

Capability Statement 2026

Iraqi-Owned | Internationally Managed | **Standards-Led**



PSS
Power of Sultan Security

Table of Contents

The PSS Model	4
Services	6
What Sets PSS Apart	8
Leadership	9
Standards & Compliance	10
Operational Coverage	11
How We Work	12
Our Commitment to Iraq	13

INTRO

Power of Sultan Security Services (PSS) is an Iraqi security and risk management company providing professional, standards-driven services to organisations operating across Iraq. From operational bases in **Baghdad, Kirkuk and Basra**, we deliver mobile and static security, journey management, security consultancy, hostile environment awareness training, and intelligence-led insight products.

PSS was founded by an experienced Iraqi Nationals in partnership with an international management team **with a clear purpose: to build a security company in Iraq that meets the professional and compliance standards expected by the most demanding international clients.**

Our leadership combines decades of military, intelligence, and corporate security experience with an Iraqi company structure that holds all required government licences and operates with full legal authority across the country.

The result is a company designed from a clean sheet, no legacy structures, no inherited practices, no compromise on standards. **Every procedure, training programme, and operating system has been built to deliver a service that is credible, compliant, and effective from day one.**

Get In Touch

Email: coo@pss217.com or gm@pss217.com

Website: www.pss217.com

Address: Karada Street 52, District 904, Alley 80, House 1/6, Baghdad – Iraq

Call: +964 (0) 780 926 1414



The PSS Model

PSS is an Iraqi-owned security and risk management company led by an international management team, purpose-built to deliver the compliance standards and management quality of the best international providers through a direct Iraqi operating model. Every system, procedure, and compliance framework has been designed from the ground up for Iraq's operating environment, with ISO, 18788 and 90001, PSC.1, and ICoCA principles embedded at the operational level, intelligence and insight delivered as a core service line, and all personnel employed, trained, and supervised directly by PSS under a single chain of command.

Built Different.

The Iraqi security market includes a range of providers. At one end, large international firms bring global brand recognition and corporate systems, but often at significant cost and with limited operational agility. At the other, established local companies offer presence and familiarity, but vary widely in the consistency of their management systems, reporting standards, and compliance frameworks.

PSS occupies a distinct position. We combine the governance, compliance rigour, and management quality of the best international providers with the direct operating authority, local knowledge, and commercial efficiency of an Iraqi company.

What this means in practice

- **Iraqi-owned, internationally led.** An Iraqi-registered company holding full government licences, directed by a management team with extensive international security experience. This gives clients full legal compliance and local access, supported by international-standard management oversight.
- **Standards built in, not bolted on.** ISO 31000, ISO 31030, ISO 18788, PSC.1, and ICoCA principles are embedded in operating procedures and daily task execution. This ensures consistent, auditable performance at every level of delivery.
- **Insight as a core capability.** PSS delivers daily, weekly, and bespoke intelligence and analytical products as a standing service line. This gives clients the information they need to plan effectively and make informed decisions in Iraq's operating environment.
- **Built for this market, not adapted to it.** Every system, procedure, and management structure has been designed specifically for Iraq's operating environment. This removes the gaps and inefficiencies that come with applying generic frameworks to a complex and specific context.
- **Scalable by design.** PSS structures its operations to expand, contract, or reconfigure quickly as client requirements or the security environment change. This allows clients to adjust their security posture without delays or disruption to ongoing operations.

Services

Mobile Security

Professionally managed protective movement for personnel, visitors, and operational travel. PSS provides vetted security teams, appropriate vehicle profiles, pre-task route planning, and coordinated journey oversight. Every task is planned individually, with route selection, contingency options, and communications protocols confirmed before departure. Our operations room maintains real-time oversight of all movements. We offer flexible options from single airport transfers through to large-scale, multi-governorate operational programmes.

- ➔ Vetted and trained close protection and escort teams
- ➔ Armoured and soft-skin vehicle options matched to threat and profile requirements
- ➔ Individual task planning with route analysis, timings, and contingency actions
- ➔ Real-time journey tracking and operations room oversight
- ➔ Scalable from single-vehicle transfers to multi-team, multi-day deployments

Static Security

Reliable protection for offices, compounds, project sites, accommodation, industrial facilities, and critical infrastructure. PSS designs site security arrangements around the threat, the location, and the client's operating requirements, delivering disciplined access control, trained and supervised guard forces, and clear command and reporting structures. All static security operations are supported by documented post orders, regular inspections, and direct management oversight to maintain consistent standards across sites. We provide flexible deployments from single-site guard forces through to multi-location programmes with centralised management.

- ➔ Trained, vetted, and supervised guard forces
- ➔ Site-specific security plans based on threat and operational requirements
- ➔ Documented post orders with regular inspection and audit
- ➔ Access control, search procedures, and visitor management
- ➔ Scalable from single facilities to multi-site national programmes

Security Consultancy

Practical advisory support for organisations assessing, strengthening, or validating their security posture in Iraq. Services include site surveys, vulnerability assessments, security planning, threat and risk assessments, and advisory support linked to specific projects or operational activity. All outputs are tailored to the client's sector, location, and operating context, providing actionable recommendations rather than generic frameworks. We support clients at any stage, from pre-entry planning through to review of established operations.

- ➔ Site security surveys and vulnerability assessments
- ➔ Threat and risk assessments tailored to location and activity
- ➔ Security planning for new projects, expansions, or operational changes
- ➔ Pre-entry assessments for organisations considering operations in Iraq
- ➔ Review and validation of existing security arrangements

Training Services

PSS operates a dedicated training school staffed by local and international subject matter experts, delivering programmes in multiple languages. Training is provided remotely or in-country depending on client requirements.

Our client-facing training includes Iraq-specific Hostile Environment Awareness Training (HEAT) programmes that prepare personnel for the realities of operating in a challenging environment, building situational awareness, strengthening personal security skills, and supporting safer, more effective operations.

All PSS operational staff are trained to international standards across HSE, driver training, and first aid. Continuing professional development is central to how we manage our workforce and forms part of our commitment to developing the communities in which we operate.

- ➔ Iraq-specific HEAT programmes for client personnel
- ➔ Remote or in-country delivery options
- ➔ Local and international subject matter experts
- ➔ Multilingual training capability
- ➔ Staff training in HSE, defensive driving, and first aid to international standards
- ➔ Ongoing CPD programmes supporting workforce and community development

Insight & Intelligence Products

We provide daily security reporting, weekly analytical summaries, and bespoke threat and risk assessment products covering Iraq's security, political, and operational landscape. Our insight products support decision-making, risk management, and business continuity, drawing on local sources, open-source monitoring, and structured analytical methods.

All products are prepared by trained analysts with direct knowledge of the Iraqi operating environment. Reporting is clear, structured, and designed for immediate use by security managers, project leads, and senior decision-makers.

Daily reporting: Incident tracking, security developments, and operational updates covering client-relevant locations and sectors.

Weekly analysis: Trend identification, emerging risks, and forward-looking assessment to support planning and resource decisions.

Bespoke products: Location-specific analysis, route risk reviews, project-related threat assessments, detailed security risk assessments, and tailored analytical support produced to client specification.

- ➔ Analyst-prepared reporting drawing on local sources and open-source monitoring
- ➔ Structured analytical methods applied across all products
- ➔ Output tailored to client locations, sectors, and reporting requirements
- ➔ Flexible delivery to support one-off requirements or long-term programmes

What Sets PSS Apart

Designed for Iraq, Managed to International Standards

PSS was established specifically to deliver security services in Iraq. Our management structures, operating procedures, and compliance frameworks have all been developed for this environment. The company is Iraqi-owned and independently operated, with an international management team based in-country holding full decision-making authority. This combination gives clients the legal standing, local access, and cultural understanding of an Iraqi company, supported by the management rigour and professional standards of an international operation.

Efficient, Accountable, and Built to Respond

PSS delivers international-standard management quality and compliance without the cost structures associated with large multinational providers. The company operates a lean, in-country management structure with full decision-making authority held in Iraq. This means faster responses, quicker mobilisation, and direct client access to the people running their operations.

	International Firms	Established Local Providers	PSS
Ownership & Control	Foreign-owned, decisions routed through overseas HQ	Iraqi-owned, but some operate as subsidiaries of international groups	Iraqi owned and independent, with decisions made locally by senior management
Management	Expatriate-heavy; local teams often lack authority	Mixed; quality varies between providers	International management team embedded in-country with full authority.
Standards	Strong at corporate level; implementation varies in-country	Some certified; many operate without formal accreditation	ISO/PSC.1/ICoCA-aligned from inception. Built into every SOP and task.
Insight Products	Global feeds, often generic to region	Rarely offered as a standing service	Core service line: daily, weekly, and bespoke Iraq-focused products.
Mobilisation	Weeks to months; contractually rigid	Generally fast but inconsistent in quality assurance	Rapid deployment with consistent quality and oversight.
Cost Structure	High overhead driven by expatriate footprint	Lower cost, but service standards vary	Competitive pricing with full management and compliance
Accountability	Multiple layers between client and delivery	Often thin management with limited reporting	Clear command, structured reporting, defined accountability

Leadership

PSS is led by a management team that designed and built the company from the ground up. Our leadership brings together former military professionals, corporate security directors, compliance specialists, and regional risk advisors with direct, long-standing experience in Iraq and the Middle East.

This team chose to build PSS as a new company rather than acquire or rebrand an existing one. There are no legacy structures to work around and no inherited practices to unpick. This has allowed PSS to build a company culture from day one that reflects how we believe security services should be delivered: professionally managed, transparent, and consistently accountable to the client.

Our leadership team maintains direct relationships with clients at every stage of a contract, from initial scoping and proposal through to ongoing delivery and review. This ensures that the people making commitments to clients are the same people responsible for delivering on them.

Principles

- ➔ **Direct accountability:** Senior leadership oversees every client engagement and operational commitment. There is no separation between the team managing client relationships and the team managing operations.
- ➔ **Standards-first culture:** Compliance and professional conduct are expected at every level of the company. This is reinforced through structured induction, ongoing supervision, and regular assessment.
- ➔ **Continuous improvement:** Regular operational reviews, incident analysis, and structured performance reporting drive how we develop our services and our people.
- ➔ **Ethical governance:** Clear policies on conduct, use of force, human rights, and community responsibility. These are communicated to all staff and form part of our training and oversight framework.
- ➔ **Iraqi workforce development:** Investment in recruiting, training, and retaining high-calibre Iraqi security professionals. PSS is committed to building long-term career opportunities and contributing to professional development within the communities where we operate.



Standards & Compliance

PSS operates in alignment with the international standards and frameworks that define best practice in the private security industry. These standards are reflected in our operating procedures, training programmes, reporting structures, and the way we execute every task.

Security and Risk Management

- ➔ **ISO 31000:** Risk management principles applied to all operational planning and decision-making
- ➔ **ISO 31030:** Travel risk management standards embedded across our journey management and movement support services
- ➔ **ISO 18788:** Management system framework for private security operations
- ➔ **PSC.1:** Conformity assessment for private security company operations
- ➔ **ICoCA:** International Code of Conduct for Private Security Providers, covering human rights, ethical conduct, and use of force

Quality and Environmental Management

- ➔ **ISO 9001:** Quality management system applied across all service delivery, ensuring consistent processes, documented procedures, and measurable performance outcomes
- ➔ **ISO 14001:** Environmental management system integrated into operational planning, site management, and supply chain activity

How We Maintain These Standards

Maintaining alignment with these frameworks requires active management. PSS has established the following processes to ensure standards are upheld across all operations:

- ➔ **Management review:** Scheduled reviews conducted by senior leadership to assess operational performance, compliance status, and areas for improvement
- ➔ **HSE integration:** Health, safety, and environmental requirements are embedded in all service delivery, from task planning and risk assessment through to post-task reporting
- ➔ **Internal audit programme:** Regular audits of procedures, documentation, and operational practices across all sites and service lines
- ➔ **Incident reporting and analysis:** Structured reporting with root cause analysis to drive corrective action and prevent recurrence
- ➔ **Training and competency assurance:** All staff assessed against defined competency standards, with refresher training and CPD built into workforce management

Operational Coverage

PSS maintains a permanent presence in Iraq's two main commercial centres, with the ability to operate nationwide.

Baghdad

PSS headquarters. Full operational capability supporting clients across the capital and surrounding governorates. Our Baghdad base provides the full range of PSS services including mobile and static security, airport liaison, journey management, consultancy, and intelligence products. The operations room, management team, and analytical capability are all based here, providing centralised coordination and oversight for all PSS activity nationwide.

Basra

Dedicated operational presence supporting energy, oil and gas, logistics, and infrastructure clients across Basra Governorate and the southern corridor. PSS maintains teams, vehicles, and coordination capability positioned for immediate tasking. Our established presence in the south gives clients direct access to local knowledge, relationships with provincial authorities, and rapid response times.

Wider Iraq

PSS can deploy operations across Federal Iraq based on client requirements. Our Baghdad and Basra bases provide the logistics, management, and coordination infrastructure to support tasks in additional governorates. Deployments outside our core locations are planned in coordination with national and provincial authorities and delivered to the same operational standards as our permanent bases.

24/7 Operations Centre with Emergency Support teams

Karada Street 52, District 904, Alley 80, House 1/6, Baghdad

Coming soon: 24/7 Operations Centre with Emergency Support teams

Al Sharq Business Park, Contractors Row, Rumaila

PSS is designed to withstand client audit, regulatory inspection, and external scrutiny at every level.

How We Work

PSS applies a consistent approach to every task: understanding the requirement, planning the detail, executing to standard, and reporting clearly. This ensures reliable, accountable delivery at any scale.

We plan properly, execute with control, and maintain clear, consistent communication throughout.

We plan every task individually. We report on every task honestly. There are no template solutions and no assumptions.

1. Understand

Every engagement begins with a clear understanding of the client's objectives, risk profile, and operating context. We invest time at the outset to define requirements accurately, identify constraints, and establish what success looks like for the client. This ensures that the services we propose are relevant, proportionate, and deliverable.

2. Plan

Pre-task planning, risk assessment, route analysis, and coordination are embedded in every service. Task-specific planning is completed and approved before execution begins, with contingency actions identified and communicated to all relevant personnel. This applies equally to a single airport transfer and a multi-site operational programme.

3. Execute

Trained, supervised teams deliver every task to defined standards. Our operations room maintains oversight of active tasks, and supervisory structures ensure that performance on the ground matches what was planned and agreed with the client. Consistent, disciplined delivery is the foundation of client confidence.

4. Report

Structured reporting, incident documentation, and performance updates are built into every service. Clients receive regular operational reporting as standard, with additional reporting provided in response to incidents, changes in the threat environment, or specific client requirements.

Get In Touch

Email: coo@pss217.com

gm@pss217.com

Website: www.pss217.com

Address: Karada Street 52, District 904,
Alley 80, House 1/6, Baghdad – Iraq

Call: +964 (0) 780 926 1414

Our Commitment to Iraq

Social Responsibility

PSS is Iraqi-owned and operated. The company's long-term future is tied to Iraq, and our investment in the country's workforce and communities reflects that. The company is owned, managed, and invested in Iraq. Decisions about recruitment, training, community engagement, and workforce development are made by people with a direct and permanent stake in the outcomes.

We align our approach with ISO 26000 (Social Responsibility), embedding responsible business practices into how we recruit, train, operate, and engage with local stakeholders.

Local Employment and Workforce Development

PSS recruits from the communities surrounding our client projects. Local employment generates direct economic benefit in the areas where clients operate, which in turn builds goodwill and reduces the friction that foreign-backed projects can attract. We invest in structured training, skills development, and career progression, providing our staff with qualifications in security operations, HSE, first aid, and professional conduct that have value well beyond their employment with PSS.

Community Relationships as an Operational Asset

Our teams maintain standing relationships with community leaders, tribal figures, and local authorities across our areas of operation. These relationships are sustained over time and provide PSS with a level of local access, trust, and situational awareness that cannot be replicated by a provider whose presence is tied to a single contract cycle. For our clients, this translates into early awareness of community sentiment, local grievances, and emerging issues before they develop into operational disruptions.

Cultural and Social Awareness

Operating effectively in Iraq requires detailed understanding of tribal structures, religious observances, local politics, and community expectations. PSS staff bring this understanding as a natural part of how they operate. Our teams advise clients on local protocols, timing considerations, and community sensitivities, helping to protect the client's social licence to operate and maintain productive relationships with the communities around their projects.

Our future is in Iraq. How we invest in our people and communities today defines the company we are building for the long term.



PSS

Power of Sultan Security

POWER OF SULTAN SECURITY SERVICES

Iraqi-Owned | Internationally Managed | Standards-Led

© 2026 Power of Sultan Security Services. All rights reserved.