



**REPORT**

**STATE OF THE  
PEACE AND STABILITY  
OPERATIONS INDUSTRY**

**SECOND ANNUAL SURVEY  
2007**

**J. J. MESSNER  
YLANA GRACIELLI**

**PEACE OPERATIONS INSTITUTE**



REPORT

State of the  
Peace and Stability  
Operations Industry  
Survey 2007

J. J. MESSNER AND YLANA GRACIELLI

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# Preface

Welcome to the Peace Operations Institute's 2007 Annual State of the Peace and Stability Operations Industry Survey. This survey is actually a follow on to the first Survey done by the International Peace Operations Association (IPOA) in 2006 which was a narrower survey focusing only on private security companies. This new survey covers a much broader range of companies working in conflict and post conflict environments, and offers some interesting insights into where these specialized services are in demand, why they are so valuable, and which countries support this truly global industry.

The Peace and Stability Operations Industry continues to mature and to develop new skill sets and capabilities. While most of the media focus is on companies operating in Iraq and Afghanistan, private firms are supporting international efforts in many other countries, including UN operations the Democratic Republic of Congo, Haiti and Liberia, and African Union operations in Somalia and Darfur in Sudan. While not as 'spicy' or photogenic as the private operations in Iraq, these smaller operations in support in international humanitarian efforts actually have a far greater human benefit, and would simply not exist without irreplaceable skills and capabilities from the private Peace and Stability Operations Industry.

One caveat, this survey is really a snapshot of a portion of the industry. While it does offer useful insights and interesting

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information, we recognize we have much work to do to convince a greater proportion of industry companies to participate in future surveys. Still, there is a remarkable amount of information inside these pages, and we expect serious researchers will be able to make great use of the data provided. Ultimately this work is another tool that should help demystify the Peace and Stability Operations Industry.

We do hope you find this work of value, and we look forward to ever larger and more comprehensive surveys in the future.

Doug Brooks  
President  
Peace Operations Institute

CHAPTER ONE

# Introduction

The Peace Operations Institute (POI) was created in 2007 with the support of the International Peace Operations Association (IPOA) to further the breadth of research, knowledge and understanding about the role of the private sector in peace and stability operations worldwide. It was thus a natural development for IPOA to hand over the Annual State of the Peace and Stability Operations Industry to the new research institute.

This report represents the findings of the second State of the Peace and Stability Operations Industry Survey. However, readers familiar with the 2006 Survey will notice some significant differences with the 2007 Survey. The previous Survey, administered by IPOA, focused exclusively on the private security sector. This subsequent survey, however, focuses on the entire industry as a whole, a development largely driven by the recognition that a relatively small proportion of the industry that is represented by private security, and that for a better understanding of the industry, it is necessary to approach it in a more global sense.

The private peace and stability operations industry is definitely not new. However, there is still much that remains to be learned about this rapidly growing industry. It is hoped that the State of the Peace and Stability Operations Industry Survey will help to fill some of those gaps in knowledge and understanding, and will

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present a more complete picture of the industry and its activities. Indeed, at the time of writing, the Annual State of the Peace and Stability Operations Industry Survey remains the only one of its type in the world.

It is hoped that this Survey will continue as an annual project. Thus, POI intends to begin collecting data for the Third Annual Survey in early 2008.

J. J. Messner  
Director  
Peace Operations Institute

CHAPTER TWO

# Methodology

The 2007 study differed substantially from the 2006 Survey in its methodology, for it covered a much broader spectrum of the peace and stability operations industry. The 2006 Survey focused merely on the private security sub-sector, whereas the 2007 Survey encompassed the entire industry, including companies involved in private security, logistics, humanitarian development, de-mining and training.

## *Survey Design and Administration*

As such, the first phase of the Survey involved collecting data on the target population. See *Table 2.1* for the criteria used in identifying companies eligible for participation in the Survey.

Company data was gathered from the contact database of the International Peace Operations Association, a nonprofit trade association for private companies engaged in conflict, post-conflict and disaster relief operations. The contact people within companies tended to be CEOs or Presidents who, it was hoped, would either answer the survey themselves, or delegate responsibility for answering the survey within the company. On occasion, multiple individuals from the same company were contacted in order to broaden the reach of the Survey.

Table 2.1 - Target Population Criteria

<p><b>Private Security Services</b></p> <p><i>Includes armed or non-armed, static or mobile, protection of “nouns.”</i></p>
<p><b>Training and Security Sector Reform (SSR) Services</b></p> <p><i>Includes disarmament, demobilization and reintegration; contextual information on area of operation (AO); general and cross-cultural security awareness; cultural sensitivity and history of region/conflict; weapons/equipment training; law enforcement training; border guard training; legal system reconstruction; educational system reform; survival (surviving in extreme conditions/climates, first aid, hostage and battlefield situations, navigation); adapting to and coping with stress (psychological support centers, post-traumatic stress disorder).</i></p>
<p><b>Information Analysis and Consultancy Services</b></p> <p><i>Includes risk analysis/security audit: development of a security strategy (identification, reduction planning, and implementation); context-based security planning for field offices; crisis response/contingency planning (evacuation plans, sensitive information leakage, kidnapping/extortion management).</i></p>
<p><b>Logistics and Operational Support Services</b></p> <p><i>Includes tactical equipment operation and maintenance (mobile repair service, inventory management); engineering (constructing infrastructure); medical services; strategic participation in humanitarian action; counter-intelligence measures (surveillance, intelligence gathering, IT and communications security); assistance in demobilizing/reforming combatant groups.</i></p>
<p><b>EOD/Mine Action Services</b></p> <p><i>Includes humanitarian mine clearance (and other unexploded devices); mine awareness training/education.</i></p>
<p><b>Development Services</b></p> <p><i>Includes institution building; humanitarian aid.</i></p>

Respondents were offered certain incentives to promote greater response to the Survey. First, all respondents were guaranteed a copy of the Survey results. Secondly, all respondents were offered a complimentary advertisement placement in the *Journal of International Peace Operations*, the leading publication of the private

peace and stability operations industry. These advertising placements were kindly donated to POI by the *Journal of International Peace Operations*.

The second phase of the Survey involved designing and constructing the Survey. The 2006 Survey was a several-page printed document distributed by mail. However, the 2007 Survey was fully automated, and was constructed as an online system allowing respondents to submit their responses via a web browser on their computer using an internet connection. The online survey component was tested extensively by POI prior to being activated.

The third phase of the Survey involved distributing the Survey to the target population of companies. The companies were sent a package of information via electronic mail. This package included an explanatory letter, a confidentiality agreement between the respondent and POI, and a printable guide to the Survey questions that respondents would encounter online. Each respondent was also given a Unique Identification Number; although the Survey was anonymous, it allowed POI to verify that no company had responded to the Survey more than once. After distributing the first round of e-mails, POI followed up with non-respondent companies three times prior to closing the Survey.

Respondents were asked to visit a specific section of the POI Web site, whereupon they could log in to the electronic survey component. Respondents were asked to enter their Unique Identification Number, and were then taken through the survey one question at a time. Each question could be answered by checking a box, selecting a choice from a menu or entering a numerical value or text into an open data field. At the end of the survey, answers were stored on the POI server.

The fourth phase of the Survey involved collecting and analyzing the data. POI staff downloaded the saved data from the POI server, and after verifying by Unique Identification Numbers that no respondent had answered more than once, the data was analyzed.

*Data Analysis and Limitation*

Due to the sensitive nature of the information discussed in the survey, many companies may have felt disinclined to participate. An unwillingness to disclose information, despite assurances that all surveys would be kept anonymous guaranteed by way of a signed confidentiality agreement, still resulted in a relatively low response rate.

The reliability and transmissibility of the study also came into question. A number of the companies that agreed to participate in the Survey are current members of the International Peace Operations Association. These companies received far more encouragement and pressure to participate than the rest of the target population, rendering the overall sample non-randomized. Future surveys must attempt to achieve a more randomized sample that is representative of the target population.

## CHAPTER THREE

# About the Respondents

POI received 23 completed surveys from a total of 334 companies identified as the target population. This represented a response rate of 6.10 percent. In 2006, 14 completed surveys were received from a target population of 103 companies, which represented a response rate of 13.6 percent. Although the response rate halved between 2006 and 2007, it is important to note that the actual number of responses increased by over 50 percent, and the target population tripled in size. It is possible that despite encompassing a broader range of companies within the target population, certain companies within that population did not believe that the Survey was of significant importance or relevance to their operations. In 2006, however, by only targeting security companies, it is possible that the higher rate of response was due to a greater identification of relevance and importance of the Survey among targeted companies.

This section addresses some basic facts concerning the respondent companies. It should be remembered that although these results do accurately represent the companies that responded to the survey, the results should be taken in the context of the relatively limited response rate. They have value in understanding the industry, but should not be seen as comprehensive.

### *Headquarters Location and Size*

Almost half of the respondent companies are headquartered in the United States, with the remainder based in Cyprus, France, Hungary, Italy, South Africa, Spain, Sweden, Thailand, and the United Kingdom (*See Chart 3.1*). This represented a slight change from 2006, when 55 percent of respondents were based in the U.S., 27 percent in the European Union, 9 percent in South Africa and 9 percent in the Middle East.

It should be noted that although a company may be registered in a particular country, its primary operations may be conducted in another country, and that its field operations may take place in yet many more countries.

A common complaint against many large corporations, not just those in the peace and stability operations industry, is that they are registered in countries of convenience, where laws may be more relaxed. The responses of the companies in this survey demonstrated that this perception may not necessarily be true of this industry. Of the 21 respondents to this question (two respondents did not answer this question), none were based in what may be termed as countries of convenience.

The size of the headquarters workforce varied widely among the respondent companies (*See Chart 3.2*). Just over half of the companies have a small headquarters staff of less than 25 personnel. Of course, this does not represent the numbers of employees in the field, which may be substantial, perhaps supported by a small central office staff. Only three respondent companies reported having a central office staff of over 100 employees. The smallest headquarters operation reported was two people; the largest was 250. The average number of headquarters employees was just under 57 personnel.

The average salary of Administrative staff varied greatly, as one respondent reported an annualized salary of 50 U.S. Dollars. This amount seemed unusually low, and was excluded from the analysis. Of the remaining 22 companies, the average salary for headquarters staff was 26,722 U.S. Dollars.

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Chart 3.1 - Headquarters Location

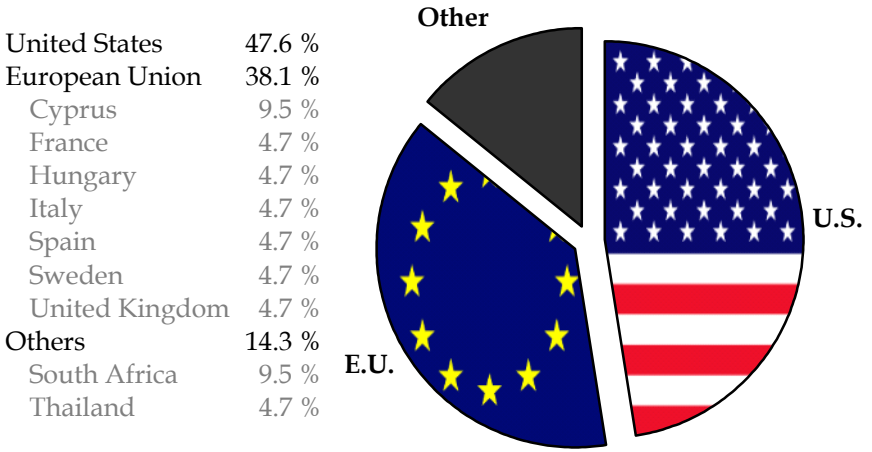


Chart 3.2 - Headquarters Size (by number of employees)



**Post-September 11 Bubble**

A commonly-held belief about the private peace and stability operations industry is that it arose as a result of the U.S.-led

operations in Afghanistan and Iraq in the period following the September 11, 2001 terrorist attacks in the United States.

Although some companies may have come into existence based on the demand from the U.S. government generated by the conflicts in Afghanistan and Iraq, attempting to determine the exact rationale behind the creation of a company would simply be an exercise in speculation. Indeed, the results of this Survey demonstrate that most respondent companies were founded post-Cold War but existed prior to September 11, 2001 (See Charts 3.3 and 3.4). Indeed, of the respondent companies, 57 percent were in existence prior to September 11 (compared to 60 percent in the 2006 Survey); 43 percent of companies were founded after September 11 (compared to 40 percent in the 2006 Survey).

Chart 3.3 – Companies Formed Before and After September 11, 2001

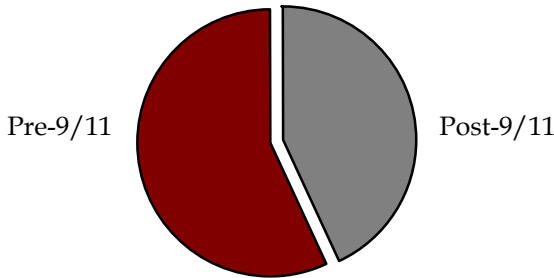


Chart 3.4 – Years that Companies were Founded

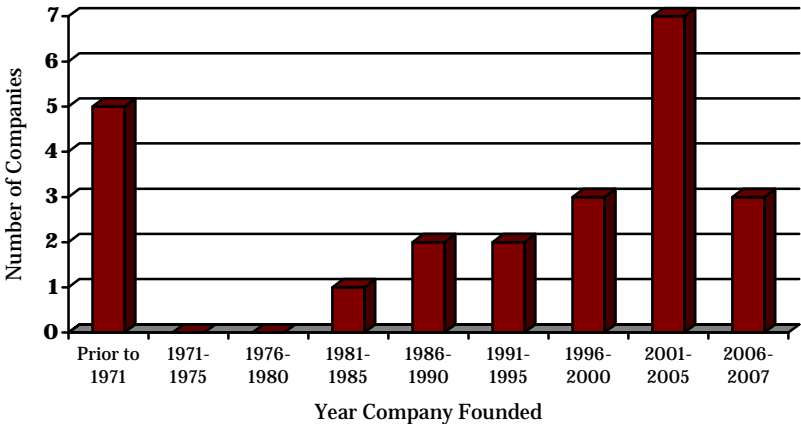
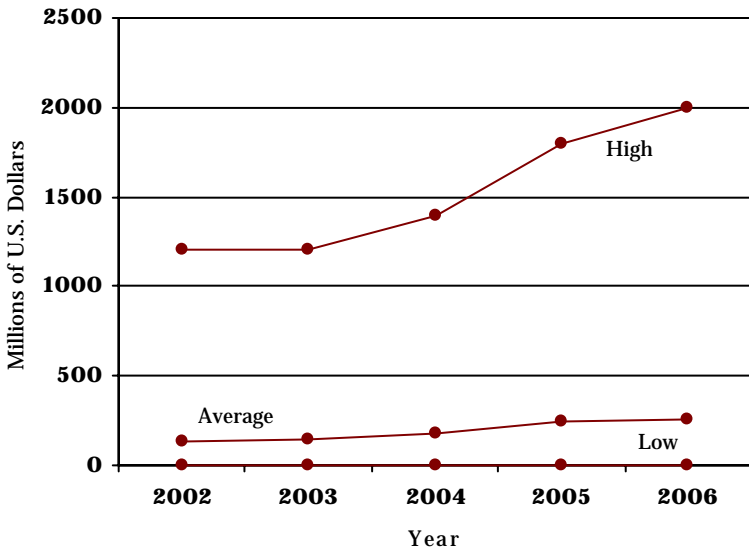


Chart 3.5 – Average Gross Revenues, 2002 to 2006



Companies were asked to detail their income over the previous five-year period (See Chart 3.5). The average gross revenue increased by 86 percent over five years, from US\$ 137 million in 2002 to US\$ 256 million in 2006. The lowest level of gross revenue reported in 2006 was US\$ 50,000, while the highest was US\$ 2 billion. In comparison, the lowest level of gross revenue reported for 2002 was US\$ 100,000 while the highest level was US\$ 1.2 billion. It is important to note that not all respondent companies reported their revenue figures, and that some companies were only in existence for part of the previous five years, meaning that the averages for each year were between different numbers of respondent companies.

## CHAPTER FOUR

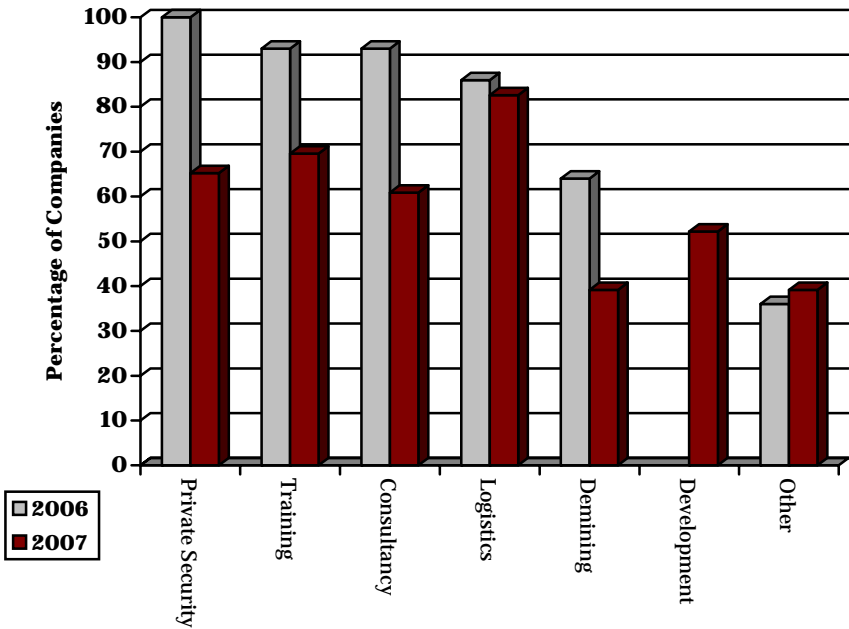
# Services Offered

The private peace and stability operations industry is particularly broad, encompassing services from private security and training to logistics and humanitarian development. Companies were asked to describe the services that they offer by demonstrating where these services fitted within pre-determined categories (*See Table 2.1*).

A direct comparison between the 2006 and 2007 figures for this question is somewhat misleading, as the 2006 Survey concentrated only on private security companies (*See Chart 4.1*). Naturally, as the target population was broadened to include non-security providers, the proportion of companies offering those services dropped. Nevertheless, two-thirds of respondent companies offer private security services. The percentage of companies offering training and security sector reform services, as well as those offering information analysis and consultancy also dropped, to 70 percent and 61 percent respectively. Somewhat unexpectedly, the percentage of companies offering logistics and operational support services as well as those offering EOD and mine action services also dropped, to 83 percent and 39 percent respectively, despite the target population being enlarged to encompass more of these types of companies. The development category was introduced in the 2007 category, and therefore there are no 2006 figures with which to compare. Of the respondent companies, 52 percent offer services in the field of humanitarian development. A further 39 percent of companies offer services outside of the

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Chart 4.1 – Percentages of Companies Offering Particular Services



predetermined categories, including canine teams, translation and information technology services, among others.

It is also noteworthy that the 2007 Survey introduced another aspect further exploring the services offered by respondent companies. In 2006, companies were merely asked what countries they operated in. In the 2007 Survey, companies were asked not only what countries they operated in, but also what specific services they provide in each of the regions of operation around the world. These results are described later, in Chapter Six.

## CHAPTER FIVE

# Contracting Entities

A common misconception about the private peace and stability operations industry is that companies work exclusively for governments, and in particular, the U.S. Government. While companies do work with government, they also conduct operations for private companies, non-governmental organizations (such as the UN, African Union and NATO) and to a lesser extent, private individuals (*See Table 5.1*).

In addition to asking respondents what kinds of entities they contract with, the companies were also asked to what degree they work with each type of contracting entity. Governmental entities account for 87 percent of companies' operations, but companies are also active in providing services for other types of clientele (*See Chart 5.1*). The type of client most common among companies is actually other private companies, with only one respondent company answering that they do *not* contract with other private companies. After government, the type of client most contracted with is international organizations, with whom 74 percent of companies contract, followed by non-governmental organizations (70 percent). Less than half of companies (43 percent) contract with private individuals.

In the 2006 Survey, these numbers were slightly different, with 100 percent contracting with private companies, 93 percent with governments, 50 percent with NGOs, and 50 percent with private individuals.

Chart 5.1 – Types of Client with whom Companies Contract

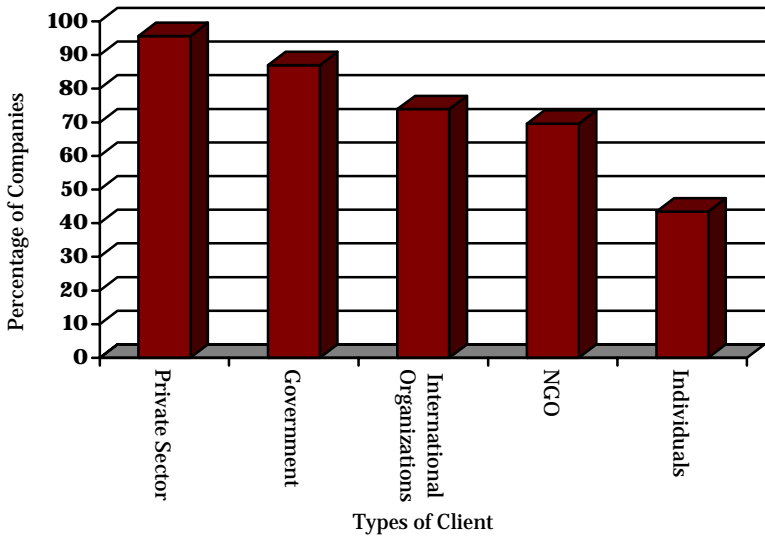


Table 5.1 – Client Type Criteria

<p><b>Government</b></p> <p><i>Includes national governments and their militaries: i.e., for the United States, "government" may include Department of Defense and the U.S. Army/Navy/Marines/Air Force, U.S. Department of State, USAID, etc.</i></p>
<p><b>Non-Governmental Organization</b></p> <p><i>Includes organizations that are not governmental nor private companies. May include organizations such as ICRC, CARE, Oxfam, etc.</i></p>
<p><b>International Organization</b></p> <p><i>Includes organizations such as the United Nations, African Union, NATO, OSCE, etc.</i></p>
<p><b>Private Sector Companies</b></p> <p><i>Includes any other private company.</i></p>
<p><b>Private Individuals</b></p> <p><i>Includes any private individual who is not part of a company, government or other kind of organization.</i></p>

## CHAPTER SIX

# Regions of Operation

The operations of the private peace and stability operations industry in Iraq, and to a lesser extent Afghanistan, are widely known among not only those involved in the field of peacekeeping, but also the general public at-large. However, these companies have a considerable worldwide presence, with a truly global operational capability (*See Chart 6.0*).

Companies' activities tend to fall into three categories - operational, support and administrative. Operational activities focus on a particular contract, in-venue. For example, if a company is contracted to provide private security in Iraq, its activities in Iraq would be considered operational. Support activities would take place in a venue that is not the country of operational activities, but nevertheless provides support for the operational activities. For example, if a company is contracted to provide services in Iraq, it may use a neighboring country such as Kuwait as a staging point to support those operations. Finally, if a company is headquartered in a particular country, those activities there would likely be administrative. For example, if a company is headquartered in London, then their activities in the United Kingdom would likely be administrative in nature. It should be noted, however, that activities in any country can potentially encompass multiple activity categories.

After Iraq and Afghanistan, the largest venue of operations is actually the United States (*See Chart 6.1*). This is primarily because

many companies are headquartered in the U.S., and as such have much of their administrative presence there and often operate training venues of various descriptions at or near their headquarters. This is reflected in the nature of operations. In North America, 71 percent of operations involve training and security sector reform (*See Table 6.2*). Similarly, the next two most prominent types of operation in North America are information analysis and consultancy and logistics and operational support, both accounting for 43 percent of operations (*See Table 6.2*). The headquarters issue also explains why the United Kingdom is ranked sixth on the list of countries of operation (*See Table 6.3*). Again, the nature of operations in the European Union are very similar to those in North America, with training and security sector reform (64 percent), logistics and operational support (53 percent) and information analysis and consultancy (36 percent) accounting for the top three types of operation (*See Table 6.3*). The same is also true for Singapore, where 35 percent of companies have a presence (*See Chart 6.8*). In South-East Asia, the figures are even more skewed than in North America or the European Union, with 70 percent of companies engaged in information and consultancy, 50 percent in logistics and operational support and 40 percent in training and security sector reform (*See Table 6.8*).

Operationally, companies have their largest presence in Iraq and Afghanistan, with 70 percent and 65 percent of companies operating in those countries respectively (*See Charts 6.5 and 6.6*). However Sudan (43 percent of companies), the Democratic Republic of Congo (35 percent) and Bosnia (26 percent) are also high on the list due to ongoing international missions in those countries (*See Charts 6.4, 6.10 and 6.11*). Nigeria is ranked tenth, with 30 percent of companies operating in-country, despite their being no conflict requiring the presence of international peacekeeping operations. Rather, Nigeria's prominence as a venue of operations for companies is likely due to the significant presence of the oil industry in the Niger Delta requiring security services in the face of political and social unrest. Indeed, nearly half of operations in the West Africa region are of a security nature (although logistics and operational support as well as information analysis and consultancy are still equally or more common than security services in that region) (*See Table 6.13*). The Nigeria

example probably also explains the fact that 26 percent of companies have a presence in Saudi Arabia, another significant base for oil companies' field operations (*See Chart 6.5*).

Among other countries in the "top twelve" venues of operation, they tend to fall into the category of support services due to their proximity to various conflicts. For example, the United Arab Emirates is ranked fifth and Kuwait ninth in terms of the number of companies with bases of operation in that country. The U.A.E. and Kuwait are conveniently located geographically to both Afghanistan and Iraq, and thus it is probably of little surprise that 39 percent and 30 percent of companies respectively would have a base of operations in those countries (*See Chart 6.5*).

Notably, in the 2006 Survey, Iraq, Afghanistan and the United States were also among the top three countries where companies had operations. Jordan experienced the most significant drop of the higher-ranked countries, with only 22 percent of respondent companies active there in 2007 after having 43 percent of companies with operations there in 2006. Of course, this could be a symptom of non-security companies' 'diluting' the 2007 results after a purely security survey in 2006. Conversely, Sudan experienced a marked increase in activity – in 2006, only seven percent of companies reported having operations there; in 2007, that number rose to 43 percent.

For the purposes of the Survey, the world was divided into 15 geographical regions. The only exception was Europe, which itself was divided into two categories – member states of the European Union and countries that are within the bounds of the European continent, but are not members of the E.U. Respondents were able to specifically detail which countries they operated in, but in terms of describing the nature of operations, respondents were only asked to detail their types of operation by region. Given that there are nearly 200 countries in the world and the Survey established that respondents collectively work in 144 countries, it was more efficient to simply ask respondents to detail their operations in 15 different regions, rather than nearly ten times as many different countries.

The region where most respondents had operations was found to be the Middle East, with 78 percent of companies operating there (See Table 6.5). This figure was helped in no small part by the conflict in Iraq, and the support bases in surrounding countries such as Bahrain, Kuwait, Jordan, Qatar and the United Arab Emirates. Indeed, the most common service in this region was logistics and operational support (78 percent), followed by private security and training (both 56 percent) (See Table 6.5). No respondent companies recorded operations in either Iran, Oman or Syria, and operations in Israel and the Palestinian Territories accounted for less than 10 percent of respondent companies (See Chart 6.5).

After the Middle East, the next most common regions for companies to operate were the European Union and Central Asia, with 65 percent of companies operating in both regions respectively. The nature of operations in each region, though, was quite different. As already discussed, the E.U. is a venue of administrative operations for many companies, with companies basing offices in the United Kingdom (39 percent), Belgium (22 percent), Germany (22 percent), Cyprus (13 percent) and Spain (13 percent). In Cyprus it should be noted that some companies may be involved operationally supporting the ongoing UN peacekeeping mission there. The most common form of operation in the European Union is training (64 percent), followed by logistics and operational support services (53 percent) (See Table 6.3). In Central Asia, somewhat like the Middle East, the focus is the support of the international peacekeeping operations in Afghanistan, where 65 percent of companies are active (See Chart 6.6). Indeed, the conflict in Afghanistan is responsible for skewing this result, as less than 10 percent of companies are active in the other Central Asian countries of Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan. Notably, in Central Asia, 80 percent of companies operating there are engaged in logistics and operational support, and 53 percent are engaged in security (See Table 6.6).

North America is the base of operations for 61 percent of companies, however the concentration is based in the United States, where 52 percent of companies have a presence (See Chart

6.2). Indeed, only 17 percent of companies are active in Mexico and 13 percent in Canada. As already discussed, the majority of operations in North America tend to be administrative in nature, although the most significant type of operation is training, of which 71 percent of companies operating there are engaged (*See Table 6.2*).

Of the respondent companies, 57 percent of companies are engaged in operations in the non-EU member states of Europe, and 57 percent are also present in East Africa (*See Tables 6.4 and 6.13*). Although a significant number of companies operate in non-EU Europe, there is a relatively even spread among those countries; the country with the highest number of companies operating there is Russia, with only 22 percent (*See Chart 6.4*). A small concentration of companies is also operating in the Balkan region including Bosnia-Herzegovina, Croatia, Macedonia, Montenegro and Serbia, likely as a result of the residual presence of the international community after the Balkan wars of the 1990s. Similar to the experience of Afghanistan dominating Central Asia, so to does the Democratic Republic of Congo dominate East Africa, with 35 percent of companies operating there (*See Chart 6.11*). The UN mission in D.R. Congo is one of the largest in history, and the concurrent presence of UN missions in the Horn of Africa and the AU-UN mission in Sudan likely explains the fact that 22 percent of companies are active in Kenya and Djibouti respectively and 13 percent in Ethiopia and Uganda respectively. The most significant type of operation in East Africa is logistics and operational support, with 69 percent of companies operating there engaged in those activities, well over double the next highest category of operation (*See Table 6.11*).

Similar again to both Central Asia and East Africa is North Africa, which is dominated by the conflict in Sudan. A total of 52 percent of companies are active in North Africa, and while no more than 9 percent of companies operate in either Algeria, Chad, Egypt, Morocco or Tunisia, 43 percent of respondent companies are active in Sudan (*See Chart 6.10*). The most significant type of service being offered in North Africa is logistics and operational support (67 percent), followed by explosives removal and mine action (33 percent) (*See Table 6.10*).

West Africa is also the venue for a significant number of companies, with 48 percent active in that region (*See Table 6.13*). As previously mentioned, 30 percent of companies have a presence in Nigeria, and it is possible that this is due to the security needs of the oil industry there (*See Chart 6.13*). Indeed, private security is the equal-second most commonly offered service in the region along with information analysis and consultancy (46 percent) behind logistics and operational support services (55 percent). There are also significant training and humanitarian development services offered there (27 percent respectively). Behind Nigeria, the Republic of Congo has the next-highest concentration of companies in the region, with 22 percent of companies active there, likely in support of the UN mission in neighboring D.R. Congo. Further, 17 percent of companies are active in both Liberia and Sierra Leone, again likely due to an ongoing international presence in those countries.

Elsewhere around the world, the presence of the peace and stability operations industry is significantly lower. Although 44 percent of companies are active in South-East Asia, this is largely due to Singapore acting as a venue for activities such as information analysis and consultancy as well as logistics and support services (*See Chart 6.8 and Table 6.8*). Similarly, the services of these sectors are also the most common in East Asia, where 39 percent of companies have operations, with the most common venues split equally between Hong Kong S.A.R., Japan and South Korea, with 22 percent of respondent companies active in each country respectively (*See Chart 6.9 and Table 6.9*). On a smaller scale with only 26 percent of companies operating in the region, South Asia is also somewhat similar, with information analysis and consultancy twice as common (67 percent) as the next most offered service (*See Table 6.7*). The highest concentration of companies active in the region is equally split between India and Pakistan, both of which have 13 percent of respondent companies operating there (*See Chart 6.7*).

Another region with a large amount of information analysis and consultancy (75 percent) is South America, where 35 percent of respondent companies have operations (*See Table 6.14*). Unlike the

Asian region, the next highest activity type in South America is training and security sector reform, with half of companies active in the region offering those services. Notably, Colombia and Ecuador (both 22 percent) were the countries where the most companies were operating within the region (*See Chart 6.14*). Colombia has a large U.S. government presence to deal with various illicit drug eradication and control schemes, however whether this is the reason for neighboring Ecuador to also host just as many companies as Colombia, is unclear. Indeed, 22 percent of companies also have operations in Peru, and it is unclear as to whether there is a temporary situation, with any connection with the recent earthquakes in that country. The next country with the highest concentration of companies active in the region was Brazil (17 percent), followed by Argentina and Venezuela (both 13 percent each).

The only region in the world where explosives disposal and mine action is the most common service offered is Southern Africa, with Angola being the country within the region that the most respondent companies – 17 percent – have operations (*See Table 6.12*). That said, only 22 percent of companies are active in that part of the world, and despite the prominence of South Africa within the peace and stability operations industry, only nine percent of companies reported having any presence there, behind even Namibia and Mauritius (13 percent each) and equal to Tanzania (*See Chart 6.12*). There are just as many companies active in the Caribbean as there are in Southern Africa, however in that region, the percentage of companies active in any country fails to reach double figures, with the exception of Haiti (13 percent) which currently hosts a UN peacekeeping mission and El Salvador (also 13 percent) which previously hosted a UN mission over a decade ago (*See Chart 6.15*).

The region with the least concentration of respondent companies was Australasia, with only 17 percent of companies active there in only three countries. Australia had the highest concentration of the region, although only nine percent of companies have operations there. Thus, any analysis of the types of services offered in the region is unlikely to be useful, given the dearth of companies active there.

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Chart 6.0 – Countries Where Respondent Companies Operate



Chart 6.1 – Top 12 Countries of Operation

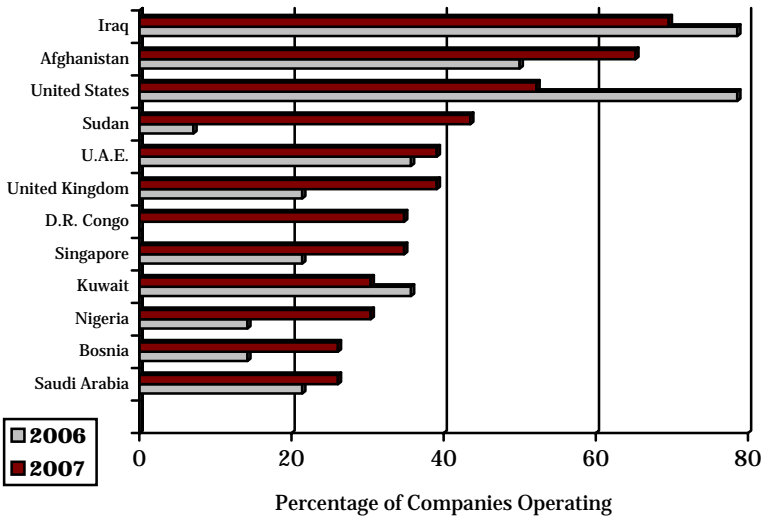


Chart 6.2 – Percentage of Companies Operating in North America

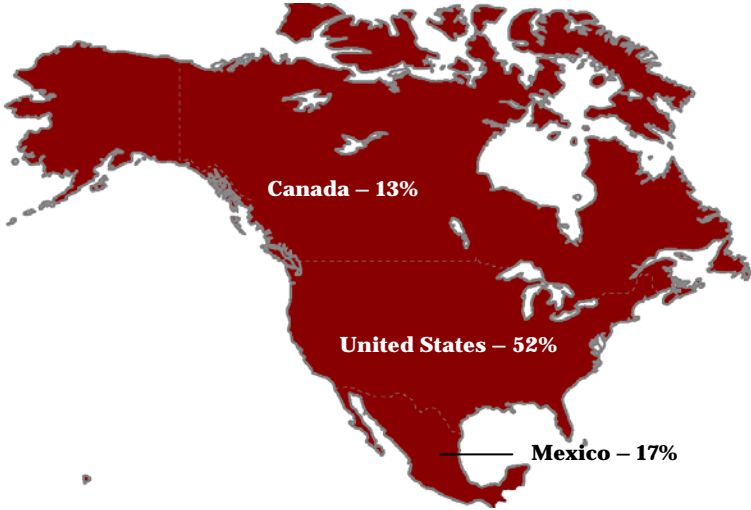


Table 6.2 – Types of Operations in North America

<b>Companies Operating in North America</b>	<b>60.9 %</b>
<i>Of these companies operating in North America:</i>	
Private Security Services	35.7 %
Training and Security Sector Reform	71.4 %
Information Analysis and Consultancy	42.9 %
Logistics and Operational Support Services	42.9 %
EOD and Mine Action Services	14.3 %
Development Services	14.3 %
Other	14.3 %

Chart 6.3 – Percentage of Companies Operating in the European Union

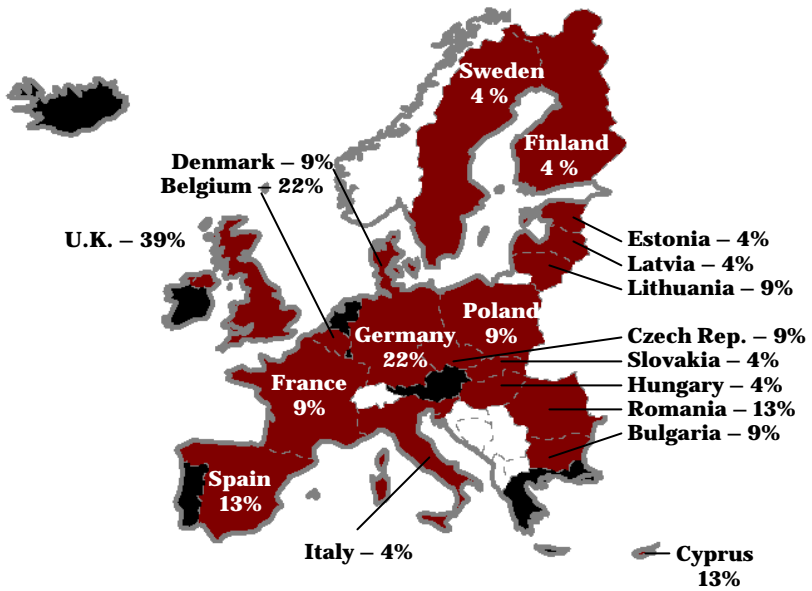


Table 6.3 – Types of Operations in the European Union

<b>Companies Operating in the European Union</b>	<b>65.2 %</b>
<i>Of these companies operating in the European Union:</i>	
Private Security Services	26.7 %
Training and Security Sector Reform	64.3 %
Information Analysis and Consultancy	35.7 %
Logistics and Operational Support Services	53.3 %
EOD and Mine Action Services	6.7 %
Development Services	20.0 %
Other	26.7 %

Chart 6.4 – Percentage of Companies Operating in Non-EU Europe

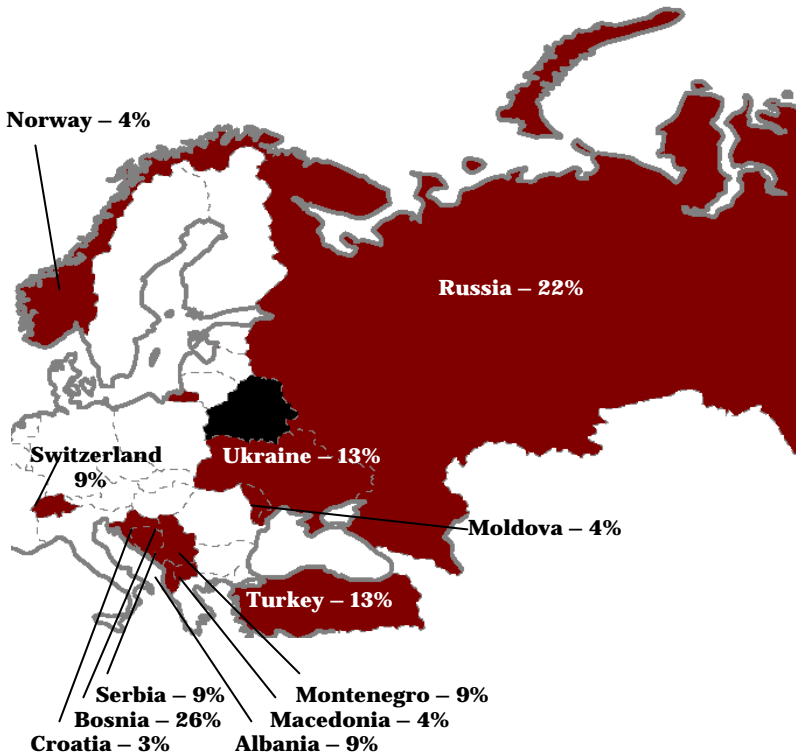


Table 6.4 – Types of Operations in Non-EU Europe

<b>Companies Operating in Non-EU Europe</b>	<b>56.5 %</b>
<i>Of these companies operating in Non-EU Europe:</i>	
Private Security Services	53.9 %
Training and Security Sector Reform	38.5 %
Information Analysis and Consultancy	38.5 %
Logistics and Operational Support Services	30.8 %
EOD and Mine Action Services	7.7 %
Development Services	15.4 %
Other	30.8 %

Chart 6.5 – Percentage of Companies Operating in the Middle East

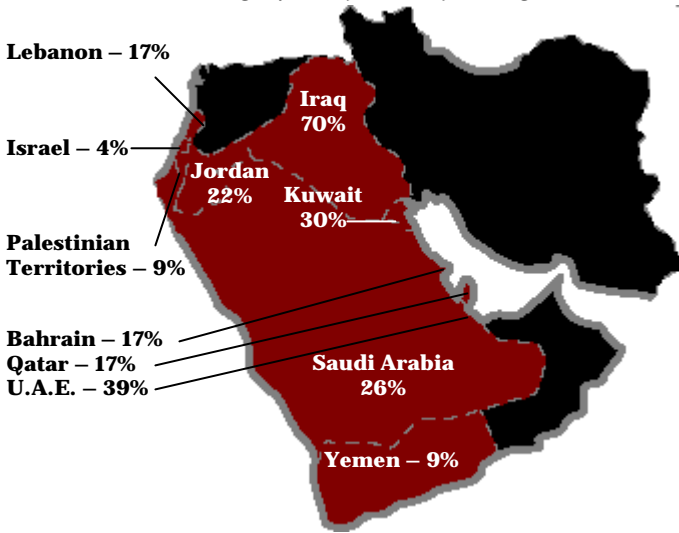


Table 6.5 – Types of Operations in the Middle East

<b>Companies Operating in the Middle East</b>	<b>78.3 %</b>
<i>Of these companies operating in the Middle East:</i>	
Private Security Services	55.6 %
Training and Security Sector Reform	55.6 %
Information Analysis and Consultancy	33.3 %
Logistics and Operational Support Services	77.8 %
EOD and Mine Action Services	22.2 %
Development Services	22.2 %
Other	27.8 %

Chart 6.6 – Percentage of Companies Operating in Central Asia

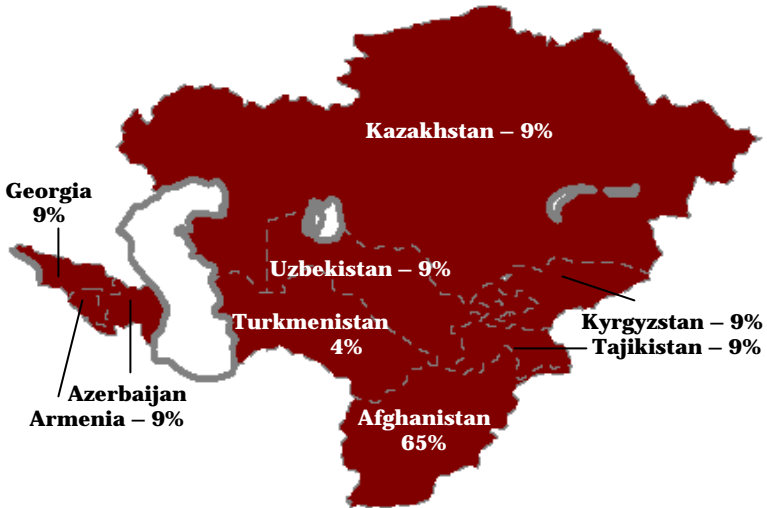


Table 6.6 – Types of Operations in Central Asia

<b>Companies Operating in Central Asia</b>	<b>65.2 %</b>
<i>Of these companies operating in Central Asia:</i>	
Private Security Services	53.3 %
Training and Security Sector Reform	40.0 %
Information Analysis and Consultancy	40.0 %
Logistics and Operational Support Services	80.0 %
EOD and Mine Action Services	20.0 %
Development Services	26.7 %
Other	26.7 %

Chart 6.7 – Percentage of Companies Operating in South Asia

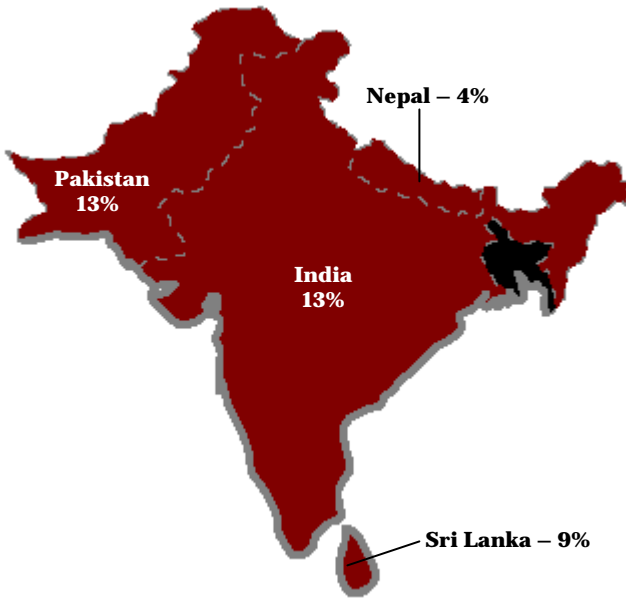


Table 6.7 – Types of Operations in South Asia

<b>Companies Operating in South Asia</b>	<b>26.1 %</b>
<i>Of these companies operating in South Asia:</i>	
Private Security Services	33.3 %
Training and Security Sector Reform	16.7 %
Information Analysis and Consultancy	66.7 %
Logistics and Operational Support Services	16.7 %
EOD and Mine Action Services	33.3 %
Development Services	16.7 %
Other	16.7 %

Chart 6.8 – Percentage of Companies Operating in South-East Asia

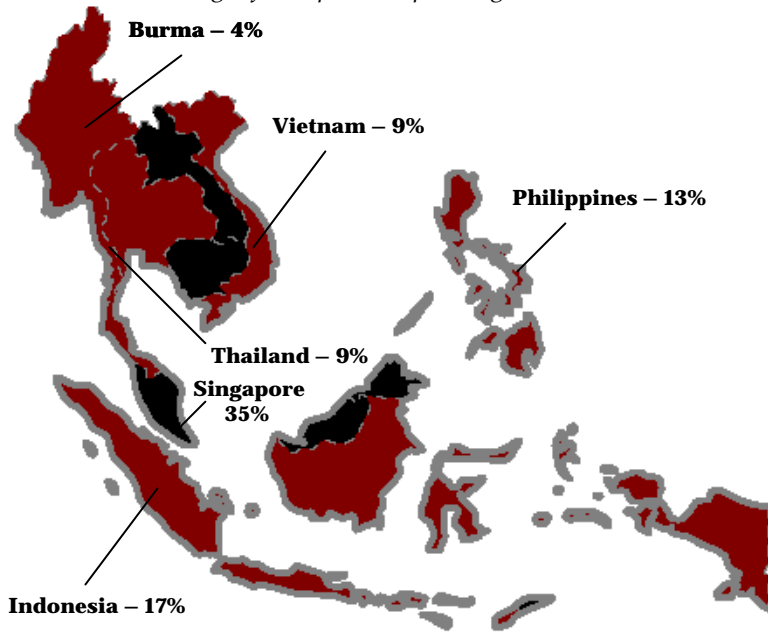


Table 6.8 – Types of Operations in South-East Asia

<b>Companies Operating in South-East Asia</b>	<b>43.5 %</b>
<i>Of these companies operating in South-East Asia:</i>	
Private Security Services	10.0 %
Training and Security Sector Reform	40.0 %
Information Analysis and Consultancy	70.0 %
Logistics and Operational Support Services	50.0 %
EOD and Mine Action Services	10.0 %
Development Services	10.0 %
Other	0.0 %

Chart 6.9 – Percentage of Companies Operating in East Asia

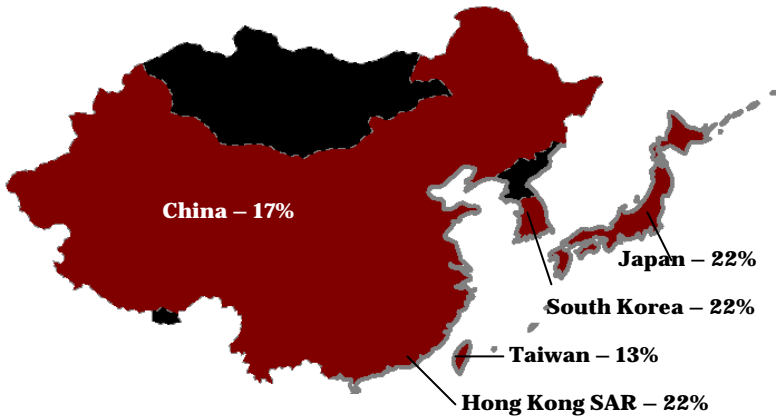


Table 6.9 – Types of Operations in East Asia

<b>Companies Operating in East Asia</b>	<b>39.1 %</b>
<i>Of these companies operating in East Asia:</i>	
Private Security Services	11.1 %
Training and Security Sector Reform	33.3 %
Information Analysis and Consultancy	66.7 %
Logistics and Operational Support Services	33.3 %
EOD and Mine Action Services	0.0 %
Development Services	11.1 %
Other	11.1 %

Chart 6.10 – Percentage of Companies Operating in North Africa

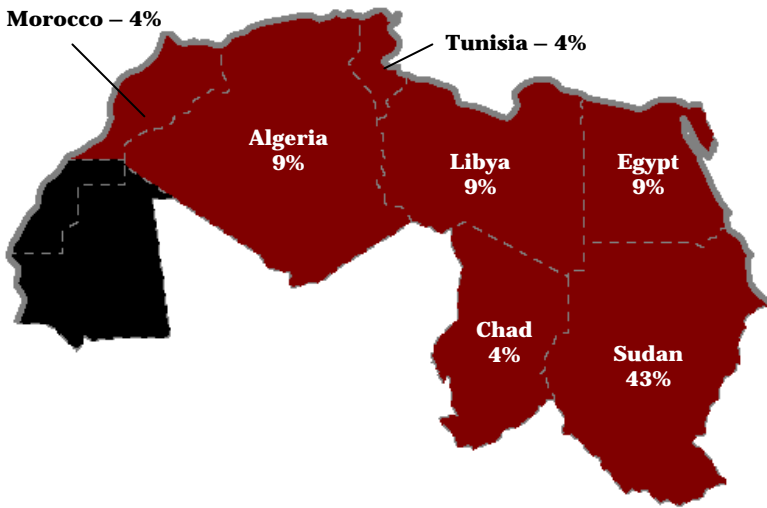


Table 6.10 – Types of Operations in North Africa

<b>Companies Operating in North Africa</b>	<b>52.2 %</b>
<i>Of these companies operating in North Africa:</i>	
Private Security Services	16.7 %
Training and Security Sector Reform	16.7 %
Information Analysis and Consultancy	16.7 %
Logistics and Operational Support Services	66.7 %
EOD and Mine Action Services	33.3 %
Development Services	16.7 %
Other	8.3 %

Chart 6.11 – Percentage of Companies Operating in East Africa

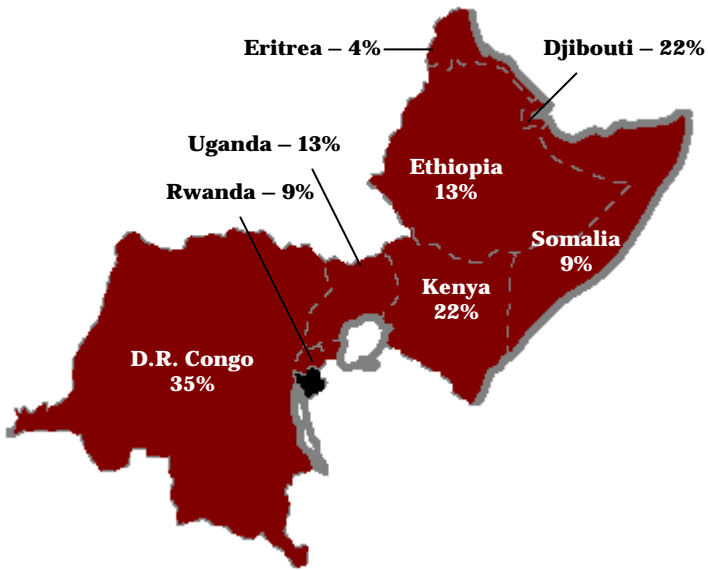


Table 6.11 – Types of Operations in East Africa

<b>Companies Operating in East Africa</b>	<b>56.5 %</b>
<i>Of these companies operating in East Africa:</i>	
Private Security Services	30.8 %
Training and Security Sector Reform	15.4 %
Information Analysis and Consultancy	30.8 %
Logistics and Operational Support Services	69.2 %
EOD and Mine Action Services	23.1 %
Development Services	30.8 %
Other	23.1 %

Chart 6.12 – Percentage of Companies Operating in Southern Africa

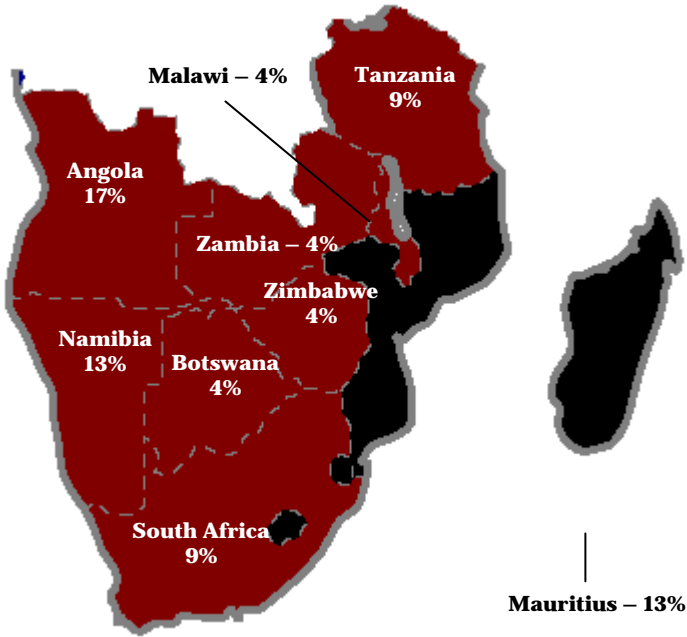


Table 6.12 – Types of Operations in Southern Africa

<b>Companies Operating in Southern Africa</b>	<b>21.7 %</b>
<i>Of these companies operating in Southern Africa:</i>	
Private Security Services	20.0 %
Training and Security Sector Reform	20.0 %
Information Analysis and Consultancy	40.0 %
Logistics and Operational Support Services	40.0 %
EOD and Mine Action Services	60.0 %
Development Services	40.0 %
Other	10.0 %

Chart 6.13 – Percentage of Companies Operating in West Africa

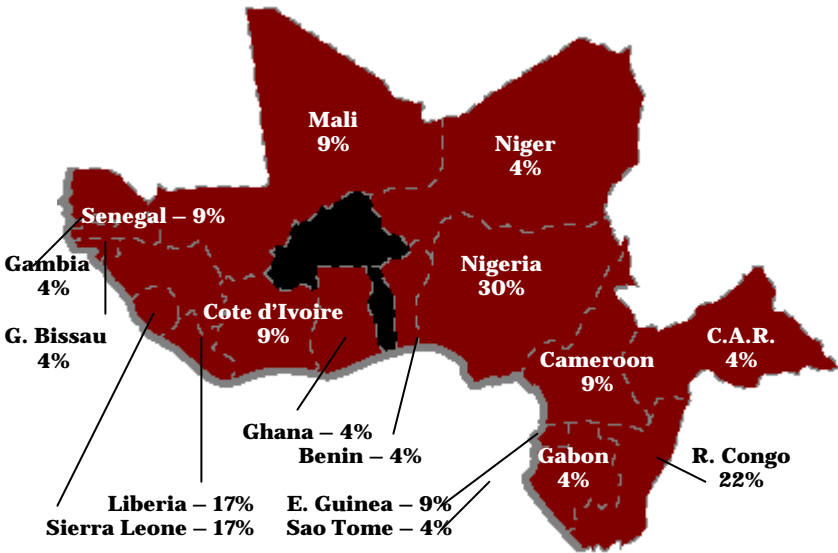


Table 6.13 – Types of Operations in West Africa

<b>Companies Operating in West Africa</b>	<b>47.8 %</b>
<i>Of these companies operating in West Africa:</i>	
Private Security Services	45.5 %
Training and Security Sector Reform	27.3 %
Information Analysis and Consultancy	45.5 %
Logistics and Operational Support Services	54.5 %
EOD and Mine Action Services	9.1 %
Development Services	27.3 %
Other	9.1 %

Chart 6.14 - Percentage of Companies Operating in South America

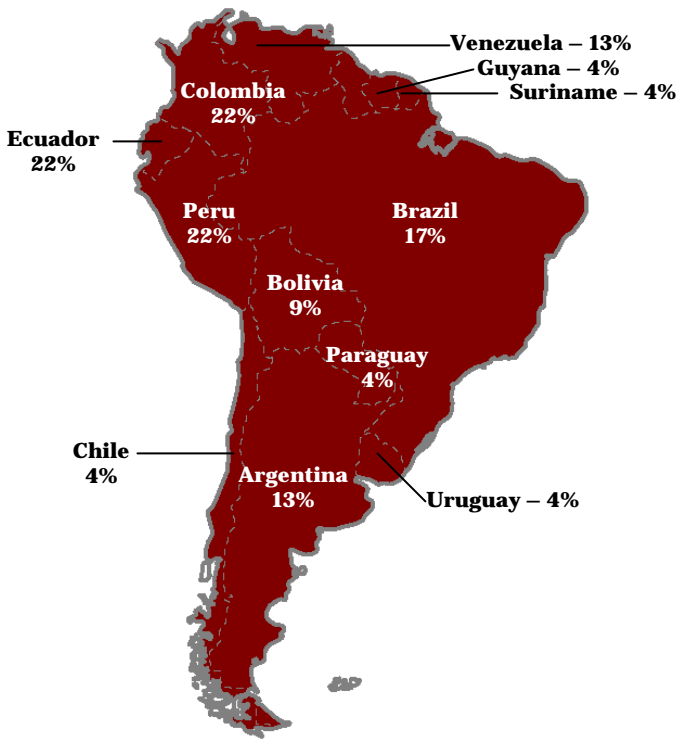


Table 6.14 - Types of Operations in South America

<b>Companies Operating in South America</b>	<b>34.8 %</b>
<i>Of these companies operating in South America:</i>	
Private Security Services	25.0 %
Training and Security Sector Reform	50.0 %
Information Analysis and Consultancy	75.0 %
Logistics and Operational Support Services	25.0 %
EOD and Mine Action Services	12.5 %
Development Services	12.5 %
Other	12.5 %

Chart 6.15 - Percentage of Companies Operating in the Caribbean

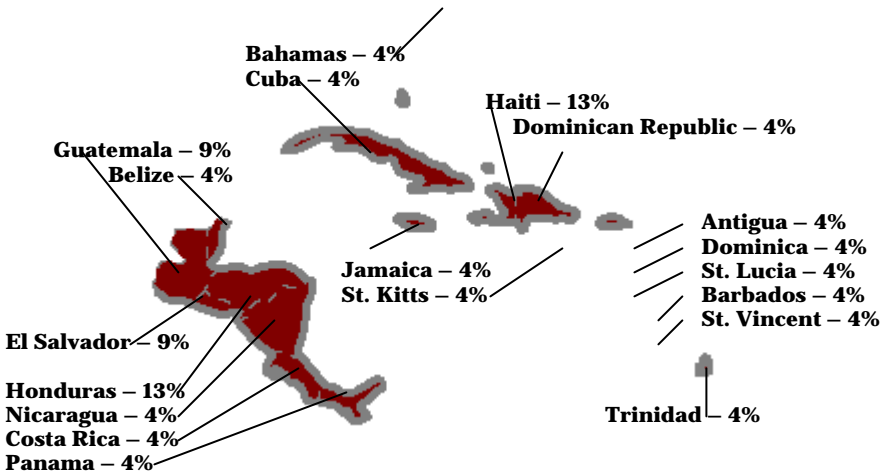


Table 6.15 - Types of Operations in the Caribbean

<b>Companies Operating in the Caribbean</b>	<b>21.7 %</b>
<i>Of these companies operating in the Caribbean:</i>	
Private Security Services	20.0 %
Training and Security Sector Reform	40.0 %
Information Analysis and Consultancy	40.0 %
Logistics and Operational Support Services	40.0 %
EOD and Mine Action Services	0.0 %
Development Services	40.0 %
Other	40.0 %

Chart 6.16 – Percentage of Companies Operating in Australasia

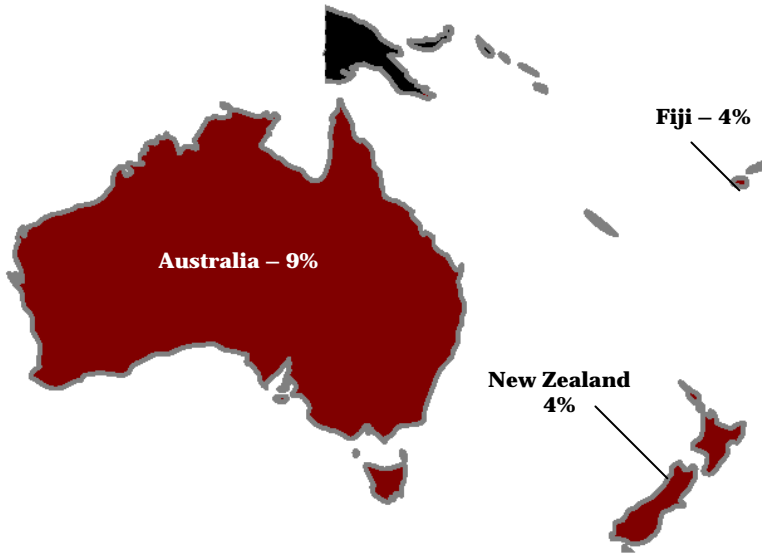


Table 6.16 – Types of Operations in Australasia

<b>Companies Operating in Australasia</b>	<b>17.4 %</b>
<i>Of these companies operating in Australasia:</i>	
Private Security Services	33.3 %
Training and Security Sector Reform	33.3 %
Information Analysis and Consultancy	66.7 %
Logistics and Operational Support Services	66.7 %
EOD and Mine Action Services	0.0 %
Development Services	0.0 %
Other	0.0 %

## CHAPTER SEVEN

# Employment

## *Headquarters Staff and Company Size*

The number of employees working for a company is often a useful indicator of the size of a company. The respondents to the survey varied significantly in size. The average number of employees working at a company's *headquarters* was 56.86; the smallest company headquarters was two employees and the largest was 250. The average salary of *headquarters* administrative employees was US\$ 26,722, with the highest salary US\$ 60,000.

Outside of their headquarters, companies were asked to detail the minimum and maximum number of employees worldwide, and to also detail when these minima and maxima occurred.

The smallest that any respondent company had ever been was three employees, although it is notable that the largest respondent had not dipped below 14,000 employees. The respondent companies, on average, reached their lowest level of employment in the year 2001. In contrast, the smallest respondent company had reached an employment peak of six employees, while the largest respondent company had grown to as many as 16,000 employees. On average, the respondent companies reached their highest level of employment in the year 2005.

*Host-Country Nationals and Third-Country Nationals*

A distinguishing factor of the private peace and stability operations industry is how very international it is. The industry has a worldwide presence – indeed, just the small sample of respondents to this Survey are active in 144 countries around the world. But this is also true in terms of recruitment. It is common for companies to employ workers from around the world, and these employees fall into three categories. The first category is expatriates, generally (but not always) those employees that are from the same country as the company. The second category is local nationals (LNs) or host-country nationals (HCNs) that are from the country where the operation is taking place, i.e., Iraqi nationals working in Iraq. The third category is third-country nationals (TCNs) that are from a country that is neither the same country as the company nor the country where the operation is taking place.

Host-country nationals are hired by 96 percent of respondent companies, demonstrating that the policy to hire employees from the local population is heavily ingrained in the peace and stability operations industry. While some companies responded that over 95 percent of their employees are HCNs, on average HCNs constituted 59.67 percent of the staff of respondent companies. These figures have changed little since the 2006 Survey, where 93 percent of respondent companies reported that their policy is to recruit HCNs, and of those companies, 56 percent of employees were HCNs.

Third-country nationals are hired by 74 percent of respondent companies. At the low-end, one company responded that only two percent of their employees are TCNs, while at the high-end, one company responded that 95 percent of their employees are TCNs. Among respondent companies, on average, TCNs constituted 29.82 percent of their staff. In the 2006 Survey, there was no differentiation between expatriate and TCN staff, so comparison is awkward. However, in 2006 respondent companies reported that on average, 44 percent of their staff were a combination of expatriates and TCNs.

### *Armed Employees*

Companies were asked to detail whether any of their employees are armed. It is important to understand that if a company has armed employees, it does not *ipso facto* mean that the company is engaged in private security. Depending on their contracts, some logistics companies may have in-house security and it is also not uncommon for individuals engaged in training and security sector reform to carry side-arms. Also, a company that does nothing more than provide firearms training would, by its nature, have employees that are armed, however that would not mean that the company was engaged in private security.

With that caveat in mind, 65 percent of companies responded that at least one employee was authorized to carry firearms as part of their operational duties. Of these 65 percent of companies, the “least-armed” company responded that only one percent of its employees were armed, while at the other end of the spectrum, one company responded that 95 percent of its employees were authorized to carry firearms. On average, of companies where at least some of their employees are authorized to carry firearms, 46 percent of their staff are armed.

Companies among this 65 percent were also asked to differentiate between what types of employees are armed. On average, 40 percent of expatriate staff are authorized to carry firearms, while 43 percent of TCNs are armed and 24 percent of HCNs are armed.

CHAPTER EIGHT

# Standards and Ethics

There is an increasing trend in the private peace and stability operations industry for the more professional companies to join trade associations, and as such, pledge to adhere to various codes of conduct, standards and ethics.

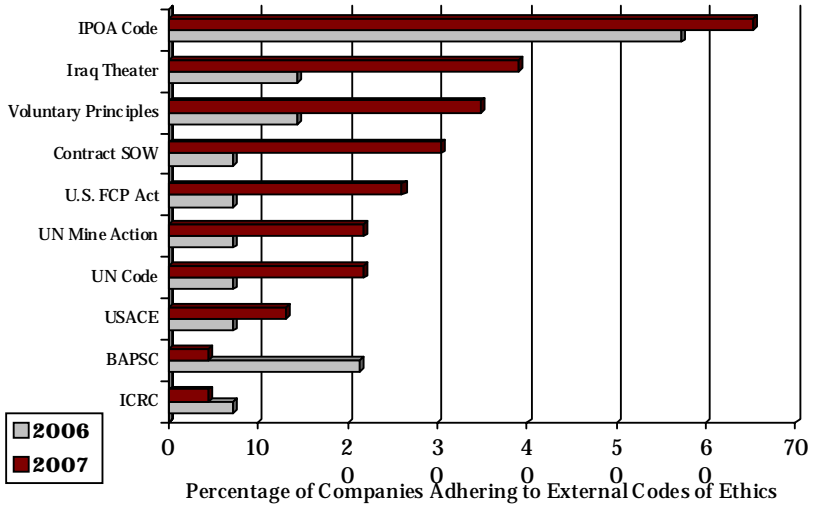
## *Internal Standards*

Beyond this, there is also a growing trend for the more professional companies to have their own internal codes of ethics for their employees to abide by. Of the respondent companies, 91 percent reported that they have instituted internal codes of ethics that their employees are expected to adhere to. It is important to note that no company reported that it did *not* have its own internal code of conduct. Rather, nine percent of companies responded with “not applicable.” Since the 2006 Survey, there has been an increase in the number of companies following internal codes of conduct. Last year, only 79 percent of companies reported that they followed any internal code.

## *External Standards*

Respondent companies were also asked if they adhered to any external codes of ethics. Companies were presented with a list of well-known external standards, however were invited to detail any other codes that they adhere to. The most commonly adhered

Chart 8.1 – Percentage of Companies Adhering to External Codes

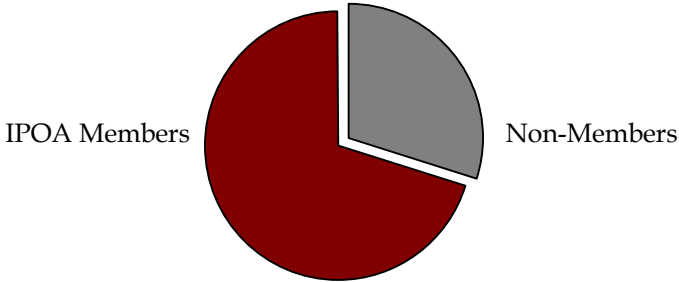


to code was the International Peace Operations Association (IPOA) Code of Conduct, which was followed by 65 percent of respondent companies. The next most adhered to codes were the Iraq Theater Rules of Engagement (39 percent), the Voluntary Principles on Security and Human Rights (35 percent), the Contract SOW (30 percent) and the U.S. Foreign Corrupt Practices Act and United Nations Mine Action Procedures (both 26 percent each) (See Chart 8.1). The other codes included the UN Code of Conduct for Law Enforcement (22 percent), USACE Contract Requirements (13 percent), British Association of Private Security Companies (BAPSC) Charter (4 percent) and the Code of the Red Cross and Red Crescent (4 percent). With the exception of the Charter of the BAPSC and the Code of the Red Cross and Red Crescent, a higher proportion of respondent companies reported that they followed these external codes than in 2006.

**Trade Associations**

Although there is some overlap with the question regarding adherence to external codes of ethics, respondent companies were

Chart 8.2 – Percentage of Companies that are Members of IPOA



further asked if they were currently members of any industry trade associations. Companies were asked if they were members of four different trade associations – BAPSC, IPOA, the Private Security Companies Association of Iraq (PSCAI) or the National Association of Ordnance and Explosive Waste Contractors (NAOC). Companies were also invited to detail any non-listed trade groups of which they are members.

Of the respondent companies, 70 percent reported that they are members of IPOA. The next highest percentage of membership was the PSCAI, of which 26 percent of companies are members, followed by the BAPSC at 13 percent. Only four percent reported membership with NAOC.

Among the other trade groups who respondent companies reported they were members are the American Chamber of Commerce, American Society for Industrial Security (ASIS), Association of the U.S. Army (AUSA), Business Council for International Understanding (BCIU), Chartered Financial Analysts (CFA), Homeland Security Industries Association (HSIA), International Federation of Risk & Insurance Management Associations (IFIRMA), International Institute for Security Studies (IISS), National Defense Industry Association (NDIA), and Professional Service Association (PSA). For each of these associations, only 4 percent of respondent companies reported membership.







## APPENDIX

# Survey Questionnaire





The following represents the survey questionnaire that was issued to companies within the sample. The responses to the questionnaire were submitted online through POI's survey web site.

**IMPORTANT!** The survey may only be filled out online. This outline is only intended to prepare the survey recipient prior to submitting the online survey.

## Types of Question:

-  Yes/No Question
-  Follow-Up Question – only applicable if you answered “Yes” to a preceding Yes/No Question.
-  Multiple-Choice List
-  Text Answer Required
-  Numerical Answer Required
-  Percentage Answer Required

## 1. Company Background

- 1.1.  Enter your Unique Identification Number (UIN).
- 1.2.  In what year was your company founded?
- 1.3.  In what country are your headquarters located?
- 1.4.  Please estimate your company's average gross revenue in U.S. Dollars for 2006, 2005, 2004, 2003 and 2002 (if applicable).

## 2. Operations and Services

- 2.1. **Y N** Does your company offer private security services?  
Includes contextual information on area of operation (AO); general and cross-cultural security awareness.  
**▶▶ %** *If yes, please indicate what percentage of your operational capacity is devoted to private security services.*
- 2.2. **Y N** Does your company offer training and security sector reform (SSR) services?  
Includes contextual information on area of operation (AO); general and cross-cultural security awareness; cultural sensitivity and history of region/conflict; weapons/equipment training; law enforcement training; survival (surviving in extreme conditions/climates, first aid, hostage and battlefield situations, navigation); adapting to and coping with stress (psychological support centers, post-traumatic stress disorder).  
**▶▶ %** *If yes, please indicate what percentage of your operational capacity is devoted to security sector reform (SSR) services.*
- 2.3. **Y N** Does your company offer information analysis and consultancy services?  
Includes risk analysis/security audit: development of a security strategy (identification, reduction planning, and implementation); context-based security planning for field offices; crisis response/contingency planning (evacuation plans, sensitive information leakage, kidnapping/extortion management).  
**▶▶ %** *If yes, please indicate what percentage of your operational capacity is devoted to information analysis and consultancy services.*
- 2.4. **Y N** Does your company offer logistics and operational support services?  
Includes tactical equipment operation and maintenance (mobile repair service, inventory management); engineering (constructing infrastructure); medical services; strategic participation in humanitarian action; counter-intelligence measures (surveillance, intelligence gathering, IT and communications security); assistance in demobilizing/reforming combatant groups.

- ▶▶ %** *If yes, please indicate what percentage of your operational capacity is devoted to logistics and operational support services.*
- 2.5. **YN** Does your company offer EOD/mine action services?  
Includes humanitarian mine clearance (and other unexploded devices); mine awareness training/education.
- ▶▶ %** *If yes, please indicate what percentage of your operational capacity is devoted to EOD/mine action services.*
- 2.6. **YN** Does your company offer development services?  
Includes institution building; humanitarian aid.
- ▶▶ %** *If yes, please indicate what percentage of your operational capacity is devoted to development services.*
- 2.7. **TXI** If your company's services fall within the "Other" category, please specify what services your company offers.

### 3. Clients

- 3.1. **YN** Do you contract with governments?  
Includes national governments and their militaries: i.e., for the United States, "government" may include Department of Defense and the U.S. Army/Navy/Marines/Air Force, U.S. Department of State, U.S. Department of Agriculture, USAID, etc.
- ▶▶ %** *If yes, please indicate what percentage of your contracts are with governments.*
- 3.2. **YN** Do you contract with non-governmental organizations?  
Includes organizations that are not governmental nor private companies. May include organizations such as ICRC, CARE, Oxfam, etc.
- ▶▶ %** *If yes, please indicate what percentage of your contracts are with non-governmental organizations.*
- 3.3. **YN** Do you contract with international organizations?  
Includes organizations such as the United Nations, African Union, NATO, OSCE, etc.
- ▶▶ %** *If yes, please indicate what percentage of your contracts are with international organizations.*
- 3.4. **YN** Do you contract with other private sector companies?  
Includes any other private company.
- ▶▶ %** *If yes, please indicate what percentage of your contracts are with private sector companies.*
- 3.5. **YN** Do you contract with private individuals?

Includes any private individual who is not part of a company, government or other kind of organization.



**▶▶ %** *If yes, please indicate what percentage of your contracts are with private individuals.*



#### 4. Areas of Operation



- 4.1. **YN** Does your company operate in North America?  
Includes Canada, Mexico, United States of America.  
**▶▶** **☰** *If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and*  
**▶▶ 123** *how many company personnel operate in this region.*
- 4.2. **YN** Does your company operate in the European Union?  
Includes Andorra, Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, United Kingdom.  
**▶▶** **☰** *If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and*  
**▶▶ 123** *how many company personnel operate in this region.*
- 4.3. **YN** Does your company operate in non-EU states in Europe?  
Includes Albania, Belarus, Bosnia & Herzegovina, Croatia, Iceland, Liechtenstein, Macedonia, Moldova, Monaco, Montenegro, Norway, Russia, San Marino, Serbia, Switzerland, Turkey, Ukraine, Vatican City.  
**▶▶** **☰** *If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and*  
**▶▶ 123** *how many company personnel operate in this region.*
- 4.4. **YN** Does your company operate in the Middle East?  
Includes Bahrain, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestinian Territories, Qatar, Saudi Arabia, Syria, United Arab Emirates, Yemen.  
**▶▶** **☰** *If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and*  
**▶▶ 123** *how many company personnel operate in this region.*





Bissau, Liberia, Mali, Niger, Nigeria, Sao Tome & Principe, Senegal, Sierra Leone, Togo.



  *If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and*



  *how many company personnel operate in this region.*

- 4.11.   Does your company operate in the Horn of Africa?



Includes Djibouti, Eritrea, Ethiopia, Somalia, Sudan.



  *If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and*



  *how many company personnel operate in this region.*

- 4.12.   Does your company operate in the Great Lakes Region of Africa?



Includes Burundi, D. R. Congo, Kenya, Rwanda, Uganda.



  *If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and*



  *how many company personnel operate in this region.*

- 4.13.   Does your company operate in Southern Africa?



Includes Angola, Botswana, Comoros, Lesotho, Madagascar, Malawi, Mozambique, Mauritius, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia, Zimbabwe.



  *If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and*



  *how many company personnel operate in this region.*

- 4.14.   Does your company operate in South America?

Includes Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Guyana, Paraguay, Peru, Suriname, Uruguay, Venezuela.

  *If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and*

  *how many company personnel operate in this region.*

- 4.15.   Does your company operate in Central America and the Caribbean?

Includes Antigua & Barbuda, Bahamas, Barbados, Belize, Costa Rica, Cuba, Dominica, Dominican Republic, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Panama, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, Trinidad & Tobago.

**▶▶** **☰** *If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and*

**▶▶** **123** *how many company personnel operate in this region.*

4.16. **YN** Does your company operate in the Pacific?

Includes Australia, Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, New Zealand, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu.

**▶▶** **☰** *If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and*

**▶▶** **123** *how many company personnel operate in this region.*

## 5. Employees

5.1. **123** How many employees currently operate as Administrative Staff out of your main headquarters?

5.2. **123** What is the average salary of your Administrative Staff? Please quote amount in U.S. Dollars.

5.3. **123** Please estimate the number of administrative and operational personnel (including independent contractors) operating under your company name worldwide at a minimum.

**123** *Also indicate in which year this minimum occurred.*

5.4. **123** Please estimate the number of administrative and operational personnel (including independent contractors) operating under your company name worldwide at a peak.

**123** *Also indicate in which year this peak occurred.*

5.5. **YN** Is it company policy to hire Third-Country Nationals (TCNs)?

**▶▶** **%** *If yes, indicate the average percentage of your in-country operational staff are TCNs.*

5.6. **YN** Is it company policy to hire Local Nationals (LNs)?

**▶▶** **%** *If yes, indicate the average percentage of your in-country operational staff are LNs.*

5.7. **YN** Are any of your employees armed?

**▶▶** **%** *If yes, what percentage of your employees are armed?*

**▶▶** **%** *If yes, what percentage of your TCNs are armed?*

**▶▶** **%** *If yes, what percentage of your LNs are armed?*

## 6. Professional Standards

- 6.1. **YN** Does your company operate under any internal code of conduct or ethics?
- 6.2. **YN** Do you operate under an external code of conduct or ethics?  
**YYY III** *If yes, which of the following codes does your company operate under: IPOA Code of Conduct; BAPSC Charter; Code of Red Cross and Red Crescent; Contract SOW; Foreign Corrupt Practices Act; Iraq Theater Rules of Engagement; UN Code of Conduct for Law Enforcement; UN Mine Action Procedures; USACE Contract Requirements; Voluntary Principles on Security & Human Rights.*  
**YYY IXI** *If "other" please specify.*
- 6.3. **YN** Is your company currently a member of an industry trade association?  
**YYY III** *If yes, which of the following trade association(s) is your company a member of: International Peace Operations Association (Worldwide); British Association of Private Security Companies; Private Security Companies Association of Iraq; National Association of Ordnance and UEW Contractors (U.S.).*  
**YYY IXI** *If "other" please specify.*
- 6.4. **YN** Had you heard of IPOA prior to receipt of this survey?
- 6.5. **YN** Did you participate in the 2006 State of the Peace and Stability Operations Industry Survey?

## 7. Optional Section

- 7.1. **IXI** Have you or your company encountered major operational issues in the field that you would like to share with the POI?
- 7.2. **IXI** Do you or your company have any other serious concerns you would like to share with the POI?

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