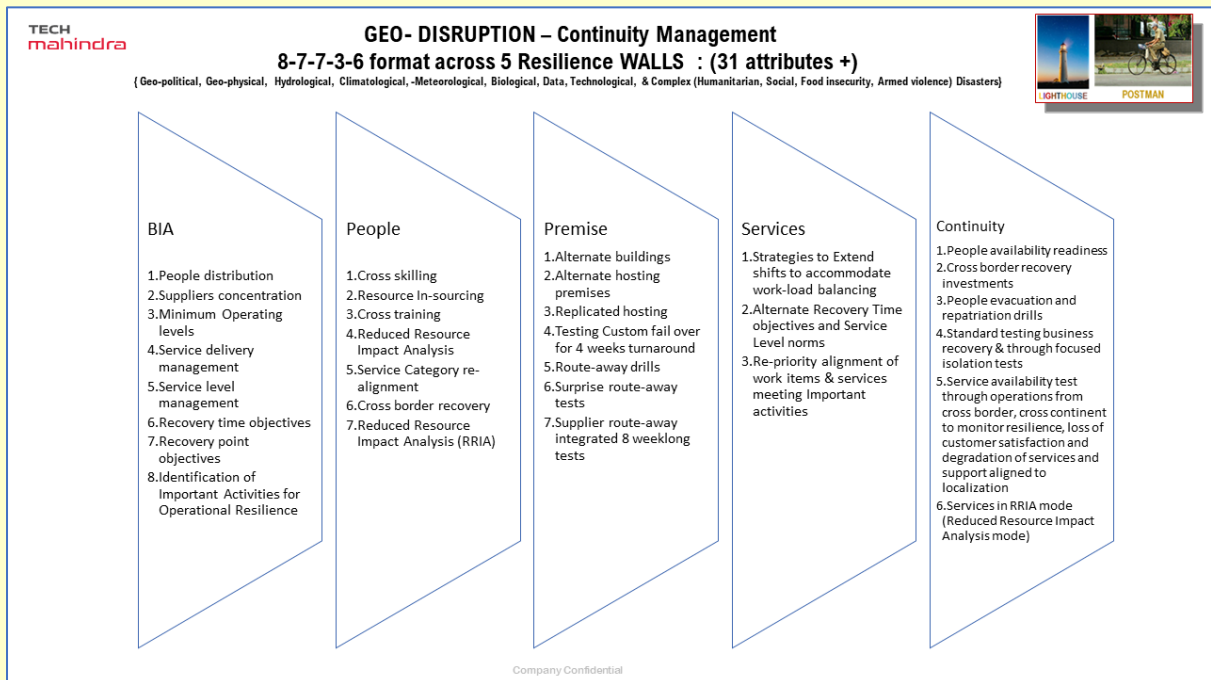
2. SCOPE

Entities and Business operations potentially impacted in the region / cross border environment causing disruption.

3. GEO – POLITICAL EVENTS FRAMEWORK

There are 5 walls which ensure that geo disruptions are managed for ensuring continuity of business, services, and overall resilience.

The first is the business impact, people safety, premise safety, services enablement and continuity of integrated business operations knitting direct, indirect dependencies and suppliers.



4. PEOPLE SAFETY

The following are the people safety protocols broadcasted as a standing instruction

People Safety & Continuity:

1. Business units to check impacts due to travel, transit, customer office operations if any in the impacted regions.
2. People safety / travel restrictions to be followed as per Government / Airlines
3. Monitor people in transit for safety
4. Avoid travel in the impacted region
5. Acceptable usage policy and Travel guidelines must be followed
6. Briefing to travelers by Corporate Security / Travel Desk is vital

5. BUSINESS CONTINUITY STRATEGIES

1. Maintain continuity of business by supporting teams impacted in the region through recovery strategies.
2. Split Teams, Cross Border Recovery and Insource to Customer Premise, Alternate Vendor are the strategies for the impacted period
3. In case of loss of people / absenteeism reduced resource impact analysis (RRIA) strategies documented as vital records and customer engagement is essential
4. Crisis communication across the event is a standing protocol across all layers / levels in the organization internal, external, and extranet partners
5. Liabilities to be monitored and mitigated through the standard legal process.

6. COUNTRY ALIGNED IMPACTS – INFORMATION SUPPORT SYSTEM

The table embedded provides information support for business entities at stake in various countries of operation. Human resources division must qualify the PEOPLE OCCUPANCY perspective through System of Records for safety and wellness trace.

7. PEOPLE SAFETY CHECK ACROSS PROXIMITY REGIONS

Mechanized systems – ENS / POSTMAN may be one of the toolkits which could support the wellness trace engaged with the Rapid Action Force team members in the countries set up in COVID.

This could include the MENA / West Asia / EMEA region/s and proximity regions which could be impacted in the event of a further escalation.

Supply chain, commerce could get impacted due to the tensions in the regions.

8. STRIKING SEQUENCE

Below is the striking sequence of actions to begin with Decisions, Crisis Communication, People Safety, and business response as well as recovery.

- I. Decisions of Regions to Track
- II. Pre-set communication templates for customers / partners / and extranet as and how required if assessed to be on stand-by
- III. ENS / POSTMAN deployment
- IV. Business impact and engagement
- V. Monitoring business recovery by business / service line management
- VI. RAF / Logistics / Customer engagements in case of deviations, request for crisis communication
- VII. Cyber guard
- VIII. Readiness to expand continuity and response scope in Agile mode

9. 2024 – SECURITY ANALYST REPORT -REFERENCE

This was the Global GEO analysis as of January 2024 by the Industry Security Analyst in the World Geo Impact report.

ISRAEL-HAMAS WAR

Israel-Hamas war to continue to impact global affairs in 2024, although likely to diminish in intensity as conflict wanes

Hamas' unprecedented assault on Israel on October 7, 2023 triggered a major ongoing Israeli operation in the Gaza Strip that has had a ripple effect both regionally and globally. The ramifications of the Israel-Hamas war on the MENA region included the intensification of the Israel-Hezbollah conflict, Iran-backed militia attacks on US interests in Iraq and Syria, and Houthi-perpetrated attacks on international shipping in the Red Sea. This maritime element and its limited impact on supply chains, together with a surge in activism, hate crimes, protest activity, and political tensions worldwide, constituted the primary global effects.

The Israel-Hamas war in Gaza is likely to gradually wane in intensity as 2024 unfolds, although targeted and surgical operations are liable to continue throughout the year as Israel pursues its strategic goals. The IDF will likely maintain a presence in the Gaza Strip for the foreseeable future. As the elimination of Hamas' leadership remains a key objective, Israel is also liable to risk the backlash of operating on foreign soil in pursuit of the Islamist group's leaders. Alongside the ongoing tensions and intensified conflict between Israel and Hezbollah, these regional dynamics will keep the conflict on the international agenda over the coming year.


As a result, albeit less frequently than in 2023, large pro-Palestinian protests are likely to periodically occur in major cities during periods of escalation in the Middle East. As part of this global protest movement, activist and student groups will continue to mobilize and target organizations deemed to be supportive of Israel. As online content is awash with dis/misinformation, this is liable to include companies with negligible or even no authentic ties to Israel. As has been demonstrated in recent months, this may include boycott and divestment campaigns, attempts to discredit businesses and their executives, and on rare occasions physical attacks or vandalism targeting company properties.

Amid the war, a global surge in hate crimes was also recorded against Jewish and Israeli individuals (and to a lesser extent Muslim/Palestinian-linked individuals). This peaked in October and November, although it has since declined. As the war continues at a lower intensity and global attention gradually shifts elsewhere, such hate crimes are likely to reduce. However, they are likely to remain higher than the pre-war figures and increase during periods of tension. This is liable to impact both Israeli and Jewish people, especially while traveling to more pro-Palestinian countries. As part of this dynamic, physical attacks will be rare, but cannot be ruled out. This is especially as Iran continues to attempt to harm Jewish and Israeli targets across the world. Meanwhile, global jihadist groups will continue to take advantage of the focus on the conflict to disseminate anti-US and anti-Israel propaganda, although this is unlikely to lead to a rise in attacks.

The conflict has already reinforced geopolitical fault lines between the West and the Iranian-Russia-China alliance, as the former bloc has largely backed Israel's operation in some form while the latter has remained staunchly pro-Palestinian (primarily Tehran and Moscow). These alliances are set to be emboldened further in 2024. Broadly US-aligned states in Latin America, especially the new



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Argentinian government; prominent Sunni states in MENA, including Saudi Arabia and the UAE; most European nations; key countries in Asia, including India; and certain African states will remain generally supportive of Israel. This is set to be rivaled by a vocal pro-Palestinian grouping made up of prominent countries such as Russia, Iran, South Africa, Colombia, Brazil, and Malaysia. Additionally, the Israel-Hamas war will feature and impact elections in certain countries, including the US, and increase domestic political tensions as governments face criticism over their policy on the issue.

Overall, the conflict is likely to be a relatively less destabilizing factor globally in 2024 compared to 2023. However, it will likely frequently be on the international agenda, with the potential to intermittently impact corporations' supply chains and business continuity as well as traveler safety and the wellbeing of personnel as tensions persist over this deeply contentious issue.

LIKELY GLOBAL IMPACT OF ISRAEL-HAMAS WAR IN 2024

- Pro-Palestinian protests
- Part of discourse in elections
- Impact on geopolitical fault lines
- Activist campaigns against perceived pro-Israel companies

10. MINISTRY OF EXTERNAL AFFAIRS – INDIA

Travel advisory for Iran and Israel

📅 April 12, 2024

In view of the prevailing situation in the region, all Indians are advised not to travel to Iran or Israel till further notice.

All those who are currently residing in Iran or Israel are requested to get in touch with Indian Embassies there and register themselves

They are also requested to observe utmost precautions about their safety and restrict their movements to the minimum.

New Delhi
April 12, 2024

Reference Web site: <https://www.mea.gov.in/>

Statement on the situation in West Asia

📅 April 14, 2024

We are seriously concerned at the escalation of hostilities between Israel and Iran which threatens the peace and security in the region.

We call for immediate de-escalation, exercise of restraint, stepping back from violence and return to the path of diplomacy.

We are closely monitoring the evolving situation. Our Embassies in the region are in close touch with Indian community.

It is vital that security and stability are maintained in the region.

New Delhi
April 14, 2024

Reference Web site: <https://www.mea.gov.in/>

11. DOCUMENT HISTORY

Version	Date	Author (function)	Reviewed by	Nature of changes
Issue 1.0	15 Apr 2024	Harsha Sastry	GBC team	First Issue