



COMMUNICATING RISKS WITH A GLOBAL WORKFORCE

Foreword

Business Continuity Institute

In the first edition of “Communicating Risks with a Global Workforce”, the BCI presents findings on what are the best practices in building a sound travel risk management and crisis communications plan. We would like to thank the International SOS Foundation and Everbridge for supporting this piece of research, which addresses some key challenges for organizations operating on a global scale.



People are the main asset to protect when dealing with a crisis. Your best efforts should be dedicated to locate, communicate, and ensure the safety of staff when an incident takes place. As organizations tend to operate in increasingly complex environments, establishing clear processes to keep track of a mobile workforce is essential.

Currently, the threat landscape is varied and unpredictable, with concerns of different nature such as cyber attacks, active shooter situations, or extreme weather events. In the last few years we have witnessed the consequences of large-scale ransomware attacks, terrorist incidents, and natural catastrophes such as hurricanes or earthquakes.

In order to face these challenges successfully and build truly resilient organizations, professionals from different functions need to adopt a collaborative approach and work together. Combining efforts from business continuity, risk management, information and physical security, and crisis management would help mitigate the impact of disruptions in a more effective way. Therefore, communication is important not only during a crisis, but also when preparing for it.

This report, bringing in the expertise from various professionals in the field of travel risk management, aims to shed some light on how organizations can be prepared in the face of uncertainty and turn risks into opportunity by keeping operations afloat when under pressure. By protecting an organization’s assets, such as people, data, and reputation, this would create a competitive advantage even in the most unfavourable situations.

David Thorp
Executive Director, BCI

Foreword

International SOS Foundation

Today, businesses operate in a VUCA environment: volatile, uncertain, complex and ambiguous. It is reported that 50% additional growth in mobile workers is expected by the year 2020¹. Addressing the increasing global risks and threats requires individual businesses to have solid risk management plans and an effective crisis communications platform, amongst others.



In a recent Ipsos MORIS study², we found the top three challenges faced when providing health and security to a mobile workforce. They are: Educating employees about travel risk (53%), communicating with employees in a crisis (44%) and confirming with employees that they have read pre-travel information (44%).

This research focuses on one of the above-mentioned challenges – communicating with employees in a crisis. Through drawing experiences from our interviewees and their organizations, we hope to guide health, safety and security practitioners. We want to help them put in place an effective crisis communication plan for their workforce as part of their risk management plan. The study shares best practices on how to engage with stakeholders and obtain top management buy-in to invest in risk management and crisis communication plans.

Organizations have the responsibility to ensure the safety and wellbeing of their workforce. To protect their people and manage risks in a changing business world, it is vital that organizations invest in a robust risk management plan.

Equally, they need to understand that communication plays a critical role in managing the workforce. In fact, it is the glue that connects business continuity, resilience and sustainability.

Kai Boschmann

Executive Director, International SOS Foundation

International SOS
Foundation

1. PwC. Talent Mobility 2020 (2010). www.pwc.com/talentmobility2020
2. Ipsos MORI; International SOS. Business Resilience: Trends watch 2018. www.internationalsos.com/-/media/corporate/files/business-resilience-trends-watch-2018---international-sos-ipsos-mori.pdf

Foreword Everbridge

The severity and frequency of global events, violence and other emergencies, and their implications for personal safety and business performance, are on the rise at historic levels. At the same time, an increasing percentage of the workforce is mobile, and business continues to be transacted on a global scale, necessitating travel to often high-risk areas.



Enterprise organizations need to keep pace with the continued convergence of these two trends—both an increasingly dangerous threat landscape, and a higher reliance on a workforce that is anything but tied to ‘static’ locations. Instead, employees are dynamic—highly distributed, mobile and often working remotely or traveling. In the United States alone, according to research firm IDC, almost 72 percent of the U.S. workforce is expected to be made up of mobile workers by 2020.

This new report, produced by the Business Continuity Institute, in partnership with International SOS Foundation, closely examines how security, risk and business continuity professionals are accounting for the safety of their employees in an increasingly mobile, unpredictable, and at times, unsafe world. A primary focus of the report is the importance of establishing, and aligning, effective crisis communications and travel risk management plans, processes and technologies.

We hope you find this report both revealing and insightful, and helpful in your pursuit of managing the safety and productivity of a global workforce.

Imad Mouline

Chief Technology officer, Everbridge



Introduction

The Business Continuity Institute (BCI) is glad to publish its first 'Communicating risks to a global workforce' report, with the support of the International SOS Foundation and Everbridge. This report aims to determine the importance of communication in building sound travel risk management programmes. In order to achieve this goal, this report employs a qualitative methodology, comprising two different sections. The first one is a literature review of previous works on the subject, while the second one is a content analysis based on a series of interviews performed with senior practitioners in various multinational organizations such as risk management, physical security and business continuity.



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Executive Summary



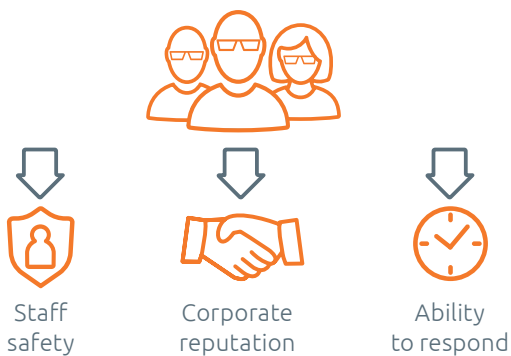
Executive Summary



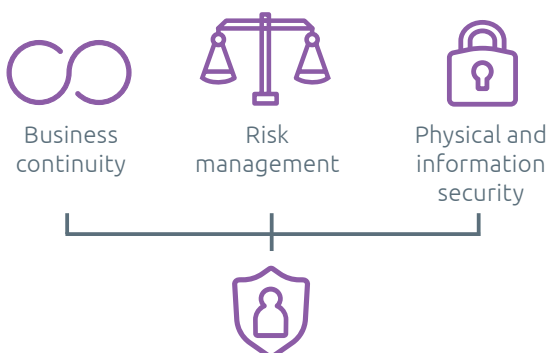
Communication is key to risk management and crisis handling for a global workforce. All of the respondents highlighted that organisations should be able to reach their staff when involved in a crisis, regardless of whether they are travelling abroad or domestically. Most respondents stressed the importance of notification software systems in facilitating communications and helping with accountability.



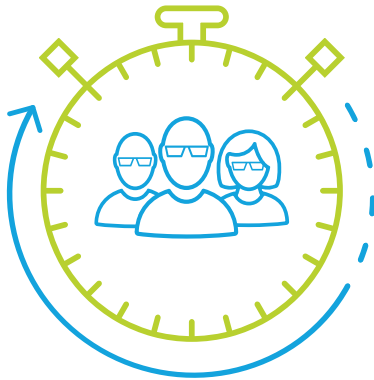
Effective travel risk management and crisis communications plans have several benefits for organizations, such as higher productivity, reputational gains, wider geographical outreach to markets and enjoying more competitive insurance premiums. Preparedness is seen as a business enabler that helps overcome direct competitors.



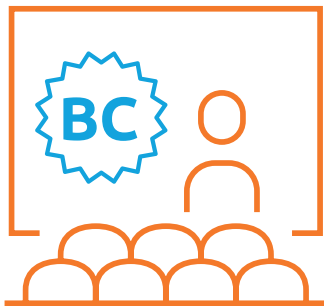
Top management buy-in is essential to establish sound travel risk management plans. Almost all respondents voiced that the board's main concerns were staff safety, corporate reputation and ability to respond.



Cross-Functional Working Required. All respondents indicated that professionals from business continuity, risk management and physical and information security can help ensure the safety of business travellers by sharing information and best practices.



Speed and accuracy are critical. Respondents revealed top management's high expectations in terms of crisis response. Most of them stressed how top management should receive updates on a crisis within a very short time (generally less than an hour) from when an incident took place.



Business continuity has a key role in the pre-crisis phase, where it can help build preparedness by setting up crisis simulation exercises, training, and awareness campaigns. Business continuity has a particularly important role in embedding travel risk management programmes within an organization, for instance by having staff sign up to notification software systems.



People are the number one priority when designing travel risk management plans. Making sure employees are safe was the main concern according to all respondents, before reputation or facilities. However, respondents stressed how those directly affected by an incident are not the only ones to need support. First responders and dependents, for instance, should be provided with counselling support should they need it.

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Literature Review



Literature Review

Communicating with a mobile workforce is proving increasingly important as more employees travel for business reasons. This is why organizations need to build effective arrangements to stay in touch with their staff. However, travel risk management programmes should also be cost-effective in order to fit into the budget and obtain approval from top management. Preparedness can also reduce costs, by avoiding large losses due to an incident or a failed assignment. The studies and publications reviewed in this report support this argument, providing data on the benefits of travel risk management and crisis communications. The aim of this research is to demonstrate that crisis communications and travel risk management can help ensure the safety of the mobile workforce and protect financial resources.

According to previous reports, international business travel is growing. In the last few years, over 70% of organizations have intensified the number of short-term assignments¹. The global business travel industry is now worth more than a trillion U.S. dollars and it is expected to grow in several countries across the globe². Thus, maintaining visibility and ensuring the safety of a mobile workforce can prove a difficult challenge, as shown by the BCI Emergency Communications Survey 2017³. The study shows that roughly a third of organizations (32%) report more than 100 staff travelling internationally. The same amount of respondents state that the destinations employees travel to are considered 'high risk'. On a similar note, 'Business Resilience: Trends watch 2018', a survey by Ipsos MORI and International SOS, reveals that according to 63% of the respondents, travel risks have increased over the past year and 52% of them expect travel risks to increase in 2018. This can amplify the challenges in ensuring the safety of assignees, such as educating employees about travel risk (53%), communicating with employees in a crisis (44%) and confirming with employees that they have read pre-travel information (44%)⁴.

Bernstein (2013) highlights the importance of establishing notification and monitoring systems before a crisis happens, arguing that traditional methods such as manual call trees should no longer be relied upon. Employing technology allows an organization to send out a message through multiple channels to a large number of stakeholders in a relatively short time. It is crucial, however, that new means of communication are well embedded in a plan before a crisis happens, to avoid improvised responses that can produce undesired outcomes⁵.



1. Prevent; International SOS Foundation. Return on prevention (2015). https://www.internationalsosfoundation.org/-/media/corporate/files/documents/20150208_return_on_prevention_final.pdf?la=en
2. Statista. Global Business Travel Industry (n.d.) <https://www.statista.com/topics/2439/global-business-travel-industry/>
3. Alcantara; Riglietti. BCI Emergency Communications Report 2017 (2017).
4. Ipsos MORI; International SOS. Business Resilience: Trends watch 2018. <https://www.internationalsos.com/-/media/corporate/files/business-resilience-trends-watch-2018---international-sos-ipsos-mori.pdf>
5. Bernstein. The 10 steps of crisis communications (2013). <http://bernsteincrisismanagement.com/the-10-steps-of-crisis-communications/>

A correct application of mass notification systems can avoid significant losses and improve efficiency. Organizations would benefit by recovering more quickly from disruptions, as well as being able to reach out to both internal and external stakeholders. Profits would be generated by improved aspects of business operations, ranging from less downtime in case of an outage to improved decision-making processes and reputation management⁶. Furthermore, crisis communications are an integral part of business continuity plans, which can deliver return on investment by maximising an organization's resources and saving on insurance premiums by proving reliable in managing business interruptions⁷.

On a different note, Dilenschneider and Hyde (1985) emphasise the importance of determining what could be the likeliest threats to affect operations and what impact these could have. Pre-crisis planning would also involve setting up a crisis communications team and establishing clear responsibilities⁸. Frandsen and Johansen (2011) delve more deeply into the matter, highlighting that experts should pay more attention to internal crisis communications because most of the literature tends to focus on their external implications, such as public or media relations. They also revisit the way employees are perceived during a crisis, differentiating them from other types of stakeholders due to four main factors, namely: the type of relationship they have with the organization, their stakes, how they identify with the organization and finally the active role they can play in communicating during an incident⁹.

In addition, a survey conducted in 2011 in Denmark across both public and private organizations revealed the growing relevance of crisis communications arrangements¹⁰. The authors compared the results with previous research conducted in 2003. They found that organizations had become more proactive in establishing clear responsibilities and having a crisis communications plan. The survey showed that where there was a crisis management team or an appointed crisis manager, employees felt safer and more confident at the idea of facing a crisis¹¹.

An effective crisis management plan for travellers should also include risk assessments, considering concerns such as safety hazards (e.g. political violence), different legislation and logistics (e.g. choosing a safe accommodation). Hence, organizations should have an effective crisis management



6. Osterman Research. ROI of Mass Notification (2006). <https://www.everbridge.com/wp-content/uploads/2012/08/White-Paper-ROI-of-Mass-Notification-Osterman-Research.pdf>
7. Alcantara; Riglietti. Business continuity delivers return on investment (2016).
8. Dilenschneider; Hyde. Crisis Communications: Planning for the unplanned (1985).
9. Frandsen and Johansen. The study of internal crisis communication: towards an integrative framework (2011).
10. Frandsen and Johansen. Entering new territory: A study of internal crisis management and crisis communication in organizations (2012).
11. Ibid.

plan, with a dedicated team of experts. It is also essential to have a robust business continuity plan in place to guarantee that operations can keep running in the case of a disruption¹². Indeed, business continuity officers are increasingly entrusted to play a decisive role in delivering an effective emergency communications plan¹³.

Top management too plays a key role in establishing sound policies for business travel and crisis communications. A travel policy should be documented, approved by stakeholders, communicated, made available and updated regularly. The operations manager should implement the policy, by communicating the plan, assessing competencies and identifying threats. Those responsible for the crisis management plan would also have to assess the need for education and training, in order to raise awareness for both travellers and travel security managers. Finally, an evaluation of the plan should be carried out regularly on the basis of scenario-based testing and simulation exercises to include updates and lessons learned¹⁴.

Looking at the importance of investing in safety, 'Return on Prevention', a research study by the International SOS Foundation (2015), shows the benefits of a travel risk management plan. The paper looks at the risks faced by assignees as well as at the costs and benefits of travel arrangements. The authors reveal how for every \$1 invested returns a benefit ranging from \$1.60 (minimum scenario) to \$2.53 (maximum scenario). Reasons for failure can be attributed to both direct costs, such as training and salary of the assignee, and indirect costs, for instance a loss of market share. The costs of failure can be between \$570,000 — 950,000, with salary being one of the most prominent factors¹⁵.

The research examined in this report underscores the opportunities for organizations that follow good practices when it comes to travel risk management and crisis communications policies. Employees are not the only beneficiaries of sound travel arrangements because it has been shown that safety generates a return on investment and avoids possible legal and reputational issues.

Some key takeaways that emerge from the works mentioned in this review:

- Plans for travel risk management should always be tailored, taking into consideration both the employee and the destination of travel;
- The amount of employees travelling for business is on the rise, including to high-risk countries, which calls for more attention to business travel arrangements;
- Organizations should ensure the safety of employees regardless of where they are; providing a support network and being able to locate and communicate with them must be a priority;
- Top management buy-in is central to any successful plan, priorities must be cascaded from the top and implemented at an operational level;
- A business continuity plan should always support a travel risk management plan, in order to mitigate the effects of disruptions;
- Investments in travel risk management plans and crisis communications do generate returns; on the contrary, failed missions can be very costly.

12. IOSH; International SOS Foundation. Managing the safety, health and security of mobile workers (2016).

13. BCI Emergency Communications Report 2017.

14. International SOS Foundation. PAS 3001:2016 "Travelling for work – Responsibilities of an organization for health, safety and security – Code of practice" (2016).

15. Prevent; International SOS Foundation. Return on prevention (2015). https://www.internationalsosfoundation.org/-/media/corporate/files/documents/20150208_return_on_prevention_final.pdf?la=en

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Content Analysis



Introduction

The following content analysis has sought to determine the importance of crisis communications and travel risk management for organizations. Respondents confirmed to some extent the conclusions obtained through the review of previous works. For instance, the importance of top management buy-in, people as a priority and the role of business continuity arrangements emerged from both the literature review and the content analysis. On the other hand, respondents also offered valuable new insights, such as on the collaboration among different management functions, ways of establishing crisis communications and the expected outcomes of a crisis.

Methodology

The interviews conducted for this study took place between January and March 2018. The interview questions were based on the literature analysed so far. According to the different issues and recommendations found in previous research works, the goal of this report was to examine the arrangements adopted by professionals responsible for the safety of the global workforce. Utilising interviews as a research method allowed the researchers to dig more deeply into the experiences of the selected respondents. The participants were all senior practitioners with different backgrounds (e.g. risk management, physical security, business continuity) and they answered a questionnaire covering eight main areas related to travel risk management and crisis communications. These comprised challenges & benefits, top management buy-in, business continuity, collaboration of management functions, priorities, expectations, steps to response, and travel risk management business benefits. The content was then coded and analysed according to these eight categories through the use of NVivo, a piece of software for qualitative analysis. The following is a breakdown of the commentary per each section. The identity of the interviewees is not disclosed in this report because they wish to remain anonymous.

Challenges & benefits

Participants in this study were asked about their personal experience with managing a global workforce, including the benefits and challenges of establishing sound travel arrangements. One respondent pointed out the increasing mobility of employees around the world, due to a wider adoption of flexible work arrangements. When communicating with remote workers, technology emerged as a key tool to implement appropriately. A respondent stated that during a crisis, it is important to target the right message to the right audience, in order to avoid making communications redundant. Another challenge in managing a mobile workforce consists of ensuring the safety of domestic travellers because they can be subjected to risks even if they do not cross any borders. Thus, in order to be ready in the face of a crisis, a participant from risk management suggested a collaborative approach with other functions of an organization, such as the security or human resources teams.

A quote from an expert

“If you can keep people working as if it were business as usual and they can get where they need to go, then that has got to be a business enabler. And if you’ve got competitors who don’t have those sorts of plans and they don’t have those sorts of mechanisms, it’s going to put you one step ahead of them.”

Top management buy-in

When asked about top management buy-in, respondents provided a variety of reasons why the board would agree to allocate a budget for travel risk management plans. Avoiding reputation damage was one of the main motives; should a crisis occur, the board would want to be sure of what they are telling the public or other external stakeholders. In addition, executives were reported to dedicate more attention to travel risk management plans and crisis communications after experiencing or being made aware about the effects of a significant disruption. On the other hand, different interviewees stated that keeping staff safe, regardless of where they are, was simply 'about life safety' and 'doing the right thing'. Their board understood that, which created no obstacles for them to receive an appropriate budget for travel risk management plans. On a more pragmatic level, another respondent highlighted top management's concerns in establishing the costs of technology solutions (such as notification software), stressing how important it is that these are implemented correctly in order to be fully operative in the case of a crisis.

Business continuity

One of the main areas of this report focused on the business continuity function and its role within travel risk management plans and crisis communications. Two experts, from business continuity and risk management, stressed the importance of cooperation. They shared how business continuity should be working alongside other teams such as the facilities management, security, and crisis management ones. However, it was emphasised that roles and responsibilities can change in different organizations, depending on several factors such as size of organization or industry. Crisis simulation exercises, in addition, also emerged as key when preparing for a crisis, in order to observe key metrics such as response time. On a similar note, an interviewee revealed how business continuity is very much involved in the pre-crisis and planning phases, for instance through education and awareness initiatives on mass notification systems.

Collaboration of management functions

Interviewees elaborated on what other functions of an organization are key to protect and communicate with a global workforce. Information security and IT were considered to have a central role in this, by making sure that employees have their devices set up properly and know how to avoid losing data to malicious actors such as cybercriminals. In addition, physical security teams were said to be vital to a mission because they hold responsibility for assisting business travellers and being at the forefront of a crisis, also known as the 'boots on the ground'. Finally, the risk management function completed the picture because risk assessments can be the 'most important business process' when responding to a crisis. Similarly, another expert stressed the importance of enterprise risk management, defining this as a collaborative effort from the entire organization. This would mean taking into account specific needs from sensitive categories of workers, for instance regarding political and mental health risks.

Priorities

Regarding priorities, respondents were clear in naming people and accountability as their main concern. Knowing where employees are during a crisis, establishing what is the best way to communicate with them and ensuring they are safe were top of the list for the experts interviewed. In this respect, it is important to also manage expectations and workloads while operating during exceptional circumstances. Interestingly, it was also pointed out that post-crisis support should cover both those directly and indirectly involved in the incident. For instance, first respondents and dependents might feel traumatised by witnessing an incident or a series of incidents and may need counselling.

Other priorities included protecting reputation and facilities, although respondents always specified that locating and communicating with their staff would come first.

Expectations

All of the respondents revealed high expectations in terms of crisis response. Most of them stressed how top management should receive updates on a crisis within a very short time (generally less than an hour) from when an incident took place. Respondents stressed the need for a proactive attitude, in order to get actionable insights and intelligence on a crisis as soon as feasible. As one respondent put it, 'I need to find out even before I'm asked to find out'. However, some experts highlighted that the level of urgency varies according to different crises and that in the immediate aftermath, caution is needed because a lot of initial information eventually turns out to be inaccurate. Once again, communication with those potentially involved was one of the priorities, with some interviewees reporting investments in technology services and others relying on more traditional methods such as messages or phone calls.

Steps to response

Gathering accurate, actionable insights and intelligence is a key step to ensuring employees are safe during a crisis, according to the respondents. Having accurate work and personal contact details is considered central to an effective crisis communication plan, although handling such data appropriately can be a challenge with regard to privacy laws. Respondents also stressed that in order for a plan to work, pre-crisis preparedness is necessary. Activities such as education, scenario-based testing, and regular crisis simulation exercises should be carried out to make the workforce aware of their roles and responsibilities before an incident takes place. Means of communications mentioned by participants included supervisory chains, such as roll of rosters and manual call trees. In recent years, respondents stressed the growing role of technology solutions such as mass notification and multi modal two-way communication systems to meet top managements' expectations in crisis update and employee accountability.



Travel risk management business benefits

Respondents mentioned several benefits that comprehensive travel risk management and crisis communications plans can bring to an organization. Most of the respondents put morale at the top of the list. When employees know that there is a careful travel risk management and crisis communications plan to protect their safety, they are more likely to feel comfortable and be productive. Increased speed of recovery can help mitigate losses in the case of a disruptive event, while crisis communications plans allow to stay in touch with the workforce and make sure they are safe. This is an asset for an organization since it makes it easier to communicate and ensure the safety of their global workforce. A side benefit to this is that hiring the right talent is easier if an employer can prove that they have workers' best interests at heart.

In addition, there is a legal and reputational added benefit to preparedness. Should a crisis occur, being able to manage it successfully could result in public praise and lead to a higher revenue. Another advantage of an improved reputation is insurance premiums. For instance, an insurance broker might be more willing to cover riskier geographical areas if an organization can demonstrate that appropriate travel risk management plans are in place. According to roughly one third of the respondents, a comprehensive travel risk management plan is also a business enabler because it opens up the possibility to operate in areas direct competitors might not be able to reach. This also allows for a better relationship with local customers and better knowledge of foreign markets. However, a few respondents also pointed out that they would not send staff to high-risk areas regardless of a sound and robust travel risk management plan because some locations might still be too dangerous. Overall, what emerged was the need to be proactive when planning for a crisis, especially with global workers; travel risk management arrangements, as one respondent put it, should be 'part of the business planning and not an after-thought'.

A quote from an expert

"Our risk managers tend to focus on making sure that we've got the right insurance and that our mobile workers and expatriates have medical benefits. IT security makes sure that the employees' devices are secured, so that they know how to protect their personal and business information when they are travelling. In physical security, we manage their responses. We are also the ones providing employees with guidance like car services and anything else that could become a risk. We work as a team. Everybody works together so we all have obligations and share the protection of our employees."





An expert weighs in

An expert from risk management weighs in on collaboration models

'Business continuity and crisis management, in both of my previous roles, were integrated, although they were two different teams. For instance, the 1996 Manchester bombing offers a relevant example. When the IRA blew up the centre of Manchester, actually what they blew up was the building that I managed. I had a building that was normally home to about 800 people and in the end it was ultimately demolished.

When that happened, my crisis management team, who was what I would call the first response team, swung into action.

When we could see that there was going to be a recovery process, we had separate teams that would then swing in and recover the business, because those teams require different skills. And often they needed to work concurrently.

But the overall architecture of the management was in one place. So, the committee that ran the whole thing was one group, one goal team. However, that one goal team directed the crisis and then it directed the recovery, even though the crisis and the recovery were different teams.'



Please note that the identity of the interviewees is not disclosed in this report because they wish to remain anonymous.



An expert weighs in

An expert from business continuity weighs in on contact information and contractors

'First off, I think the most important thing and the biggest challenge is of course making sure you have good contact information. And multiple different types. This is where we get into some strange issues with privacy law now, and some of the challenges associated with it. Particularly in Europe. To be able to say "Alright, how can I collect, maintain, or can I collect the permission to do so and maintain up-to-date contact information that includes not only work related contact information? This is especially true if the employee has been issued a business mobile device for example. Can I collect that information, maintain and use it? Perhaps even during off hours?" So that's a bit of a challenge. And also of course, personal contact information (including next of kin information), whether

that be home, a personal mobile device, or their address in case something needed to be sent to employees and we couldn't reach them for whatever reason.

Those are all big challenges. Taking it one step further, these would affect part of the global workforce - and a growing percentage of the global workforce for a company now is contract resources. Often times that information is not maintained in a human resources' system that can be shared with business continuity. It might be very much spread out. It might be in different places. So being able to reach contractors, for whom I believe there's an extended fiduciary responsibility or there's definitely a reliance on, that's a challenge.'



4 Annex





Questionnaire

- 1.** What has been your experience with managing a mobile workforce so far? Can you share any benefits or challenges in protecting your mobile workforce?
- 2.** How did you get top management's buy-in into a travel risk management (medical, health, safety and security) plan? Were there particular experiences which pushed senior management to act? Did you make an ROI case? If so, please elaborate.
- 3.** What is the involvement of your business continuity team in emergency communications and crisis management, especially when it involves staff assigned elsewhere? Assuming your business continuity team was involved, can you cite a particular experience?
- 4.** How do other areas such as risk management, information security and physical security contribute in protecting your mobile workforce? Can you cite some examples?
- 5.** What are your priorities when it comes to communicating and protecting a mobile workforce in an emergency?
- 6.** Can you share with us your top management's standards and requirements for knowing whether your employees are safe in a crisis; for example, in the case of a terrorist attack, how quickly does your management expect to be informed that your people are safe and operations are running after an incident?
- 7.** What steps do you take to be able to promptly respond to protect your employees during a crisis that threatens their safety? Please elaborate.
- 8.** What are the business benefits for having a comprehensive travel risk management system?

For example,
 - a. Does it enable you to expand your markets by operating in geographical areas you wouldn't otherwise? If so, would you be able to provide us with an estimate of the additional revenue generated by such a system?
 - b. Does it help you to reduce costs (including insurance) by anticipating and reacting to potential problems before they reach a crisis stage? If so, could you elaborate on the type and magnitude of savings?
 - c. Does it help you improve executive and/or employee productivity by anticipating and avoiding travel delays and complications? If so, could you elaborate on the magnitude of the savings?
 - d. Does it help you protect your reputation and enhance your image as an employer of choice in your industry? If so, please explain.
- 9.** Is there anything else that you'd like to share with us?

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About the BCI

Founded in 1994 with the aim of promoting a more resilient world, the Business Continuity Institute (BCI) has established itself as the world's leading Institute for business continuity and resilience. The BCI has become the membership and certifying organization of choice for business continuity and resilience professionals globally with over 8,000 members in more than 100 countries, working in an estimated 3,000 organizations in the private, public and third sectors. The vast experience of the Institute's broad membership and partner network is built into its world class education, continuing professional development and networking activities. Every year, more than 1,500 people choose BCI training, with options ranging from short awareness-raising tools to a full academic qualification, available online and in a classroom. The Institute stands for excellence in the resilience profession and its globally recognised Certified grades provide assurance of technical and professional competency. The BCI offers a wide range of resources for professionals seeking to raise their organization's level of resilience, and its extensive thought leadership and research programme helps drive the industry forward. With approximately 120 Partners worldwide, the BCI Partnership offers organizations the opportunity to work with the BCI in promoting best practice in business continuity and resilience.

The BCI welcomes everyone with an interest in building resilient organizations from newcomers, experienced professionals and organizations. Further information about the BCI is available at www.thebci.org.

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About Everbridge

Everbridge (NASDAQ: EVBG) is the global leader for integrated critical event management solutions. Through its expertise in managing the complexity and unpredictability of critical events, Everbridge ensures business, government and healthcare organizations are prepared to rapidly respond to - and even avoid - sudden, unexpected disruptions.

Over 3,700 global organizations rely on the Everbridge Critical Event Management Platform to deliver organizational resilience on an unprecedented scale. The platform, which sent over two billion messages in 2017, combines real-time monitoring, situational awareness and integrated response and collaboration solutions from a single, enterprise-wide view.

Everbridge serves nine of the ten largest U.S. cities, eight of the ten largest U.S.-based investment banks, all four of the largest global accounting firms, all 25 of the 25 busiest North American airports, six of the ten largest global consulting firms, six of the ten largest global automakers and over 1,000 U.S. hospitals.

The company is based in Boston and Los Angeles with additional offices in San Francisco, Lansing, Orlando, Beijing, London and Stockholm.

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About The International SOS Foundation

Launched in March 2012, the International SOS Foundation has the goal of improving the safety, security, health and welfare of people working abroad or on remote assignments through the study, understanding and mitigation of potential risks.

The escalation of globalisation has enabled more individuals to work across borders and in unfamiliar environments; exposure to risks which can impact personal health, security and safety increases along with travel. The Foundation is a registered charity and was started with a grant from International SOS. It is a fully independent, not-for-profit organisation.

Our mission is to:

- Study the potential health, safety and security risks linked to international and remote assignments.
 - Provide information to governments, employers, workers and contractors on the aforementioned risks.
 - Encourage employers to develop and strengthen their corporate social responsibility in areas in proximity to their worksite.
 - Encourage the development of an international instrument to address the prevention and mitigation of the aforementioned risks as well as guidance on what should be done when an accident, illness or security situation occurs.
- Provide a means of wide-spread dissemination of information on the aforementioned risks using communications including: leaflets, web-based publications, scientific articles, books, films, meetings and seminars.
 - Conduct other activities in furtherance of the goal as determined by the board of the Foundation.

We will accomplish our aims through research, analysis and study to better understand the risks and improve wellbeing.

For more information, please contact us at info@internationalsosfoundation.org.

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