FUTURE-PROOFING AGAINST SUPPLY CHAIN DISRUPTION
A REFINITIV PLAYBOOK
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INTRODUCTION

This Refinitiv playbook draws on the insights of a number of our in-house experts, as well as selected external experts invited to participate in our Q2 2020 webinar series. The playbook provides a range of detailed steps (plays) and checklists to help organizations manage crisis-related supply chain disruption as effectively and efficiently as possible.

This guide should be viewed as a practical toolkit for supply chain professionals faced with the inevitable and sudden upheaval that a crisis creates.

Crises happen

Crises happen and when they do, they can bring unprecedented disruption, often for an unpredictable length of time.

The past two decades have seen a host of different crises, ranging from natural disasters to viral infections, unfold across the globe. All have led to varying levels of disruption.

Some notable examples include:

- Hurricane Harvey in Texas in 2017, which significantly impacted crude oil and gas production and prices
- In 2011, the aftermath of the Tohoku earthquake and tsunami, coupled with the Fukushima nuclear disaster in Japan, halted manufacturing for a lengthy period of time and impacted many distribution channels
- Coronaviruses – including Covid-19, but also past outbreaks, such as MERS in 2012 and SARS from 2002 to 2004 – have impacted countless individuals and firms
- And the list goes on, with further examples including the 2009 recession; the China/US trade war; the 2017 Venezuelan government seizure of assets; and many more

How do crises such as these impact your supply chain, and what measures can you take to ensure supply chain resilience and mitigate risk?

Let’s get started.
PART 1

COMPLIANCE AND PROCUREMENT
Understanding the impact on the supply chain

Cries impact supply chains at both macro and micro level.

On a macro level, one could expect:

- Supply chain disruption, including sudden limits on production capacity and disrupted distribution channels
- Demand surges, coupled with supply shortages
- Decreasing demand for goods or services considered non-essential in terms of the crisis at hand
- Workforce reductions and increasing unemployment
- Economic, commercial, competitive, and regulatory changes

On a micro level, the implications for an organization’s supply chain include:

- Business continuity plans (BCPs) must be activated and supply chain and procurement processes amended
- Firms must quickly pivot to new partners and suppliers in order to maintain continuity in production and distribution. They may even need to repurpose from non-essential to essential industries
- Firms must expect increased supply chain competition relating to essential products, services, and industries
- There may be government intervention, protectionism, and regionalism

Current Situation

- Supply-chain disruption, limited capacity production & distribution channels
- Demand surges & supply shortages for medical/ consumer essentials
- Demand dropping for non-essential products, services, and industries
- Workforce reductions (quarantine/ demand) and expansive unemployment
- Economic shifts in commercial, competitive, and regulatory environment

Current Implications

- Activation of BCPs and amending of supply-chain/procurement processes
- Quick pivots to new, unfamiliar partners to maintain continuity of production & distribution; repurposing from non-essential to essential industries
- Elevated private market competition within supply-chain of essential products, services, and industries
- Government intervention, protectionism, regionalism, for essential products, services, and industries
Business and compliance continuity

In a crisis it is critical that firms do not take shortcuts on compliance in the midst of the chaos they are facing.

Those involved in criminal activity do not stop their enterprises in a crisis. If anything, they ramp up, knowing that there is more vulnerability.

Whilst firms must look to potentially pivoting supply chains and suppliers, they also need to remain cognizant of the regulatory compliance continuity. The consistent implementation of a risk-based compliance program is crucial.

Firms must ensure that they remain particularly cognizant of regulations such as the FCPA and continue to follow compliance and regulatory procedures relating to third-parties.
Business continuity in the face of rising risk

Crisis presents new challenges and this increases risk, in part because of heightened uncertainty. The scale of unpredictability poses many questions, including how the crisis will affect costs, timings, supply, or all of the above.

Moreover, globalization and the ever-increasing complexity of often vast supply chains leads to increased:

- Cross-border vulnerability
- Jurisdictional risk
- Geographical or regional risk

Current BCPs tend to be overly reactive in nature. The goal is to move towards a more proactive approach.

“At Pentair, we have a continuous process of enterprise risk management. We continually monitor world events, transportation strikes, global political situations, environmental concerns and more, which allows us to keep our business continuity plan up to date.”

Linda Rogers, Global Compliance Manager, Pentair
Compliance continuity remains critical

When it comes to compliance continuity, C-suite and management buy-in, and consistent messaging from the top down are of paramount importance.

When crisis strikes, firms should:

- Consistently implement a risk-based bribery and corruption program that concentrates on areas of highest risk
- Document policies and procedures for succession in reporting, including, for example, escalation for committee approval
Mitigating risk by building a dynamic supply chain

Supply chain disruptions range on the scale of predictability; however, each and every disruption is an opportunity to revise an organization’s BCP and supply chain vetting process in order to ensure the reasonable continuity of operations.

The goal is to build a dynamic supply chain in order to counteract potential disruption and manage crises with efficacy. To do this, you need to pinpoint weak links in your supply chain.

“You need to understand where the weak links in your supply chain are and where and how you can pivot in the event that a disruption occurs.”

Nicholas Belani, EDD Transformation Manager, Refinitiv

Look at the concentration of your risk in terms of both jurisdictional and criticality exposure:
Jurisdictional exposure

Supply chain concentration in one jurisdiction can make your enterprise and your supply lines overly subject to a government and its ability to effectively provide and maintain a safe, fair and productive environment for all commercial interests.

A jurisdiction’s transparency and the robustness of their regulatory regime are crucially important.

Three steps for managing jurisdictional exposure:

Step 1
Evaluate country risk rating. This will help you understand supply chain disruption exposure in terms of jurisdictional risk, its potential amplification due to the concentration of key suppliers there, and where to consider alternative suppliers in order to mitigate disruption.

Step 2
Consider what disruptions are most likely to occur within that jurisdiction (e.g. geopolitical, natural disasters, a biological pandemic, a manmade situation). How will the government react?

Step 3
Decide what you can do to activate alternate suppliers at a moment’s notice to ensure business continuity.

A country risk rating should take into consideration:

- The transparency of the government
- The robustness of their regulatory regime
- Known fraud, corruption, bribery and regulatory breaches
- Additional matters that should be regulated by the government to ensure a safe, fair and productive business environment for all commercial interests (e.g. IP violations, human rights and labor concerns, social accountability)
Criticality exposure

This involves assessing the most critical aspects of your supply chain in order to ensure reasonable continuity. This kind of rating should be applied to each links in your supply chain and ideally should take into account jurisdiction, as well as supplier integrity.

Alternate suppliers should be identified where possible.

Three steps for managing criticality exposure:

Step 1
Assign criticality ratings to each link in the supply chain (by function) and identify the obvious single points of failure.

Step 2
Build out rosters of alternative links to mitigate disruption. You should have multiple sources of supply wherever possible.

Step 3
Conduct due diligence commensurate with the criticality rating.

A criticality rating should take into consideration for each supplier:

- Jurisdiction (location and government)
- Criticality
- Financial viability
- A roster of alternative suppliers (of lack thereof)
Other important considerations for building a resilient supply chain

- Long term contracts and agreements can help with maintaining a certain level of quality
- Introducing supplier portals in real time means that suppliers can see into ERP systems to understand what is needed and when
- Localized manufacturing and insourcing is ideal, where possible
- Supplier performance feedback is of paramount importance
- Automation to trigger communication boosts efficiency

“You can’t check everything all the time. Therefore you want to look at the highest risk and do it based off real facts.”

Linda Rogers, Global Compliance Manager, Pentair

How Refinitiv can help

Refinitiv’s comprehensive suite of solutions can help:

- **Country-Risk Ranking** highlights jurisdictional risk
- **World-Check Risk Intelligence data** enables efficient risk screening (including sanctions, bribery and corruption, adverse media)
- **Enhanced Due Diligence (EDD)** can be used for initial due diligence on alternate suppliers and where heightened risk is detected
PART 2

DISRUPTION IN CORPORATE SUPPLY CHAINS
Adapting your supply chain in a crisis

Supply chains can change quickly both during and after a crisis. A crisis can lead to low margins and high uncertainty. Moreover, spending shifts become the norm – where and how people spend money changes, not just from the producer side, but from the consumer side as well.

In a crisis situation, organizations need every dollar they spend to translate into profit, and this in turn translates into an increased need for reliable and holistic data.

If you have the right data and insights, you can start adapting relevant areas of the supply chain with speed and agility.

Changes to consider:

- Hiring skilled people who are multi-functional and can perform more than one role
- Rethinking where and how to redistribute the supply chain
- Any changes that can be made to enhance profitability and efficiency
- Identifying areas where costs can be cut in the supply chain, so that the prices charged to customers remain as low as possible

When adjusting your supply chain in a crisis, some key points to remember include:

- **Strategic planning** in a crisis is more important than forecasting, because you don’t know what might happen.
- The **bigger picture** becomes crucial. You need a macroeconomic focus in addition to looking at risk, logistics, commodities and other micro elements.
- **Managing money** takes on increased importance – do you have cash reserves? What is your cash strategy?

It is invaluable to remember lessons learned. Major events will happen, and you need to analyze, interpret and apply past knowledge in order to navigate new crises.

- Analyze – gather data, information, prices
- Interpret – create models using economic factors, risk mitigation, logistic costs, commodity exposure
- Apply – mobilize in short term, allow room for flexibility, plan strategically
Dealing with supply and demand challenges

The key is to strike the right balance and effectively manage supply shocks along with the inevitability of changing consumer demand and purchasing patterns.

For example, if demand stays low for an extended period of time and a firm increases prices ahead of demand recovery, demand may never recover because consumers cannot afford the increases.

This is where efficiency becomes critical for survival.

Let’s look at the oil industry as an example of efficiency gains.

In the graph above, steady and/or rising oil production is noted alongside falling rig count. It is in this part of the graph that producers started becoming more efficient and investigating technology, software and equipment that enabled more efficient production. The biggest change in the oil and gas industry at this time was embracing big data: more information led to enhanced understanding and more efficient ways to increase production.
The shipping industry and commodity supply chains

Ocean shipping, which carries and facilitates almost 90% of global trade, can be severely impacted during a crisis, with far-reaching shocks that filter down and impact commodity supply chains.

“Ocean shipping carries almost 90 percent of global trade. When a crisis strikes, what are the challenges?”

Captain Amrit Singh

The challenges that affect the shipping industry also affect commodity supply chains, both in terms of timing and costs.
Time delays

Taking Covid-19 as an example, let’s explore some of the significant impacts on the shipping industry:

- **Congestion**: Early in the Covid-19 crisis, we saw a significant spike in congestion in Chinese container ship ports, because many ships were waiting for quarantine measures. Ports were not able to move containers and very quickly supply chains began experiencing disruption. This ripple effect then moved across the globe as the pandemic spread.

- **Port delays**: At various ports, quarantine measures caused disruption. In many instances ships arrived at port only to find the port closed. These ships were not able to offload their cargo.

- **Crew changes**: Crew's ability to get home after their tenure on ships was impacted by closed ports, grounded airlines and closed national borders. This caused untold disruption to crew changes.

These challenges impact the **timing** of supply of goods in the commodity supply chain.
Cost implications

On top of crisis-related challenges, the shipping industry must comply with a plethora of regulations, many of which have been implemented in response to previous crises. Examples include:

- Ballast water management system requirements. From 2019 all existing ships have to have a ballast water management system onboard and this needs to be completed by 2024. This entails an investment of roughly US$60 - 80 bn across shipping fleets.
- The International Maritime Organization has mandated that by 2023 there has to be finalization of some short term measures to reduce carbon dioxide by 2030. Decarbonization should achieve a 40% reduction relative to 2008 levels. By 2050, the aim is to achieve a 50% reduction in total greenhouse gas emissions. Beyond 2050, the goal is to phase out greenhouse gas completely. The industry will find it challenging to sustain very large ships and simultaneously meet the greenhouse gas emissions agenda. Once again, there are enormous cost implications involved.

These costs are filtered into the commodity supply chain, for example in higher freight rates. Ton-mile demand also has cost implications. Where demand exceeds fleet growth, rates generally increase, again, with far-reaching implications for commodity supply chain prices.
Key takeaways:

1. The global shipping industry can suffer severe shocks in a crisis and these quickly filter into global supply chains.

2. The right data and insights can help you understand the immediate implications for your supply chain.

3. Being able to adapt your supply chain at speed when a crisis hits is key.
How Refinitiv can help

Refinitiv’s comprehensive suite of solutions can help:

• Understand import/export values with up-to-date freight rates on the Eikon shipping page
• Stay informed about supply with vessel tracking on Eikon
• Visualize key factors that affect the supply chain with Eikon Interactive Map
• Fully screen for potential risks – both direct and indirect with the World-Check One Vessel Check opt-in feature
MANAGING DISRUPTION AND RISK IN GLOBAL MARKETS
Trusted data for a holistic view

When a crisis unfolds, mitigating risk becomes critically important. In order to do so with speed and efficacy, organizations need to form a holistic view of global markets, including how they interact, how unfolding events can impact investments, how suppliers are impacted, and more.

They need access to reliable data covering:
- Events happening in the markets
- Broad macro views
- Competitor analysis
- Additional relevant information

When a crisis strikes, there are a host of aspects to take into consideration when it comes to supply chain disruption for stocks in your portfolio.
Below are five examples of immediate steps to take when a crisis hits, as well as the Refinitiv solution that can help:

1. **Form an understanding of the global connections between economies**
   - Refinitiv’s Datastream delivers over 500 million different time series available across economies and continents, helping users to quickly interpret market trends, economic cycles, and the impact of world events

2. **Understand where and how disruption is unfolding**
   - Reuters News features such as status alerts can help you to form a holistic view quickly. For example, you may wish to be alerted to a credit rating change, or a new recommendation or a significant price movement.
   - One of the major challenges that many organizations face is the signal getting lost in the noise. Our Watchlist Pulse app consists of data set analyses that provide users of the Eikon product line with a tool to quickly monitor and review events impacting the performance of companies in their portfolios or watchlists.

3. **Ascertain the impact of supply chain issues on a company’s foreign subsidiaries**
   - Eikon’s Value Chains App delivers insights on over 19,000 companies via an in-depth view of their relationships with customers and suppliers and associated risks and opportunities.

4. **Identify risk in an individual stock or across a portfolio**
   - Users can leverage a number of the quantitative and fundamental based models generated by our Starmine research team to really look into answering the critical questions that unfold in a crisis, such as how safe your investments are, and how reliable and sustainable a particular company’s earnings will be.
   - Analyzing a particular stock’s earnings reliability is critical, but these tools may also need to be applied at portfolio level. Our portfolio analytics application offers flexibility and customization, and allows users to easily highlight holdings or sectors with particularly weak metrics or Starmine scores.

5. **Assess credit risk**
   - In a crisis situation, it can quickly become necessary to develop a deep understanding of credit risk in any of your stocks. Our text mining credit risk model is a unique quantitative signal that systematically analyzes a large body of previously untapped qualitative data to help you better predict credit risk.
One of the challenges of using financial reports is the fact that they are primarily backward looking. Text mining attempts to address this by evaluating the language in a number of source documents – including Reuters news conference call transcripts, corporate filings, broker research, white papers, and more. This adds an important real time view of credit risk that can complement your current analysis in a way that other models simply don’t.

“...It’s important to evaluate the macro and micro impact of crises such as Covid-19. Refinitiv delivers a host of tools and solutions that enable efficient analysis from national economy level to portfolio and individual stock level, including sophisticated monitoring tools.”

Julian Morris, CFA, Specialist, Asset & Investment Management, Refinitiv

Refinitiv's comprehensive suite of solutions can help:

- **Eikon** – with its unsurpassed depth and breadth of financial analysis data empowers users to make smarter decisions
- **Starmine** has been developed to help users identify opportunities, save time, and zero in on the most viable investment ideas
- **Datastream** delivers the information and tools you need to interpret market trends, economic cycles, and the impact of world events
STRATEGIES FOR MINIMIZING CRISIS-RELATED RISK
In a crisis, compliance takes on a unique role: holding the line. Compliance professionals must ensure that sustainable, ethical business practices remain in place despite economic uncertainty.

“A crisis represents a very unique time for a business environment where compliance has a critical role in holding the line, and ensuring sustainable ethical business practices despite economic uncertainty.”

Kevin Bogdanov, Performance Director, Americas, Refinitiv
Crisis, corruption and FCPA enforcement

There was a statistically significant uptick in FCPA enforcement after the last worldwide crisis of 2008. Much of that uptick was driven by the DOJ’s postmortem examination of the books and records of companies under the accounting provisions of the FCPA that later led to enforcement actions against many companies coming later in 2010 to 2012.

We should expect a similar uptick in the wake of any significant crisis. Furthermore, it is worth noting the increasing ‘staying power’ of the DOJ. There is now a willingness to allow concerns to marinate for a long time before prosecution – the SEC and the DOJ are willing to invest the time and effort to bring results to bear.

There are several trends at play, including:

- A tendency towards FCPA clusters, where a singular investigation turns to multiple investigations – so not just companies, but related parties, including individuals, can be investigated as well. Furthermore, investigations may lead to the development of industry practice tactics
- The SEC has become increasingly aggressive in their approach to records and accounting provisions. They tend to scrutinize vague accounting provisions. It is therefore more important than ever to be accurate and complete in your records, because the SEC is not just looking for overt misrepresentation, but also for obfuscation, vagueness, and ambiguity
- There has been an uptick in the pairing of FCPA related charges tactics by the DOJ. This involves pairing typical or traditional FCPA investigations with money laundering, wire fraud and mail fraud
Best practice regulatory guidelines

Guidance from regulators in terms of the evaluation of corporate compliance programs consistently points to the fact that they are looking for evidence of the company’s analysis and remediation of any underlying misconduct.

Compliance leadership should therefore engage with regulators, and keep them apprised of any delays or challenges that may arise, especially in a crisis situation.

It is also worth remembering that regulators will give credit for documented efforts that prove what you are doing to remain compliant – it is about showing proactive leadership.

“More than ever, firms are talking to their regulators, which seems to be a really great best practice pointer...keep regulators apprised of any delays or challenges that you’re having and to ask them questions. Another best practice point is that you get credit for what you document, so document your efforts and what you’re doing to remain in compliance in a challenging environment. Show your proactive leadership.”

Julie DiMauro, Regulatory Intelligence Expert, Thomson Reuters

The challenges of crises

Let’s once again take the Covid-19 pandemic as an example. Overnight, scores of companies found themselves converting their businesses, and along with these conversions came a sudden need for new suppliers to produce new inventory.

This introduced new risk as unknown suppliers from potentially high-risk jurisdictions were suddenly needed. On top of this, many compliance teams found that they no longer had the same bandwidth to conduct sufficient due diligence – in many cases as a direct result of the workforce being impacted by the pandemic.

At the same time, bipartisan and public support for anti-corruption initiatives against companies remained strong. Attorney General Barr urged the American public to report Covid-19 fraud via a number of dedicated hotlines and directed attorneys across the nation to prioritize the investigation and prosecution of Corona virus-related fraud schemes.

Regulators are certainly not taking their collective foot off the gas and are paying a lot of attention to the FCPA specifically, making sure that businesses haven’t taken their eye off the ball either.
Against this backdrop, many firms overnight found themselves under extreme economic pressure to conclude deals and secure contracts through new agents, third-parties, and distributors. These new players often lacked sufficient knowledge and experience around FCPA risks, and on top of this, some manufacturers and sellers looked to exploit desperate purchasers and supply chains.

**Business Continuity with Bribery/Corruption in Mind**

All this added up to significantly **heightened risk**.

Alert and compliant firms responded by:

- Checking and updating third-party due diligence checklists for both new and old players
- Remaining highly suspicious of aggressive and opportunistic customs agents and brokers attempting rapid movement of products
- Keeping an eye out for successor liability regarding M&A transactions involving distressed businesses

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**BUSINESS CONTINUITY PROGRAM**

- Recovery strategies approved by senior executives/board
- Risk assessment and vulnerability analysis
- Incident containment; Damage assessment; Reporting
- Escalation; Communication; Documentation
- Assessment of vendor BCPs and ABC policies, procedures, controls
- Employee training
Checklists for coping in a crisis

In a crisis, firms need to take into account the unknowns, factor them into their crisis management programs, and remember that in an unprecedented emergency scenario, gaps can arise.

Here are two checklists containing guidance for coping when a crisis hits.

**Checklist 1: Immediate steps to ensure that the right controls remain in place**

- ✓ Remember the basics – ensure that you have a solid, documented internal compliance program, and make anti-corruption policies widely accessible; publicized; and updated
- ✓ Train staff on relevant laws/regulations, trends, and ensure that workers know how to use those policies, laws, and procedures in reality
- ✓ Know which departments are responsible for filling gaps in the BCP – roles must be well defined and backups for important personnel must be in place
- ✓ Ensure coordinated and consistent messaging
- ✓ Check that managers and compliance teams are able to adequately monitor for corruption risk, even if work-from-home arrangements are in place
- ✓ Emphasize the speak-up culture, for example by encouraging the use of whistleblower hotlines to report suspected risk
- ✓ Conduct independent reviews of transactions and contracts (especially high-risk accounts/expenses)
- ✓ Complete thorough due diligence on all third-parties, agents, brokers, resellers, distributors and similar, plus remember to monitor your own branch offices/subsidiaries
- ✓ Confer with counsel about concerns, and if you do become aware of potential issues, problems, concerns, or whistleblower complaints, act promptly and responsibly

**Checklist 2: Guidance for individual compliance professionals in a crisis**

- ✓ Continue to be a trusted adviser, and remain integral to the culture of compliance and business ethics
- ✓ Ensure buy-in from legal and compliance staff, as well as commitment from ownership and management
- ✓ Continue to invest in both human and technological resources to ensure that you can act with speed, remain objective and stay the course
- ✓ Be proactive in terms of preventing and detecting potential pitfalls
- ✓ Do not neglect training and communications
- ✓ Insist on periodic testing, and reviews to make sure that compliance continues as the business evolves during the crisis
How Refinitiv can help you manage future-proofing your supply chain against disruption.

REFINITIV® EIKON
Eikon with its unsurpassed depth and breadth of financial analysis data empowers users to make smarter decisions. The solution delivers approximately 10,000 items every day in the form of alerts, exclusives, videos, and newsletters to keep users informed of relevant developments. As an Eikon user, you can be among the first in the market to see this news.

Information is presented in easily-digestible format – for example, a bullet point to any relevant full article can allow users to make a quick assessment of relevance and click through for further information if necessary.

Built on flexible, open platform technology, Eikon supports trade innovation and lets you connect with the world’s largest directory of verified financial professionals.

You can access Eikon via your desktop, over the web, or on your mobile device.

Starmine
Starmine has been developed to help users identify opportunities, save time, and zero in on the most viable investment ideas.

A suite of quantitative analytics and models covers critical areas including value, momentum, ownership, risk, and quality to enable better, faster investment decisions. For example, SmartEstimates places the most weight on recent forecasts by top-rated analysts, helping you predict future earnings and analyst revisions.

In addition, you can introduce new angles to investment strategy and test investment hypotheses with Starmine’s analytics and models, as well as validate and benchmark your own quantitative methods.

REFINITIV® DATASTREAM®
Datastream, our historical financial database with over 35 million individual instruments or indicators across all major asset classes, including 8.5 million active economic indicators, features 65 years of data across 175 countries.

Datastream delivers the information and tools you need to interpret market trends, economic cycles, and the impact of world events.

Country Risk Ranking
Country Risk Ranking is a critical tool in mitigating location. This powerful instrument enables you to perform a sophisticated risk analysis of a country or territory before entering in to any business dealings.

Giving you detailed, risk-based information on more than 240 countries and territories, categorized by criminal, economic and political factors. Countries are separated into several risk bandings (Very High to Very Low), allowing you to analyze third-parties located in higher-risk countries that may warrant further due diligence.

By separating out vendors and partners who are located or do business in very high and high-risk countries, a compliance officer is better able to deploy resources to the areas that need the most attention.
World-Check Risk Intelligence data enables efficient risk screening of suppliers and third-parties. Helps you to meet your regulatory obligations, make informed decisions, and prevent your business being used to launder the proceeds of financial crime or associated with corrupt practices.

Used and trusted by the world’s biggest companies, our comprehensive coverage includes politically exposed persons, state owned and state invested enterprises, full sanctions coverage, regulatory and law enforcement lists, and adverse media. The data is fully structured, aggregated, de-duplicated, and keyworded to help you drill down for focused screening.

Our risk intelligence data is easily absorbed into various workflow screening platforms in-house, cloud-based, or third-party solutions through a delivery method that suits your requirements.

In addition a number of exclusive features designed to save you time and resources, can be added on various subscription levels and platforms. Moreover our choice of opt-in helpful tools for media screening, ultimate beneficial ownership verification and vessel screening can help take your compliance processes to the next level.

**Enhanced Due Diligence**

Decades of supply chain optimization have prompted enterprises to cluster most of their sourcing and production activity around few low-cost labor centers, exposing them to major jurisdictional concentration risks made apparent in the early stages of the Covid-19 pandemic as enterprises faced massive supply disruptions.

Whether for transparency or agility, Enhanced Due Diligence (EDD) reports remain the best instrument at your disposal to gain in-depth knowledge of your third-parties and safeguard against any operational and reputational hazards, or sanctions, especially when onboarding new suppliers.

EDD reports include adverse media searches in media and Internet sources as well as corporate registration data and litigation and regulatory database checks. In low-information jurisdictions lacking transparency, discreet, on-the-ground business intelligence inquiries by trusted sources, provide intelligence beyond open source research.

Our reports do not follow a one-size-fits-all approach. They offer a thorough and effective screening solution tailored to the challenges you face.
Refinitiv is one of the world’s largest providers of financial markets data and infrastructure, serving over 40,000 institutions in approximately 190 countries. It provides leading data and insights, trading platforms, and open data and technology platforms that connect a thriving global financial markets community – driving performance in trading, investment, wealth management, regulatory compliance, market data management, enterprise risk and fighting financial crime.