



Start to Finish: 8 Essential Steps for Duty of Care From strategy to implementation, a practical guide to Duty of Care leading practices

September 2012 - June 2013

International SOS
Foundation



Start to Finish: 8 Essential Steps for Duty of Care

Dear Colleagues,

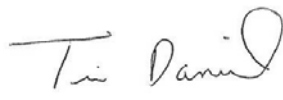
Our Duty of Care journey started in 2009 when International SOS commissioned Lisbeth Claus, Ph.D., to write the first paper on this topic – *Duty of Care of Employers for Protecting International Assignees, their Dependents and International Business Travelers* – defining the terminology and legal framework along with key travel risk management recommendations. In November of 2011, we published a benchmark research study – *Duty of Care and Travel Risk Management Global Benchmarking Study* – that demonstrated the baseline for 628 global organizations around Duty of Care, further defining Dr. Claus’ integrated 8-Step Duty of Care Risk Management model.


To help organizations put the Duty of Care strategy and eight step model into practice, we created a thought leadership webinar series aimed to enhance, challenge and ensure practitioners were doing all they could to fulfill their Duty of Care responsibilities. From September 2012 to June 2013, industry experts and leading-edge practitioners took a deep look at the essential steps to implement a successful travel risk management program and shared their best practices along with some quick wins.

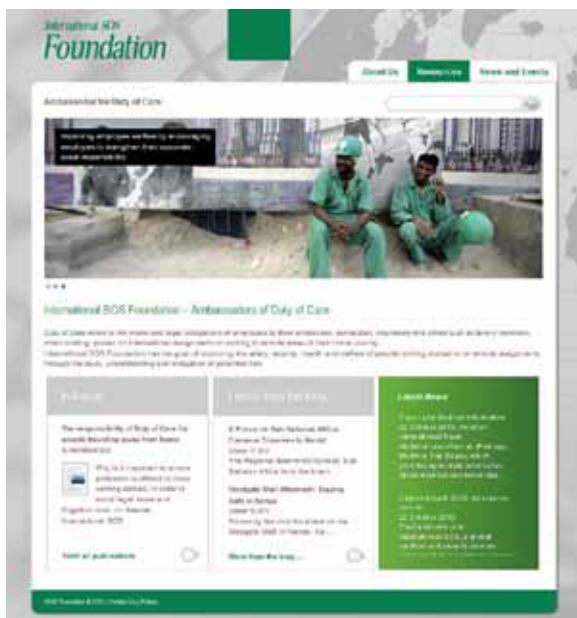
This guide summarizes all eight presentations, the Duty of Care model, questions from attendees with answers from our experts, poll research findings and speaker profiles into one document to help continue this journey that, at the end of the day, is about keeping everyone healthy, safe and secure as they travel or live around the world.

We’re in this together so we hope you find this information helpful and insightful as you develop or fine tune the Duty of Care plan that you have in place today within your organization.

Regards,


Tim Daniel
Group Executive Vice President


Erin Giordano
Director, Client Outreach and Innovation



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Exposure to risk varies according to work performed, type of industry and locations where businesses operate.

Underlying Duty of Care Models

There are two proposed underlying conceptual models to help explore the fundamental questions related to Duty of Care. First, an eight-step Integrated Duty of Care Risk Management Model was developed to help companies assume their obligations. Second, an Employer Duty of Care Continuum was used in which companies can locate themselves depending upon their organizational values and approach toward their Duty of Care responsibilities.

Integrated Duty of Care Risk Management Model

The Integrated Duty of Care Risk Management Model has eight steps in accordance with the 'Plan-Do-Check' cycle:

Plan: Key stakeholders are identified and the framework for the employer's Duty of Care responsibilities are defined for the organization.

Do: The Duty of Care and travel risk management plan is implemented, and tools are deployed.

Check: The implementation of the Duty of Care and travel risk management plan is measured through a set of performance indicators and a feedback loop to the other steps, allowing for the continuous improvement of the risk management process. Illustrated in greater detail are the various steps of each phase of the Integrated Duty of Care Risk Management Model (see Figure 1).

Figure 1	
Integrated Duty of Care Risk Management Model	
1	Assess company-specific risk
2	Plan strategically
3	Develop policies and procedures
4	Manage global mobility
5	Communicate, educate and train
6	Track and inform
7	Advise, assist and evacuate
8	Control and analyze

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'Plan' Phase

Step 1—Assess company-specific risks: Assess health, safety and security risks in the locations where employees are assigned or travel to for work, and understand the organization's Duty of Care obligations.

Step 2—Plan strategically: Develop an integrated risk management strategy (including both an incident crisis management plan and an ongoing Duty of Care process) so that the organization can effectively assume its Duty of Care obligations.

Step 3—Develop policies and procedures: Develop clear Duty of Care and travel risk management policies and procedures, that govern those who are traveling and working abroad (both short- and long-term), and consider how the organization's worldwide travel policies and procedures assist in keeping employees healthy, safe and secure.

'Do' Phase

Step 4—Manage global mobility: Review how the organization oversees the international mobility of employees (and their dependents) who cross borders as part of their work duties, whether as international assignees or business travelers, and how they assess the foreseeable risks prior to departure.

Step 5—Communicate, educate and train: Ensure that the travel risk management plan (including the Duty of Care policies and procedures) is communicated throughout the organization and that employees (managers, international travelers and assignees) are informed and prepared for the potential risks prior to being sent abroad.

Step 6—Track and inform: Know where your employees are at any given time and have plans to communicate proactively with them if a situation changes or in the event of an emergency.

Step 7—Advise, assist and evacuate: Provide ongoing guidance, support and assistance when employees are abroad and find themselves in unfamiliar situations, and be prepared to evacuate them when necessary.

'Check' Phase

Step 8—Control and analyze: Have management controls in place to ensure employer/employee compliance, and track and analyze data to improve the efficiency and effectiveness of the travel risk management plan.

In each of the Plan-Do-Check phases of the Integrated Duty of Care Risk Management Model, employers must take steps to address their Duty of Care obligations. Yet, unlike other risk management activities, there are few generally accepted best practices as to what employers should do to assume their Duty of Care responsibilities. This Benchmarking Study adds value by empirically developing a baseline for global Duty of Care practices.

Employer Duty of Care Continuum

Not all employers have the same level of risk exposure and global experience when it comes to protecting the health, safety, security and well-being of their globally mobile employees. Risk exposure varies according to the work performed, the type of industry, the profile of the employee and the locations where they operate. In addition, cultural norms and laws that guide companies in taking care of their employees vary widely around the world. As a result, employers find themselves in different places on the Employer Duty of Care Continuum.

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Step 1: Where are the Danger Zones?

How to Analyze Risks & Threats to your Global Workforce

September 27, 2012

Daniel J. Pocus, Director of U.S. Security, Pricewaterhouse Coopers
John Rendeiro, VP Global Security & Intelligence, International SOS

The recent demonstrations – some of them violent – against American and European diplomatic facilities throughout the world, coupled with the attack on the American mission in Benghazi, Libya showcases one of hundreds of security threats that globe-trotting employees may be facing – political uprising. In this webinar, experts examined the process of analyzing and responding to security threat information related to terrorism, civil unrest, petty crime, natural disasters and other risks. Presenters shared “Quick Wins” to help attendees get started in analyzing their risk.

Security Threat Breakdown: Country Security Ratings

When rating the threat level of a country, the first step is to evaluate threats to travelers and expatriates by political violence, social unrest and crime as well as transportation infrastructure, susceptibility to natural disasters and effectiveness of security and emergency services. Here are the five levels defined by International SOS and Control Risks security analysts:

- **Insignificant** – Countries with an insignificant risk level typically see very low rates of violent crime, isolated incidents of petty crime, and virtually no political violence or civil unrest. With no recent history of terrorism, countries of insignificant risk have effective security and emergency services and a high standard of infrastructure and transportation services. **Countries with insignificant risk include: American Samoa, Denmark, Greenland, Sweden and Luxembourg.**

- **Low** – Countries with a low risk level have low violent crime rates and are generally free of racial, sectarian or political violence or civil unrest. Terrorist organizations have only limited operational capabilities and authorities maintain adequate security, sound and infrastructure. International travelers and expatriates are unlikely to be directly targeted or severely disrupted. **Countries with low risk include: Canada, United Arab Emirates, Portugal, Poland and Argentina.**

Below are examples of risks in countries not considered to be dangerous:



Source: International SOS

- **Spain** – In March 2004, a series of bombs exploded simultaneously on commuter trains heading toward the mainline train station in Atocha, 191 people are killed. Since the attacks, it has been “business as usual.”
- **United Kingdom** – In July 2005, Islamic terrorists detonated explosives on three underground trains and one “double-decker” bus. Several hundred people were injured and over 50 people died. Two weeks later, the London transportation system was attacked again, but the second attack did not yield the same destructive results. It is expected that the U.K. will remain a target for international terrorist organizations for the foreseeable future.



Source: International SOS

- **Moderate** – Countries with a moderate risk level may experience periodic political unrest, violent protests and insurgency. With sporadic acts of terrorism, there may be terrorist organizations with significant operational capacities. Violent crime rates are likely to impact foreigners and as infrastructure, security and emergency services are weak. Transport services are subject to periodic disruption. **Countries with moderate risk include: Egypt, Kosovo, Lebanon, Mozambique, and Honduras.** Below are examples of critical security issues in moderate countries:

- **Mexico** – Most of Mexico is moderate, with violent and opportunistic crime posing a problem in many areas. Travelers should exercise caution. Areas along the U.S. border and others are often affected by drug-related violence as a dramatic rise in violent drug-related crimes has been seen here. Authorities have devoted large numbers of troops and resources to deal with the crisis though these measures have yet to produce significant results. Mexico also has the highest rate of kidnapping in the world, though foreigners are rarely targeted.



Source: International SOS

- **Russia** – In recent years, Moscow has seen a number of major events including a theater siege in 2002, suicide and metro bombings in 2004, the Beslan School hostage crisis in 2004 and



Source: International SOS

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the metro bombings in March 2010. Attacks are often on ethnic and racial minorities. As a result, security has been tightened and there is now a heavy police presence.

- **High** – Countries with a high risk level experience regular periods of political instability and high levels of corruption. Protests are frequently violent and may target or disrupt foreigners. There is a high level of incidental risk to travelers from terrorism or insurgency. The infrastructure, security, emergency services and legal processes are poor. **Countries with high risk include: Algeria, Kyrgyzstan, Haiti, Chad and Liberia.** Below are examples of countries with critical security issues:

- **Nepal** – There are increasing reports of Maoists regularly collecting a “tax” from foreigners, particularly on trekking routes in Western Nepal. The risk to foreigners



Source: International SOS

of kidnapping for ransom is not common, but remains a significant threat. There are occasional bombings and political unrest in Nepal.

- **Colombia** – Leftist guerrillas, including the Revolutionary Armed Forces of Colombia (FARC) and the National Liberation Army (ELN), control significant portions of territory



Source: International SOS

throughout Colombia. Travelers are advised to maintain a low profile and limit their time spent in public places, such as bars, supermarkets and recreational venue.

- **Extreme** – Countries with an extreme risk level may be in a state of war as government control and law and order are minimal or non-existent. There is a serious threat of violent targeted attacks against travelers and expatriates by terrorists and insurgents. Transport services are typically severely degraded or non-existent. In extreme risk countries, armed escort and stringent preventative security precautions are essential, but may not be sufficient to prevent serious injury, kidnap or loss of life. **Countries with extreme risk include: Afghanistan, Iraq, Somalia, Sri Lanka and Sudan.** Below are examples of the threats faced in these countries:

- **Somalia** – Kidnappings, armed banditry, residential thefts and brutal killings occur across Somalia. Assaults against travelers on roads and highways are widely prevalent.
- **Afghanistan** – Foreign aid workers are often targeted for violence and kidnapping. Kabul experiences high levels of robbery and carjacking.
- **Iraq** – Kidnapping is a major threat to foreigners, including journalists and relief workers.
- **Gaza Strip** – Attacks by Palestinian militants against Israeli targets have resulted in frequent Israeli military offensives.

Travel Risk Management: Steps to Success

To create a successful travel risk management plan, organizations should assess the level of risk to their travelers, prepare their travelers and the organization to respond in the event of a crisis and be aware of what a successful outcome would be. Best practices in travel risk management include:

- **Prepare** – Prepare people for travel and prepare the organization to support them.
- **Track** – Maintain the capability to identify where personnel are located at any point.
- **Inform** – Provide situational updates on developing threats to staff and managers.
- **Advise** – Provide regional expertise to travelers and expatriates to advise them.
- **Respond** – Be prepared to respond to emergency situations as they unfold.



Source: International SOS

Evaluation of Threats

In order to determine whether a public warning should be given, evaluate the threats:

- **Specific** – Is there a specific place, time, method or perpetrator noted?
- **Credible** – Does the source have a credible record that can be evaluated?
- **Counterable** – Can measures be taken in advance to counter the threat?

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Aviation Security Improvement Act: No Double Standard Policy

On December 13, 1988 the American Embassy in Moscow sent a notice warning of a threat to civil aviation in Europe just prior to the bombing of PanAm Flight 103 over Lockerbie, Scotland on December 21, 1988. The notice was based on non-public threat information. Subsequently, this created an uproar in the press, as people wanted to know why the public was not notified.

As a result, in 1990 Congress passed the Aviation Security Improvement Act, which added to the Federal Aviation Act, a requirement that the President “develop guidelines for ensuring notification to the public of threats to civil aviation in appropriate cases.” This Act requires that the guidelines identify the officials responsible for deciding whether a public notification of a threat is in the best interest of the United States and the traveling public. The guidelines were based on a consideration of the specificity of the threat, the credibility of the information and the ability to counter the threat. The law prohibits selective notification of information to only the official U.S. community unless the threat applies only to them.

Threat Evaluation

The following steps are part of a basic risk assessment process:

- Identify the threats.
- Determine vulnerabilities that make travelers susceptible to an attack.
- Determine the likelihood of an occurrence.
- Determine the impact on the traveler, the business, or the organization.



Source: International SOS

Threat Identification

Anticipating threats is key to staying ahead. When a situation arises, raise the risk level profile to make travelers to this area aware of the increased risks. While forecasting can be a challenge, it is important to understand the threat of an environment. Monitor situations for threat drivers and identify when things change and how those changes affect employees and the organization. These drivers may include:

- **Political**
- **Economic**
- **Religious**
- **Events** – Olympics, World Cup, Government Summits
- **Health Warnings** – SARS, Avian Flu, West Nile

Multiple Information Sources

It is important to obtain information from a variety of courses including:

- **Government** – Organizations such as OSAC, the state department, and foreign offices provide important local information about the threats faced.
- **Private services** – Organizations without internal capabilities rely on private services to provide the latest intelligence from on the ground. Most organizations rely on a private service for this instead of managing internally.
- **Local business** – Identify local businesses that can offer information on the latest situation in a country.
- **Industry colleagues** – Rely on professional networking groups and associations to provide insight on the threats as well as on the strategies their organization is using.
- **Media** – During an event, organizations can also look to social media to obtain information as well as identify the safety of their travelers and expatriates.
- **Personal experience** – It is important to use personal experiences after living in a specific region of the world to inform your organization of the possible threats in that region. This guidance is invaluable.

Security Threats

Evaluating security threats requires a complete understanding of complex situations. Threats are broadly categorized by asset category and risk type. Threats are categorized into:

- **Political unrest, social unrest and crime** – Insurgent groups, terrorists, anarchists, organized crime, protests, kidnap for ransom, street crime, protests/demonstrations, armed conflict, and war.
- **Other threats** – Natural disasters, industrial accidents, road accidents, disease, workplace violence, product tampering, and utility disruption.



Source: International SOS

Assessing the Threat: Key Questions

When assessing a threat, it might be helpful to ask basic questions to obtain insight on a situation and to use as a gauge when evaluating threats:

1. **Where does the information come from?** Information can come from a variety of sources and should be substantiated.

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2. **Has the information been corroborated by multiple sources?** It is important to identify different sources to corroborate the information received.
3. **How specific is the information? Is it specific to the person or organization?** It is always important to identify whether the information applies to your organization and to your travelers and expatriates. **Has it happened to the organization or person before?** Determine whether this is the first time this threat has happened to your organization or the person involved to identify how it may have been handled.
4. **Has it happened to other organizations or people in the same area before?** If the threat has happened to others, it is important to identify that and learn from their experiences.
5. **Are there any statistics that might help the assessment (e.g. crime statistics)?** Use reports that government and private organizations create to assist in assessing threats in a specific country.
6. **Is this an emerging threat not seen before?** Identify whether the threat has existed at another time in history and how it may have been handled.
7. **Who would want to harm the organization or person?** Identify groups that may want to harm your organization or your people prior to sending travelers into a new country.
8. **Does the person or group have the capability to harm the organization or person?** Determine if a person or group is a legitimate threat.

A proper threat assessment will lead to the right threat response. A thorough peer review can validate that assessment and then risk mitigation measures can be put into place. Organizations should continue to monitor the threat to determine the need to escalate or de-escalate the security countermeasures.

Medical Threats

While not covered in this webinar, it should be noted that medical threats are also risks. Just recently, a new SARS-like virus emerged. Organizations need to be vigilant of not only security threats but to medical threats to their organizations as well.

Employer Duty of Care Continuum: Where Do You Fall?

Risk exposure varies according to the work performed, the type of industry, the profile of the employee and the locations where the organization operates. In addition, cultural norms and laws

that guide companies in taking care of their employees vary widely around the world. As a result, employers find themselves in different places on the Employer Duty of Care Continuum.

On the continuum, three zones are identified. **Where does your organization stand when it comes to assessing your security risks?**



Source: International SOS

Quick Wins: Getting Started on Step 1

To get started and help fulfill Step 1 of the Integrated Duty of Care Risk Management Model consider these five quick wins:

1. **Know where your staff is traveling to or residing.** To identify places where your travelers are heading, gather travel itinerary data from a travel management company or other source. Seek expatriate and family host locations from human resources. Attempt to get a sample view of where employees are traveling to or relocating.
2. **Consider employee “profile.”** Try to uncover if the majority of your international business travelers and expatriates are novice travelers (university students often fall into this area or first-time assignee and their families) or seasoned. Each type presents different advantages and challenges when it comes to understanding or mitigating security or medical risks. Age, experience, home country and other factors play into building this profile as well.
3. **Identify growth areas.** Get a step ahead by identifying where your company may be bidding on projects, conducting a merger or acquisition, securing grants or field projects or attending board or company meetings. New growth or developing areas present various risks to your human capital.
4. **Investigate threats.** Reach out to your security, risk manager, occupational health and safety, travel or global mobility colleagues to uncover what has already happened to your international business travelers or expatriates and their families. The Duty of Care Benchmark Study found that these professionals are most aware of the risks being faced by employees than senior managers. Viewing past experience helps you understand what risks your globally-mobile employees are facing.
5. **Understand what sources are available.** The US, Australian, UK and other governments have open-source

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information available for their citizens. Most companies use private sources. International SOS prepares risk analysis, country risk ratings and advice for the “global citizen” as companies employ workers from all different countries (International SOS membership gives you access to comprehensive, timely analysis and advice).



Source: International SOS

use only trusted and reliable transportation during their visit, particularly to and from the airport. In the northern border areas, a thorough evaluation of the visit is conducted prior to any travel. If the business is not essential, it is our recommendation to defer travel. If there is a business need, personnel are required to make daily trips to and from these border areas only during day light hours. Car transportation is usually arranged in the U.S. whereby the traveler is picked up in the U.S. (by a trusted and security trained car service) and taken across the border. The visitor is instructed to stay at the site and not venture into the city even for lunch.

In Mexico, following an event, is it best not to contact the police to make a report?

This depends on where and under what circumstances.

Please provide suggestions for traveling in high risk areas of organized crime in Mexico.

Here are suggestions for traveling in high risk areas of organized crime in Mexico:

- Conduct a security assessment.
- Use only reliable and security trained transportation services.
- Travel during daylight hours with no overnight stays.
- Establish a detailed security operation plan that includes contingency planning and communication protocols.

How do you define "risk"? What is the probability of an event? What is the potential damage caused by the event? Or is it the product of both?

Both probability and potential effects are taken into account when defining the level of risk for a country or region.

What sources do you find effective in providing information on the ability of services like police, ambulance and others to respond in the event of incidents?

We use open sources such as media and public reports, government sources, such as the Department of State reports, and our own experience and that of our clients throughout the world. Also, we use International SOS' medical and security online reports that are timely and written by experts throughout the world.

Questions from Attendees

How can corporations mitigate health risks in destination countries for exotic or emerging diseases not seen in the U.S.?

By seeking council from global health experts, corporations can prepare their travelers and expatriates to help mitigate their health risks. Private services offer medical alerts and pre-medical information to organizations as well as their globally-mobile staff. If you have TravelTracker, an International SOS online solution, then your travelers are automatically sent medical alerts and pre-travel information based on their destination. For information specific to infectious disease planning, [view this white paper](#). In addition to helping companies create their pandemic plans, International SOS offers global medical consulting services specific to a company's risk location and population that includes a ready-to-implement infectious disease plan.

How long before a planned event (demonstrations in Bahrain) do you try to post an alert for our travelers?

As soon as we learned about the demonstrations in Bahrain, we communicated with our travelers and cautioned them about avoiding large gatherings of people/crowds/protests and to keep a low profile. Personnel were also advised to monitor local news and ensure that they review our latest communications.

What are the security measures to take in Mexico?

It depends on the location. In Mexico City, we do not take additional security measures other than to have the travelers

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Step 2: Why All the Drama?

How to Script Your Plan Ahead of Time

October 25, 2012

George Nuñez, Director Office of Emergency Management, The George Washington University

Joan Vincenz, Managing Director, Workers' Compensation and Managed Care, United Airlines

James Schuppert, M.D., Director, Health Services, Corning Incorporated
Julie McCashin, VP Health Services Development, International SOS

After assessing the various health and safety risks to your globally-mobile workforce, the next step in the Duty of Care model is to Plan Strategically. In this webinar, our expert panelists explored how organizations define their culture and appetite for risk; identify and rank stakeholders; and review the types of plans - medical emergency response, business continuity, travel risk, pandemic, reputational risk - that may or may not exist within their organization. In addition, quick wins were revealed so organizations can decide if they are at risk, compliant or CSR focused.

Panelists: Mission Values and Duty of Care

It is important to determine how your mission statement supports your organization's Duty of Care. When we look at why organizations are concerned with Duty of Care, according to the *2011 Duty of Care and Travel Risk Management Global Benchmarking Study*, two-thirds of respondents feel that Duty of Care is a moral responsibility.

How does your mission statement support your organization's Duty of Care?

The George Washington University

The George Washington University is the largest institution of higher education in the District of Columbia, comprising half of the total local university population. With almost 2,400 students from 130 countries, 300 visiting international scholars and a footprint in more than 80 percent of the countries around the world, The George Washington University is a hub of learning and research that stretches well beyond its immediate border. The Office of Emergency Management is part of a three unit office that supports the university.

It is important to be proactive, regardless of the type of organization, and forward thinking. The George Washington University believes it is key to make Duty of Care part of the organization's culture, emphasizing support and assistance from

new student and employee orientation straight through to when they return home from their travels.

Corning Incorporated

Corning Incorporated is the world leader in specialty glass and ceramics. Corning creates keystone components that enable high-technology systems for consumer electronics, mobile emissions control, telecommunications and life sciences. With approximately 25,000 employees worldwide, approximately 11,500 are located in the U.S.

At Corning our values provide guidance to shape our actions. Many of its expatriates are on business critical assignments with a cost of deployment well over one million dollars, so ensuring their health and safety is a priority. With the help of International SOS, Corning put together a health screening program that evaluates these expatriates before they go abroad. In this way, Corning is fully aware of any conditions they may have that could significantly impact their assignment which then allows us to optimize their care management as well as to ensure the proper resources (e.g. specialists, medications, durable medical equipment etc.) are identified prior to departure in order to maintain their health and safety. Corning finds that this allows the individual to focus more closely on the project without needing to worry about their health. The company also found that to develop a Duty of Care plan, it is important to start with the basics and make Duty of Care part of the culture for the employees.

United Airlines

United Airlines is the largest international carrier based in the United States. United is number one in destinations in North America and Asia and number two in South America and Europe. In early 2010, a merger with Continental made it the largest U.S. carrier. By December 2011, all procedures were merged under FAA regulatory guidelines. The safety and well-being of all of United's employees and customers is their highest priority.

Since travel is its business, United has a unique perspective with its number one focus on safety. All systems are built around instant communication in case of any incident that may arise. An example of this is when a passenger gets sick. United's communication procedures allow personnel to determine exactly the right place to divert the flight for the safety of that passenger. While being proactive is important, United also needs to be sure

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front line staff are trained in “Threat and Error Management” to appropriately handle any situation.

Quick Wins

The following are Quick Wins to help you get started:

- Use your mission statement as a way to help position a Duty of Care strategy within your organization.
- Use your Duty of Care plan that has life-saving resources and services for your employees as a recruitment and retention tool. It can also support employee morale.

Panelists: Engaging Key Stakeholders

The following are some of the departments in which potential stakeholders can be involved in a Duty of Care plan and need to work together internally as a team: senior executive management, corporate security/risk, QHS&E workers' compensation, PR/communication, travel, medical, insurance, legal, global HR, and line/project.

1. **Who are your key stakeholders and how are they involved in the Duty of Care process?**
2. **Who has primary responsibility?**
3. **Who coordinates the activities?**
4. **Who makes decisions in the organization?**
5. **How do you get c-suite “buy in” which is necessary for a successful Duty of Care plan?**

The George Washington University

It is important for individuals in an organization to understand that they are not alone in this process; there should be an entire network that comes together in a Duty of Care plan. At The George Washington

University, management to HR, insurance to travel are all involved, making it a large part of the university. Uniquely, at colleges and universities, an additional stakeholder is the student body.

The Office of Emergency Management services as the primary point of contact but does not hold the full responsibility as it is shared across all stakeholders. The Office of Study Abroad handles the primary responsibility for the travel risk management policy. It is important to remember that Duty of Care teams come in different forms, including incident management, crisis management, emergency management or risk management.

Corning Incorporated

Corning uses an integrated approach of all of these stakeholders. Having all of these players working together to handle situations yields a better outcome. In addition, Corning has an extended group of stakeholders, depending on the uniqueness of the crisis (i.e. pandemic versus political).

The primary responsibility and coordination depends on the culture and nature of the incident. Decisions are made by senior management and the crisis response team. Buy in is generally based on providing lessons learned from prior incidents to support the efforts of the organization.

United Airlines

At United, safety is a top priority and every operating department has detailed responsibilities for incidents that may occur, including pandemic. Led by the CEO, the procedures flow down through the organization and all are expected to be prepared.

Quarterly, United conducts emergency response exercises. Once a year, the whole company is involved in an emergency response scenario to identify effectiveness and debrief to improve processes going forward. Corporate safety primarily creates these processes in partnership with the c-suite.

Quick Wins

The following are Quick Wins to help you get started:

- Identify key stakeholders in your organization.
- Educate those stakeholders and make them aware of Duty of Care.
- Pull those stakeholders together.
- Host lunch and learns to increase awareness.
- Use tools, such as the [International SOS Duty of Care videos](#), to spread the word or distribute the Duty of Care white papers published by International SOS.

Panelists: Developing an Emergency Response Plan

According to the *2011 Duty of Care and Travel Risk Management Global Benchmarking Study*, 67 percent of companies have a crisis management plan for traveling employees.

- **Do you have a Duty of Care and Travel Risk Management Plan in place?**
- **What planning tools do you have in place that covers your travelers, expatriates and others?**
- **How do you structure your plan?**

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The George Washington University

At The George Washington University, the focus is on practice, practice, practice. It is important that organizations do not just wait for an incident to occur and then identify lessons learned and hope that it does not happen again. It is key to run real-life exercises and align with federal departments, your assistance provider and others who provide support to your organization.

Corning Incorporated

Reviewing the plans that are in place is important. It is also vital for an organization's employees to understand the resources and capabilities that are available to them and know who to reach out to when needed. Depending on the nature of the incident, different algorithms may be used to determine the correct involvement of different stakeholders.

United Airlines

It is always a great idea to have a plan in place, but that plan is only as good as the preparation of the front line who executes that plan. United ensures that our people have the important information they may need in manuals or cards that can be attached to their badges. This information is also included in the flight attendant and pilot manuals.

International SOS: Emergency Response Plans

Emergency Response Plans (ERP) have a variety of names including: evacuation plan, contingency plan, security plan, medical emergency plan, and emergency action plan. Regardless of its name, it is important to build an emergency response plan into your overall crisis management plan. If you have more than one office location, it is recommended that your organization have an individual plan for each location built into the system.

Developing an ERP

ERPs are needed because of regulations, remote or difficult locations, and the focus on safety in the industry. An ERP needs to be developed following this sequence:

- A list of hazards (safety and occupational health related; i.e. rabies, machinery collapse or injury);
- Identify the possible major consequences of each hazard;
- Determine the required countermeasures;
- Inventory the fixed resources needed to minimize the disaster;
- Inventory the resources needed to carry out the planned actions;

- Based on these considerations, establish the necessary emergency organization, resources and procedures and document these;
- A Disaster Recovery and Business Resumption plan should also be developed that identifies issues in recovering from a disaster and resuming business and the actions needed to recover.

Medical Emergency Response Plan (MERP)

A MERP should be developed as part of the Emergency Response Plan. According to IPIECA Report Number 343, "Managing health for field operations in oil and gas activities: A guide for managers and supervisors in the oil and gas industry," the basic components of a MERP include:

- MERP trigger points;
- Roles and tasks of key personnel for different medical emergencies and their contact details;
- Sequence of emergency response activities;

There are three levels to address for a MERP:

1. **For the individual** – what to do when traveling.
2. **For the operation** – what to do onsite.
3. **For the country** – what to do in the case of a crisis and how to manage the medical aspect.

An organization should be able to respond on all three levels. For example, an organization in Uruguay had a dozen expatriates living onsite. One month into the project, an executive fell from his balcony three stories down. No one knew where to go or who to call because there was no plan in place. In Uruguay, the most reliable ambulances are private, so in an emergency like this, you may be better off going by car unless you have a subscription to the private ambulance service. This example shows how important it is to have a plan in place indicating how to get to a medical facility, where the facility is located, who should be notified, and what financial arrangements may need to be made for the individual to be seen at that facility.

Quick Wins

The following are Quick Wins to help you get started:

- Identify which plans exist already within an organization.
- Adopt a plan or update an existing plan. Refreshing plans you already have is important to avoid failures.
- Test the plan to find any gaps, one size plan does not fit all.
- Determine who has ownership of the plan and identify a champion.

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Questions from Attendees

How often does the Duty of Care Team meet in a non-emergency situation in order to stay current and up to date?

We recommend meeting at minimum once a year as well as quarterly simulations or desk top exercises.

We send employees to difficult countries for short periods of time (1 week to 3 months). Do you have ideas for how to prepare employees for such short periods in many locations?

Utilize automated travel alerts to inform traveling employees of medical and security risks from an assistance provider. Employees can call and receive real-time advice from a doctor, security or logistics expert before stepping on the plane. In some instances we have worked with medical, safety and security to develop a briefing document or travel guide for the site.

What is the best avenue to inform spouses/travel partners both on expatriate assignments and international travel on what to do and who to call?

We conduct training for employees and spouses twice a year and we also include briefing information in their expatriate packages about International SOS. We also have offered International SOS to visit the assignment cities to provide a briefing in conjunction with other topics.

What are your recommendations and best practices for travel in high risk/extreme risk areas, where carjacking, violent assault and kidnapping are the risk?

In cases of high risk, a mandatory training or briefing to be conducted by security or safety might be in order or if a special e-briefing is created, mandatory review of that briefing would also suffice.

How should crisis management be organized as a shared organizational function?

This question is extremely complicated (dependent on how the organization is structured and the culture of the organization). Develop a crisis response team to identify crisis categories and types.

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Step 3: I'm Okay, Are You?

Essential Policies & Procedures That Can Prevent Disaster

November 29, 2012

Julie Anne Friend, JD, Associate Director for International Safety and Security, Study Abroad Office, Northwestern University
Shelby LeMaire, Corporate Travel Manager, iRobot
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From one of your employees being arrested and thrown in jail to calming down an irate executive during a crisis, these real world circumstances may fall into your lap to manage one day. How can you best avoid them? Step 3 in the Duty of Care model - Develop Policies and Procedures - may be part of your solution. Our expert panelists took a look at some of their real-world practices and revealed "quick wins" so you can decide if your organization is at risk, compliant or CSR focused.

- *How to develop policies and procedures that fit into your organization's culture and simply make sense;*
- *Strategies that enable organizations to better manage those heading to risky places with proper training and situational awareness;*
- *Most popular policies that are being implemented today such as: "I'm okay", when on leisure travel or "refuse to work policy" in a risky destination.*

What Are the Risks?

In the benchmarking study, respondents listed travel delays as the number one risk to travelers. Delays may not always risk life and limb, but as we have seen with events like the Ash Cloud or Hurricane Sandy, it can have an impact on mental well-being, business continuity and productivity.

Real risks travelers, expats, students and others face globally are many and varied. The risks listed here illustrate events that respondents of the survey said that their staff faced over the past three years. Some of these risks can be mitigated through thoughtful, well documented and practiced policies and procedures.

1. Travel delays
2. Illness while on assignment
3. Lost luggage
4. Ash cloud
5. Lack of access to Western medical care
6. Opportunistic crime
7. Workplace accident

8. Road accidents
9. Civil unrest
10. Pandemics
11. Lost luggage
12. Remoteness of work location
13. Political upheaval
14. Hurricane, typhoon, tsunami
15. Earthquakes

When we look at the overall baseline from the benchmarking report it shows that organizations are doing an excellent job at assessing company-specific risk (Step 1), but this drops within Step 2 (Plan Strategically) and Step 3 when organizations pull together their plans and policies.

Getting started: Policies and Procedures

Panel Questions: How do you create policies and procedures to support Duty of Care obligations? How do policies differ between organizations? How do you mirror and mesh policies and procedures with the established "framework"? Can you have too many policies?

Tie it into your policies. Duty of Care is an organization's willingness to put into place policies and procedures that safeguard the well-being of travelers and expatriates during their entire overseas experience. Entire duration is extremely important, and encompasses things like pre-travel briefings, safe transportation while abroad and planning for security, health and safety risks while away from home. Lodging and other venues should also meet certain factors. Risks must be categorized, and tolerance for risk evaluated. After a baseline risk tolerance is developed, a plan to mitigate those risks should be implemented. Policies differ from organization to organization, but they must be supported by detailed plans and meet legal scrutiny and legal tolerances.

One size does not fit all. No one policy exists that fits all organizations. Start by looking at your overall travel risk management plan and strategy. A risk assessment determines the level of control and the type/amount of support needed. The policy creates the framework and structure to make decisions. Do not overwhelm with policy, but use it to control and understand the risks that the traveler will face. While all risks cannot be foreseen, there needs to be mechanisms to deal with surprises that undoubtedly will crop up.

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Consider creating a travel security council of functional representatives from various stakeholders – legal, HR, medical, travel, security, and others - and meet quarterly to focus on travel-related matters. This council can drive policy decisions by investigating industry and security trends. It also helps educate and facilitate the ability to control the process with oversight and a true integration into policies and procedures. The team needs a leader to drive the policy and pull all issues together: Many have found this leadership role fulfilling.

In the scholastic realm, many forget the first step in the Duty of Care process: Identify and document tolerance for risk. It differs across schools and academic programs as well as traveling populations: undergrads, graduates, faculty and staff. Risk tolerance may also differ among activities. It should be noted, however, that many risks that students face are often self-induced. There is the responsibility of the institution to mitigate reasonable and foreseeable risks with programs geared to differing travel populations.

Partners and peers. Take advantage of partnerships with travel and risk management influencers, both internal and external. Developing peer networks with similar make-ups to assess tolerance for risk can be useful. In scholastic, look at similar study programs and travel habits along with similar resources to mobilize. These relationships can help make informed decisions. Also, speak with vendors and providers to share best practices on policies and procedures. Include them in conversations around policies and be sure operating procedures are clear on both sides of the fence: Don't wait for an incident to test.

Quick Wins

- **Identify/Study Existing Policies & Procedures:** Are there any? If yes, what exists?
- **Research Existing Resources:** Associations/governments/partners (vendors)/consulting.
- **Team up with Industry Peers:** Every organization is different but try to find colleagues who have similarities; "One size does not fit all."
- **Raise Awareness:** Look at components of existing plan, rate their maturity, then benchmark.

Risky Behavior: Protect your Organization

Panel Question: Below are some threats related to risky behavior. How do you mitigate these?

Addressing travel delays. Travel delays are challenging and can occur pre-trip, during the trip and when heading home. They can cause financial, legal and reputational risk for organizations. Policies are needed to mitigate these risks and maximize the return on the trip. Equally important is instituting a "Behavioral Code of Conduct" that's expected by all employees while traveling.

Financial risks can be mitigated by policies designed to make the trip a success. Like keeping plans flexible for the first 24 hours to minimize impact initial delays might have on the mission. Keep essentials in carry-on luggage, including copies of important documents. Potential for bad decisions is exemplified during delays, so organizations need clear codes of conduct for employee behavior and adherence to core values.

Addressing medical risks. In scholastic, much time is spent on helping travelers access healthcare resources. Student issues generally fall into several categories: pre-existing conditions; accident or injury related to alcohol abuse; and wrong place or wrong time, a pre-existing condition that is exposed on the trip, or mental health issue. Comprehensive pre-departure assessment for student travelers by trained travel healthcare professionals is becoming the new standard in the scholastic market. Institutions need to work closely with on-campus clinics to develop a review process so that all parties can receive advice to manage anticipated and unanticipated health issues abroad.

Addressing security risks. For crime, take a close look at the risk factors for countries and cities where your travelers go. Look at trends for issues that may need to be addressed in the future. Emphasize a clear incident reporting process so the information can be used in support and response and in the future.

Road accidents and seatbelt safety should be stressed. That might include seatbelt rules and guidelines for prearranged transportation.

#1 Travel Delays

Crime Related Threats

- #6 Opportunistic crime
- #21 Violent crime
- #23 Lawlessness
- #30 Kidnapping

Health Related Threats

- #2 Illness while on assignment
- #5 Lack of access to Western medical care
- #10 Pandemics
- #20 Infectious diseases

#8 Road Accidents

Source: International SOS

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Quick Wins

- **Travel Delays:** Employee Behavioral Codes of Conduct
- **Crime Related:** Mandatory training (pre-training and compliance); Dependent on local resources; Reporting of incidents
- **Health Related:** Pandemic plan; Pre-assignment health screening; Call early for assistance; Comprehensive pre-departure health review
- **Road Accidents:** Seat belt safety

Risky Locations: Policies and Procedures

Panel Question: What policies and procedures do you have in place for risky locations? How do you separate the risk component?

Understanding risk. It's important to understand that risk varies by country, and even in different parts of individual countries (from major cities to rural areas). Some organizations rely on governmental websites or warnings while others use private sources such as International SOS that publishes information for the "global citizen."



Source: International SOS

Universities tend to look at how to manage travel to areas with Department of State warnings. There may be more restrictions on undergrad travel than on graduate and faculty travel.

Many problems and issues that faculty is looking to solve happen in inherently risky locations. It's up to the university to make sure that travel to those locations is as safe as possible. But flexibility is needed. For undergrads, this might be a review and approval process to a committee, with further review at the provost level.

Flexibility is key. There are often business critical trips that must be made to risky locations. Having a vetted process in place, sometimes a case by case call at times, can allow this flexibility. A standard pre-trip approval process is a good practice for travel to high-risk locations that adheres to pre-travel directives and one-on-one meetings with security and medical experts. While on location, there are policies to check in daily with "I'm OK." Seasoned travelers can pose a challenge, but they still need to be trained.

Standards and duties. A "Standard of Care" is the expectation that the organization takes steps to protect staff. There is also a "Duty to Disclose" items that might impact staff. Travelers have a "Duty of Loyalty" to stay within the policies designed to safeguard them and read the pre-trip information designed as safeguards.

It's a two-way street between the organization and the traveler with education and training being key components to achieving this. Consider these ideals as policies get created.

Four "Ws." Often much time is spent talking about "where" (location) people are going, but also resources should be spent on looking at "who" is going (seasoned traveler vs. novice), "when" (the situation can change quickly), and "what" are they doing?

Risks are everywhere. High-risk locations motivate travelers and others to be aware and prepare before they go – while low-risk destinations tend to not be such a priority at times. Issues can crop up in any country, and some travelers may let their guard down in less risky countries. This should not be the case as medical and security incidents happen everywhere.

Justification. To obtain the necessary resources, some experts share real situations with senior management, explaining the outcome of each and how they could have ended differently with pre-travel training, set policies and other mitigating steps. It is a very effective tactic.

Quick Wins

- **"I'm Okay" Policy:** Does this exist? Buddy system
- **Low Risk:** Emphasis on low risk so these locations aren't forgotten or ignored
- **Know where your staff is traveling to or residing:** Traveler itinerary data; Travel Management Company; Global mobility data
- **Consider "employee profile:"** Novice to experienced ("cowboy") travelers and expatriates; Crossing borders (non-home countries)
- **Real Threat Exposure:** Exemplify real incidents that have affected your staff; "Tale of Two Cities" approach

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Questions from Attendees

Do you have any tools for assessing organizational risk tolerance? Who issues the travel warnings? What organizations are most credible? Are there any specific reliable sites to gather specific/current crime stats for major international cities that would demonstrate increases/decreases in levels of such crimes?

There are numerous sources for travel warnings, and some organizations are likely to be held to the Department of State warnings. If the warnings are not followed, document why. Look to warnings from other countries – including Australia, United Kingdom and Canada – as well as the security assistance provider for additional information. It's also important to get on-the-ground information from local management and operations in various locations.

It is important to understand that Internet research will produce statistics of varying reliability. The fundamental flaw is in the data collection methods and often these numbers are best estimates. Often times they do not reflect the reality travelers would face. In some cities the crime rates vary from neighborhood to neighborhood as well as the time of day. Also the frequency of crime can fluctuate seasonally or during times of unrest, holidays, or major events. Engage local partners and vendors for their perspective. Educating travelers on the risks and mitigation present in the environment and the daily routine they can expect is critical. In the end, the answer on exposure may be to aggregate information from various sources.

Is an email message referring employees to refer to CDC website for travel advice sufficient to protect a corporation in a case when an employee returns from travel with a preventable disease?

More needs to be done than simply pointing travelers to a web site for information. Organizations' Duty of Care requires disclosure of risks and processes put into place to mitigate those risks. Make sure that your most important asset, your employees, has the tools needed to remain safe.

Are the pre-travel health evaluations done on every traveler, or only those who indicate an existing/emerging/recurring health condition on their application? Is it illegal to ask about health conditions during the application stage?

This is dictated by company policy and differs from company to company. For example, International SOS has an Online Questionnaire tool in place with some companies to pre-screen

individuals to highlight those that have pre-existing medical risks which may cause a problem while traveling or on assignment outside their home country. In this case, only those employees identified with potential relative risk factors are recommended for a full medical examination.

Many organizations regularly include pre-placement examinations as part of their medical process. Travelers are also encouraged to arrange a consultation with medical services.

It is not illegal to ask students to participate in a pre-departure health review process, but it may be considered a violation of the Americans with Disabilities Act to deny admission based on a health condition or disability. Those reviewing health forms (typically self-disclosure documents) need to be medical professionals, not institutional administrators to preserve medical privacy. If medical management plans need to be put into place for the student to be successful (and healthy) during the program, relevant administrators are invited by the student and the medical professional to discuss arrangement. This is legal so long as it is done after the academic admission stage.

Some institutions are considering whether or not to put this process in place for study abroad program leaders, after facing crises abroad with faculty who needed on-going treatment for pre-existing medical conditions abroad and could not complete their assigned duties, requiring the institution to send over a replacement.

Do global corporations track pre-travel health clearances/immunizations of traveling employees? Are employees recommended to visit on-site clinic or local health care provider? Are these policies enforced by anyone in corporation?

These factors are all dictated by company policy and differ from company to company. There are medical consultants who work with companies to help formulate traveler and pre-deployment medical assessment policies and programs that integrate into existing company travel and mobility policies.

How do the panelists motivate their constituencies to adopt policies and procedures in risky areas that travelers may perceive to be burdensome? Particularly with those travelers that consider themselves to be familiar with their destination?

Travelers need to understand that policies and procedures are in place for their safety and well-being. It's important to convey that

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message to the end user. Let seasoned travelers know that while the information may seem basic, it's always a good idea to review security and medical information as things may have changed since their last trip.

Organizations may engage travelers by collecting their experiences to assist in the rationale and development of smart policy. This is done through feedback mechanisms. Travel departments should consider utilizing a social media platform for generating user-owned content in regards to the travel experience.

What kinds of triggers might you use to deny travel to a destination or due a traveler's personal circumstance? Do you have a procedure for restricting travel on a case by case basis?

Some organizations use State Department travel warnings as triggers to at least take another look at travel to certain locations; however, as organizations become more global this can have limitations. TravelTracker, an online pre-trip education and tracking system, features an automated e-mail notification when issues crop up in various locations for both managers and travelers. The email includes not only information about an incident but advice around how the company and traveler can mitigate the impact of the event. Even if a travel warning is issued, many organizations look at travel to those areas on a case-by-case basis, especially for mission critical travel.

When the risk on the ground is greater than the organization's ability to mitigate it within a normal operational risk tolerance, organizations may consider restricting travel. It is also important to consider the ability to respond to an incident. If that will be restricted due to a situation in-country, travel restrictions may be considered.

Is it feasible to have a single policy and procedure set to govern travel for a globally diverse workforce? How can policy become more relevant to the nuances of different work environments?

Travel policies should be broad enough to cover a global workforce and act as a framework to make sound decisions for various regions. Individual regions can then work under the general framework, with policies flexible enough to take into account various regional nuances.

At a corporate level the policy should reflect the organization's position on Duty of Care by providing standards, assessment/

decision support tools, and streamlined process and lines of communication. The business units can then use this corporate policy as a foundation to customize a well-resourced local policy.

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Step 4: Now Boarding!

How to Ensure Your Travelers & Expatriates Succeed Anywhere
February 28, 2013

Lisbeth Claus, Ph.D., SPHR, GPHR, Global Professor of HR, Willamette University

Jason Dury, International Security Manager, Science Applications International Corporation

Erin Wilk, VP, Global Travel Safety Manager, Bank of America

After completing the first three steps in the Duty of Care model that focuses on planning initiatives, the next phase of the model leads to more “action oriented” steps. Manage Global Mobility is the fourth step that’s addressed in this document. A panel of experts discussed real-world practices and revealed “quick wins” for organizations to decide if they are at risk, compliant or CSR (corporate social responsibility) focused. The panel:

- Reviewed ways to capture an organization’s overview of the mobility of its international travelers, expatriates (their dependents), students, faculty and others as they cross borders;
- Uncovered key data sources to know “when and where” employees are or may be heading and manage tracking capabilities;
- Identified pre-assignment screening practices to enable talented individuals to thrive in assignments, not fail.

Panelist Discussion: Risk Assessment

Questions: On a global standpoint, how do you know where your employees are? Which department(s) does this content come from to find this out? Does this content come from traveler itinerary? How do you quantify or view the risk of your company on a global level based on where your people are? How does business continuity fit into your traveler program?



Source: International SOS

Understanding risky environments can be done by reviewing the risk and threat information presented by the assistance firm and also some other resources (open and closed source, media, and web-based subscriptions) from around the world. That includes an

important but sometimes overlooked resource – your own employees on the ground. Employees traveling on personal side trips should also be encouraged to provide their itineraries in case an emergency strikes.

Duty of Care is the responsibility to mitigate foreseeable risks, especially when sending employees and expatriates to unfamiliar environments. No tool is foolproof. Coordination among departments – security, HR, medical, travel to name a few - is also key.

Additional best practices:

- Become part of the business analysis process so it is understood where employees are traveling to or relocating;
- Provide advice prior to travel and assess medical and security risks prior to every trip;
- Have a tool (like TravelTracker) that provides visibility into the whereabouts of traveling employees;
- Travel data should be collected through the reservation process and that data needs to be of high quality and accurate;
- Share best practices and challenges with peers for a common goal;
- A program is not put in place overnight, so give it time to develop.

Panelist Discussion: Travel Registry

Questions: When travel gets extended to leisure do your travelers get covered? How do you locate “stealth” expatriates? How do you know your data can be trusted?



Source: International SOS

Travelers who take business trips and include leisure activities often end up being covered by the organization. Offering resources and support regarding any health or safety issues that

may arise is simply the right thing to do. However, there should be definitions of “business travel” and “leisure travel.” There’s a difference between taking a day after a conference to see the sights and extending a trip by a week to include vacation.

Expatriates and their families who travel on weekends or holiday time off are often required to get support. There is likely a legal requirement that because your organization placed them in a location, the company is responsible even when they are not working. Many organizations realized this after the Indian Ocean tsunami of 2004.

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Additional best practices:

- Doing the right thing will always be the right thing to do;
- Track employees and have guidelines for who can travel where, getting the right authorizations;
- Pre travel advice is key, as well as tracking and monitoring;
- Test the data and know how to use it before a crisis hits;
- “Stealth” expatriates fall under the radar and cause issues when trying to quantify an organization’s mobility picture.

Panelist Discussion: Risk Information

Questions: How do you prepare your travelers? What sources do you use? Do you investigate the medical and security risks where your travelers and expatriates are headed?



Source: International SOS

Education is a large part of this process, and the old saying “an ounce of prevention is worth a pound of cure” rings true. In addition to the automated advisories travelers and expatriates receive from an

assistance provider, some organizations maintain a “Country Risk Status” page on their Intranet site that lists risk levels based on an analysis of information from multiple outlets with links to “trusted” resources. An additional approach is to require employees to watch a corporate travel safety video at least once a year.

Additional best practices:

- Pre-trip education and engagement is critical – so is the variety of the resources used to deliver the message;
- Derive information from a range of internal partners across multiple lines of business as well as productive external partnerships - subscription/open-source services, federal/state/local law enforcement, government liaison contacts, and various private sector companies and organizations;
- Frequent travelers are excellent sources of information on the ground, so cultivate those relationships and make them a part of the process;
- Assignees and dependents also require sustained communication, allowing them to be safe and feel comfortable to their changing needs while overseas;
- An organization’s Duty of Care and travel risk management plan is only as good as the weakest step;

- “Duty of Loyalty” is expected from employees and their families and with proper preparation/training this can be achieved.

Panelist Discussion: Medical Prevention

Questions: How do you screen your expatriates prior to an assignment? How do you handle any legal requirements? How does medical prevention apply to family members?



Source: International SOS

More and more, organizations are looking to better manage medical risks, and that deserves special attention when it comes to fulfilling Duty of Care responsibilities. The medical risks are better known for expatriates and their dependents. Now, organizations are

looking at ways to mitigate these medical risks by screening employees prior to assignment. While this theoretically makes sense, putting it into practice is not easy. There’s not a black and white answer to this question.

For example, there is evidence to show that age plays a factor in medical risk. An older traveler is more prone to heart attack, cancer and other chronic and health ailments while the younger traveler is more likely to be hospitalized due to a road accident. Medical screenings can “save” an assignment, and research has also shown that a failed assignment can cost an organization upwards of \$1 million, when costs of recruiting, business disruption, missed deadlines, and related medical expenses are calculated.

Some best practices:

- Identify risk in both the environment and the assignee;
- Medical screening laws vary country by country, so do your homework prior to implementing a plan;
- Screenings should take into account a realistic preview for the candidate – show them the cons and risks of taking an assignment;
- There can be an “opt out” clause;
- If the candidate does not opt out, reasonable accommodation must be made to make the assignment a success;
- Include a “fit for risk” clause in the job description;
- Above all, do right by the employee and your organization.

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Quick Wins

A Duty of Care and travel risk management program cannot be put into place overnight – it takes time. But here are some quick wins to get started – or improve – Step 4: Manage Global Mobility.

- Validate data sources and “catch” missing pieces;
- Understand risks on the ground and put yourself in their “shoes;”
- Meet with key stakeholders internally;
- Establish pre-screening practices.

Questions from Attendees

Wondering whether there are any Duty of Care law/principles for travel companies regarding tourists, as well as tour providers, cruise ship companies, or even airlines and hotels?

Our white papers do not address this topic. However, there is legislation pending in the United States, so do a search of public domain information for some background.

What is the current thinking concerning Medical Clearance Forms being used for travelers?

As we seek ways to prevent or mitigate medical risks, this idea often arises. Unfortunately, there is not an easy way to institute this at a global organization with various privacy, HIPAA (in the U.S.), storage, access and other issues. At this time, organizations are looking more so at their expatriate population as addressed in the last question. Even within this population, companies are being successful positioning it as a program (not just a clearance form) that informs and enables employees to live healthy and safe outside their home countries – not so much making it an HR process that dictates a black and white business decision. Management also appreciates this mutual understanding as it's getting more difficult to get people on a plane, especially to high risk destinations. For travelers other preparation tactics are being invested in at this time that aren't

as complex to implement. For example, some organizations have travelers complete online forms prior to trips where they can store their medical information and history (including vaccination) that's seamlessly ties to a destination's medical information.

We deal with short-term ministry based trips within our organization. How pertinent is today's information to this type of traveler? It seems most of what's been discussed has been for expatriates.

It applies regardless of the type of traveler. It may be even more relevant to the short term traveler. That's especially true from a liability perspective. You don't want to have any indications of different types of services provided to different types of travelers. The responsibility and obligation is there for all.

Are there recommended fit for duty examinations? If so, what are best practices for getting fit for duty integrated in the global mobility process?

Some are placing “fit for duty” within job descriptions - see [“Global Medical Risks 2013: Looking Ahead.”](#)

What are the challenges most organizations face with discussing Duty of Care within the leadership ranks?

They typically understand the issue, but the buy-in to support a program is less readily forthcoming. Discussions must be put into terms of overall liability, best practice, industry norms/standards, any contractual obligations, etc. The most buy-in often comes from focusing it as a business enabler and risk/liability reduction factor. When employees feel more ‘secure’ and ‘informed’ they perform better.

Challenge: Not knowing who the appropriate leaders are with whom to discuss Duty of Care.

Solution: Because Duty of Care is the company's responsibility, it should be everyone's business. If Duty of Care is not appropriately addressed, there are large risks (operational, reputational, physical, medical, legal/compliance) to the company, its leadership and its employees. Therefore, identify ways to relate the concept of Duty of Care to different leadership ranks (e.g.: Security, Medical, Travel, Human Resources, Compliance, Legal, Life Safety) that evidences the reward to the company as well as their particular line of business. This will also provide a diverse group of stakeholders and advocates.

Challenge: Quantifying the company value of addressing/risk of not addressing Duty of Care.

Solution: Leverage industry knowledge, like your medical and security assistance provider or associations, which continually provide industry surveys that supply feedback and statistics that are very impactful. Capture metrics of the internal work your organization has done, including data around high risk travel, pre-trip education efforts, and traveler survey responses. Also provide anecdotal evidence of successes.

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Step 5: Who Needs to Know What?

How to Communicate, Educate, & Train your Global Workforce

March 21, 2013

Patti Clavier, RN, BSN, COHN-S, Sr. Project Manager, Intel

Craig DeCampi, Director, Global Security, KPMG

Jean McCall, Director of HR, The William and Flora Hewlett Foundation

Some would say **Step 5: Communicate, Educate and Train** potentially has the biggest impact on ensuring your organization is fulfilling its Duty of Care responsibilities. This action-oriented step further strengthens an organization's ability to keep its international travelers and expatriates (including dependents) healthy, safe and secure. A panel of experts took participants through this critical step, investigating:

- How to communicate policies and procedures to your busy travelers, expatriates and others on the go - and how to do it effectively;
- The importance of establishing protocols and the benefit of outgoing messaging that a Duty of Care plan is in place;
- How risk awareness and training can keep your travelers out of trouble, allowing them think on their feet so they are prepared when trouble hits;
- When Duty of Loyalty is established, everyone wins.

Panelist Discussion: When all your work is worthwhile

Questions: Why are you committed to keeping your employees healthy, safe and secure when they travel abroad? Can you give an "aha" moment or situation that has motivated you to go above and beyond your role?



Source: International SOS

One of the best ways to communicate with your travelers and expatriates is to use real life stories and examples. Employees can relate to these, and they may help drive the point home.

An example: In one instance, a manager booked a trip outside the protocols. While away, he became sick and went to a local hospital without assistance. It was not a positive experience, and it could have been avoided with some pre-travel advice, which would have been available had he booked through the approved channels.

Another example: A traveler suffered a heart attack in flight and was revived, with the plane making an emergency landing to

get him to a hospital. The employee had filled out the electronic medical record through the company's assistance provider, which contained valuable information for treatment. This forethought likely saved his life.

One more example: A traveler was in the hotel in Jakarta in 2009 when the building was bombed by terrorists. He was uninjured, and contacted the home office right away. The decision was made to leave the country, and while on the way to the airport he received additional information that there may be a second bomb in the stopped traffic. A new route was taken and the employee departed safely.

Additional best practices:

- Have a multi-disciplinary team (HR, security, medical, risk, and others) that meets regularly;
- Share articles and feature stories that show travelers how preparation can help a trip go smoothly;
- Give travelers the tools to think and plan ahead if something goes wrong. Inform them of the risks so they can make the best decisions possible;
- Let travelers know about automated travel advisories;
- Present your messages to key groups;
- Work closely with your travel assistance team;
- Preparation cannot be over emphasized;
- Let employee know that their welfare is of fundamental concern to the organization - it's a shared Duty of Care and Duty of Loyalty responsibility.

Panelist Discussion: Managing Key Messaging

Questions: How do you communicate with your travelers and expatriates to keep them healthy, safe, and secure? How do you balance the messaging so you know your travelers understand the risks, but yet, they feel reassured that the company is there for them?



Source: International SOS

Organizational values and culture create a foundation to support employee health, safety and security.

A system should be designed and implemented to assess travel risks, develop policies, prepare travelers, monitor the environment, track and communicate with travelers, and respond during urgent situations. Remember that "Security is Everyone's Responsibility."

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Additional best practices:

- Communicate to your employees any wellness programs your organization may have, and consider making it global. Many travelers don't know basic medical information about themselves, so have a way they can find out things like blood pressure, cholesterol and body fat index that allows them to travel healthy.
- Make it easy for your employees to receive the necessary vaccinations prior to travel (on site clinics, primary care centers, even at the office).
- Travelers should book through approved channels.
- Remind staff of the risks involved so they are better prepared to travel (for example, a woman who is 8 months pregnant may want to hold off on a trip to Africa).
- Health and wellness programs should include a travel and security assistance provider.
- Make it clear that employees have shared obligation for safety and security. It's a shared responsibility.

Panelist Discussion: Communicating with travelers and expatriates

Questions: How do you communicate to your globally-mobile workforce about the policies you have in place or ways in which your organization has resources to support them regarding their health and safety? Are you using any new technologies to help reach those who are just not easy to reach?



Source: International SOS

Think about steps to take to establish a communications plan for your organization: Establish a team of key influencers who would assist in communicating travel and security assistance

to employees; develop a communications plan with goals, objectives, roles and responsibilities and timelines; sustain the program through regular stakeholder/vendor meetings.

Additional best practices:

- Part of an overall safety and security project should include domestic security plans, policies and training;
- Use live and on-line training from your medical and security assistance provider;
- Highlight travel assistance through annual open enrollment discussions;

- Share experiences through storytelling. Solicit “aha” moments from your travelers;
- Use all touch points available to keep travelers and expatriates informed: During the on boarding process, before the first international travel, and outbound expats;
- Don't forget about your frequent travelers, as they may become complacent. Make the process fun, interactive, quick, easy and informative.
- Use new communication tools such as social media or apps to keep employees informed.

Panelist Discussion: Curtailing messages across geographies

Questions: How do you curtail your communication methods or messages across geographies? Do you have partners across the globe that helps you? How do you work with different countries across so many different cultures to distribute information that stays on message?

A good way to communicate messages is to tap local “champions” who can disseminate the message to various regions and promote the message locally. Regular (monthly) team meetings can look at scenarios, incidents and pressures. In a complex situation, a process must be in place and aligned to cover all bases and avoid redundancies and be sure to work together.



Source: International SOS

Additional best practices:

- Provide personalized consultations for travelers to high risk locations;
- Be sensitive to cultural differences and realize that one size does not fit all;
- Communicate core message but leave room for local customization and the best way to communicate with personnel;
- Work closely with colleagues;
- Use staff meetings to communicate your travel and security assistance program and provide updates;
- Use location specific training that is offered in-county and conduct local team meetings.

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Quick Wins to Get Started

- Communicate quarterly. A “once and done” strategy does not work. Use multiple channels.
- When an employee reaches out, use that time as a teaching moment.
- Create internal teams that focus on communication. You need both a champion and a team.
- Message correctly so you build a Duty of Loyalty culture.



Source: International SOS

Questions from Attendees

If employed by an American based company, would that give an individual access to an American Embassy/Consulate? Or are they required to go to their own specific consulate?

Any U.S. citizen can have access to a U.S. Embassy or Consulate. However, in the case of a non-U.S. citizen who is employed by a U.S.-based company, embassies and consulates do afford limited access through the Overseas Security Advisory Council's (OSAC) program to partner with the U.S. private sector to exchange information on security issues of mutual concern. Foreign national employees of U.S. companies or other U.S. organizations should contact the embassy or consulate Regional Security Officer.

Does anyone have a traveler check-in process in place and can they describe it?

On a case-by-case basis when travelers have gone to high risk locations, we have required that they check in daily with their U.S.-based management so their welfare can be confirmed and the communication channel remain open.

A check-in process that can include:

- Establishing a designated in-office contact for each traveler;
- Requirement to confirm arrival by email with supervisor (or designee) and in-office contact;

- Daily email to in-office contact;
- Email confirmation contact of safe return.

Why did the affected traveler decide to call the U.S. Embassy? Was it something he thought of at the moment or his actions were result of the training offered by your organization?

We encourage U.S. citizen travelers to register their travel with the U.S. Department of State's Smart Traveler Enrollment Program (STEP at www.travel.state.gov). The embassy or consulate will then be aware of the traveler's presence in country and provide the traveler with information that may affect their safety or welfare. We brief our travelers to have multiple resources for contact in the event of an emergency (International SOS, U.S. embassies and consulates, and our local businesses).

How do you keep up with the many travelers you have going to High Risk Areas?

We are in fairly regular communication with them through their own departments. However, we will be able to do a better job of this when we implement the check-in process.

Can you please comment on how to educate in a decentralized, dispersed working environment?

Nothing can completely replace face-to-face training or education. However, on-line training and education webinars with playback capability work very well. Personnel are accustomed to learning this way and appreciate the convenience. It is important to build in “knowledge checks” during these web sessions to make certain that personnel are comprehending the material being delivered.

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Step 6: It's 3 a.m. Somewhere...

How to Locate your Workforce Today & Tomorrow

April 25, 2013

Trish Earles, CCTE, GTP, Senior Global Manager, T&E Corporate Card/MIS, Halliburton

Michael Russo, Director, Global Security, Product and Asset Management, Eli Lilly and Company

Teresa Willson, Manager, Global Travel and Traveler Safety, PATH

If trouble strikes at 3 a.m., would you be able to connect with your globe-trotting travelers or expatriates and then tell your c-suite in five minutes or less that "all of our people are okay?" **Step 6: Track and Inform** is all about knowing where your travelers and expatriates are and then effectively ensuring they have clear advice to stay healthy, safe and secure in the wake of a natural disaster, security event or medical crisis. Our panel of experts took participants through this critical Duty of Care step with the following in mind:

- Proactive steps and automated technology that can educate and alert your employees of risks and ways to mitigate so they are prepared when trouble hits;
- Trends in travel tracking and where this technology is headed;
- Managing "Maverick" travelers who book outside the approved system using sites that don't pull data back into your processes or systems;
- The importance of an "I'm OK" policy.

Panelist Discussion: Proactive steps and automated technology that can educate and alert your employees of risks.

Questions: What are the key steps you have taken to educate and alert your employees of risks and ways to mitigate so they are prepared when trouble hits? What automated technology do you have at your finger tips?

Traveler safety should be the number one priority for any organization. But in the end, employees are ultimately responsible for their safety and wellbeing. That's Duty of Loyalty.



Source: International SOS

To educate travelers, you must provide them with information. Many people learn best through stories, so start meetings with a "safety moment," and relate it to a recent world event, like the H7N9 avian flu strain, the Boston bombings or the earthquake

in China. Make the ideas relatable, and link them back to the reasons for having travel policies and educational programs. This drives home the importance of the process, and that the organization has a Duty of Care to ensure travelers and expatriates are safe and accounted for at all times.

Today, technology allows you to get ahead of the game by sending automated pre-travel alerts and advisories to your travelers before they get on the airplane. They can be warned ahead of time if malaria is an issue in their destination, if the route from the airport might be blocked by protest, or if petty street crime is a problem near their hotel. This technology also comes into play during an emergency or crisis, with the ability to rapidly push out messages to warn and advise your people who might be in harm's way.

Additional best practices:

- Establish a traveler tracking platform;
- Launch travel safety e-learning courses;
- Include travel safety information in new employee orientation;
- Push alerts and proactive emails;
- Use one Travel Management Company (TMC), or have a way for all TMCs to push information to one platform;
- Provide travelers with information and options and encourage them to use the data available for their personal travel;
- Establish travel "town halls" and a corporate communication campaigns featuring executives to inform travelers about the benefits of the health and safety program;
- Encourage travelers to report health issues they face when away from home.

Panelist Discussion: Trends in travel tracking and where technology is headed.

Questions: What trends have you seen in travel tracking? What do you think the future will bring around technology?

Travel tracking technology has evolved quickly since the first tools appeared after the 9/11 attacks. There is now the ability to pull data into interactive maps, as well as use GPS to pinpoint locations.



Source: International SOS

This also brings up issues, however, as travelers may be wary of

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“Big Brother” technology. Assure travelers that tracking tools are being used for their safety, not to determine their every move at all hours of the day and night.

Additional best practices:

- Obtain buy-in from the c-suite by showing the value of knowing where employees are traveling;
- Obtain buy-in from travelers, letting them know that this is a safety initiative;
- Ensure data quality;
- Conduct regular audits of the data to ensure quality and compliance and that all systems are “talking” to each other.

Panelist Discussion: Managing “Maverick” travelers who book outside the system using consumer websites and other sites that don’t pull data back into your systems.

Questions: How do you manage the “Maverick” travelers who book travel through other systems in an effort to ensure data integrity?

Travelers booking outside approved channels can cause problems when the need arises to quickly locate them. Educate travelers on the need to comply with booking policies, and the importance of being able to locate them in an emergency.

In some cases, booking through an agency isn’t an option. If travelers must book outside typical lines, have clear guidelines in place as well as ways to capture their itineraries – even if that means manual entry into a travel tracking system.

Additional best practices:

- Out of policy travelers are best handled directly by first line managers;
- Be sure to load corporate aircraft travelers into a travel locating system;
- Conduct monthly audits with the agencies. This might be reviewing five Passenger Name Records (PNRs) for randomly selected countries and identifying whether data was received in the traveler tracker, and if the content included key items like name, email, mobile phone (if provided), employee id, etc.;
- Meet regularly with corporate security to review reports and to address any open questions regarding the traveler tracker;
- Create a high risk travel authorization policy to foster engagement between leaders and their travelers;
- Out of policy air bookings could require specific director level approval and may be non-reimbursed;

- Generate a weekly report detailing all non-TMC booked travel so itinerary data can be manually entered into travel tracker;
- Create a template for a travel safety communication plan.

Panelist Discussion: The importance of an “I’m OK” policy.

Questions: Do you have an “I’m Okay” policy in your organizations? How do you implement this? How do you stress the importance of an “I’m Okay” policy?

Many organizations are formulating “I’m OK” policies. This is where a traveler is expected to reach out to the home office (or designated location) if an event happens in their vicinity to let their employer know that they do not need assistance. This allows the organization to focus its efforts on travelers that may need help and be in danger. It speeds the process of locating travelers.



Source: International SOS

Travel safety is a shared responsibility and an “I’m OK” policy is an important component. Ask travelers to select a point person with whom they will check-in on a pre-defined basis. This promotes more “I’m OK” messages. This could be their first line manager if an emergency occurs while traveling.

Additional best practices:

- Check-in can be email, text or phone call;
- Drive accountability to the employees, their first line managers and administrative support;
- It should be the responsibility of the traveler to read warning messages for any country they travel to;
- Security managers can provide on boarding briefings and security updates;
- Passenger manifest should be maintained and reviewed daily.

Quick Wins to Get Started

- Use “moments” to drive communication campaigns about the ability to locate travelers.
- Educate travelers on value of using processes – describe what’s happening “behind the scenes.”
- Conduct audit meetings with TMC’s to ensure data integrity.
- Establish an “I’m Okay” policy so you build a Duty of Loyalty culture.

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Questions from Attendees

What are the best practices for contacting travelers when cell phone service is unavailable? Cell towers may shut down during natural disasters, or may be intentionally shut down for certain events, as was seen after the Boston marathon explosions.

A good safety communication plan will include planning for back-up methods of communication. Cell phone and text/SMS is the quickest and easiest method of communication, but it's also an option we've seen shut down in recent crisis situations. Unfortunately, there will be no connectivity if cell systems are not operating. Consider sending messages to the travelers' device by text or through their social media account. These messages will likely be held pending, but will go through once the system is restored. Don't forget about email as well as other WiFi communications, like Skype, for instant messaging and video contact.

It is important to train travelers on what their expectations should be during such times. They need to know that connectivity is not likely and they need, if possible, to establish contact through a hard line (like a pay phone, hotel phone or their home phone) or wait until service is restored.

Our travel agent uploads travel to our assistance provider's database but we continue to have problems because travelers don't update their non-airline legs in the database. Thus, it is difficult to track where they go after they land. Please address.

The belief that a best in class travel program should precisely pinpoint a traveler's location isn't realistic today. And while it may be possible in the future, it still may not be realistic due to privacy concerns and organizational cultures. To the greatest extent possible, flights and hotels should be centrally booked through the TMC and/or manually loaded into a traveler tracking tool. Travelers have an obligation to notify their management should they be in an area where critical events occur.

An emerging practice is to ask travelers to make a small purchase – e.g., a bottle of water – with their corporate card each day of the trip. That way, if there is a need to locate that person, there is an electronic breadcrumb pointing to the most recent place visited.

Conventional TMC booking, good contact information for the traveler, contact information for the person he/she is meeting, and creative use of tools at your disposal (e.g. credit card data) can go a long way in tracking a person during a crisis.

Our company has shut off international cell phone usage because of cost, but will activate it for an employee who has planned international travel but this is not the best in all cases, what do other companies do to cut costs of international cell phone costs?

There are a few things you can do to cut the cost. Instead of paying high roaming fees, instruct the traveler, if possible, to buy a local SIM card. This will reduce the cost, but one down side is their primary phone number will not be usable. Once they load the SIM card they will have a local number. Having them send their manager a text with that number resolves that issue.

Instruct travelers to connect to local WiFi as much as possible. This will dramatically reduce the charges for internet access. You could also rent a local phone in some locations, although the cost of this may exceed the roaming charges.

Phone charges are expensive, but it is part of the cost of international travel. Trying to cut costs by eliminating phone charges or not allowing employees to have international phones is not a good idea. It places the employee at significant risk.

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Step 7: Who You “Gonna” Call?

How to Guide, Support, and Assist Anytime, Anywhere

May 23, 2013

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*It's inevitable. Your travelers and expatriates (or their family members) will eventually face a crisis related to their health or safety. Is your organization ready to act? Who are your employees “gonna” call when trouble strikes at 3 a.m.? **Step 7: Advise and Assist** is about providing ongoing guidance, support and assistance when employees are abroad and find themselves in unfamiliar - or even dangerous - situations. A panel of experts took participants through this critical Duty of Care step with the following in mind:*

- *The importance of pre-travel advice and setting policies to empower employees, students and others to steer clear of danger and set expectations up front;*
- *Key ways to activate an evacuation plan;*
- *How to keep everyone on the same page - avoid internal conflict and drama - so a medical or security incident can be effectively managed;*
- *Preventing medical and security evacuations.*

Panelist Discussion: Importance of policies to empower employees, students, and others to steer clear of danger and set expectations up front.

Questions: Do you advise employees what to do in case of changing risk/threat or when an incident happens? Do you provide employees with a 24-hour advice and assistance number to call? How do you communicate this information?

Quite a bit of time was spent in the first steps on classifying and understanding risk. But we need to make sure travelers and expatriates know what to do while actually on their trip or assignment. Students, travelers



Source: International SOS

and others need to know who to call and what to do if they get into trouble. Go through real-life scenarios and stories on how others have managed trouble or illness. Before travel, consider one-on-one sessions with novice travelers, as well as those going to high

risk locations to cover all the bases. Communication is key, so take a strong, direct approach over multiple channels.

Additional best practices:

- As part of orientation, conduct seminars to introduce travel assistance protocols and phone numbers as well as the importance of following procedures;
- Students and faculty are expected to follow the code of ethics when traveling. Address the dangers of risky activities, including drinking, drugs, and sexual behavior during orientation. Organizations can consider doing the same thing;
- Develop standardized levels of communication;
- A “buddy badge” can go along with an employee identification card that lists assistance provider information and how and when to contact them;
- An Intranet site should include the assistance provider information as well as foreign ministry advisories and risk ratings;
- Co-host informational webinars with the assistance provider for employees, so they understand and appreciate the resources.

Panelist Discussion: Key ways to activate a plan and evacuations.

Questions: Do you have the capability to respond to a medical or a security emergency for your travelers, expatriates, and others? Do you have vendors that provide on location assistance? What are the triggers and who is involved to activate a BCP or CP internally?

It's important to have a strong Crisis Response Team and Business Continuity Plan in place to rely on when a crisis hits. Pull in the appropriate parties when an incident happens, and facilitate how to



Source: International SOS

communicate with the senior management, the traveler, his or her family, and, if necessary, employees. There should be collaboration with the assistance provider. It's all a retrospective process, so learn from the past and historical data.

Additional best practices:

- Educate employees to go to the assistance provider with clear protocols. All cases should be coordinated and

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managed effectively. Let travelers know that no issue is too small;

- Be sure to have the correct resources in place, including medical and security assistance, guarantee of payment and insurance. Work these issues out well in advance;
- Build up the crisis management team with subject matter experts and specific roles;
- Senior administrators need to be regularly informed;
- Drill constantly. Practice makes nearly perfect;
- Cross train personnel on various jobs so all are on the same page;
- Good internal communications happen when people are trained to remain calm.

Panelist Discussion: Effectively managing a medical or security incident without internal conflict.

Question: How do you keep everyone on same page – avoid internal conflict and drama – so a medical or security incident can be effectively managed?

When an event happens, there are multiple stakeholders who need to be kept abreast of the situation, usually daily or at least as needed. There are many seats at the table, so use the unique skills of each member of your team and define the roles.



Source: International SOS

Remember to always stay focused on the outcome. Map out what can be done in advance and look at what is in place and what may be lacking. Have protocols in place to address the “knowns” ahead of time.

Additional best practices:

- Communicate with frequent, truthful and concise updates. Messages should come directly from the Crisis Management Team;
- Always keep in mind the significance of privacy and confidentiality and have strict protocols on who can be on the call as well as what information can and can't be shared;
- Be sure to address questions and discuss unknowns;
- Keep internal email communication to a minimum – do not blind copy emails;
- Be cautious with social media to protect families and the reputation of the organization;
- Get out in front of the situation, or it can quickly get out of hand.

Panelist Discussion: Preventing medical and security evacuations.

Question: What measures do you feel may prevent a medical or security evacuation?

Pre-assessments are critical to preventing evacuations, and these can be medical and security based. Medical pre-screenings catch health issues that could cause trouble on a trip or an assignment. Pre-trip security briefings can also let travelers know areas and behaviors to avoid so they don't find themselves in the middle of trouble. Travelers should have the information they need to make fast decisions, remain flexible and quickly change itineraries if needed. Evaluate situations early and often.



Source: International SOS

Additional best practices:

- Have the right types of coverage in place to anticipate needs that may arise, including medical and security assistance, insurance and guarantee of payment. These should be streamlined, integrated and in place ahead of time;
- Be prepared for any situation;
- Supplement pre-departure knowledge with conditions “on the ground;”
- Travelers should also register with foreign ministries, when applicable;
- Use travel tracking technology to know where people are at all times, and to communicate with employees with proper medical and security advice given the situation and your company's direction.

Quick Wins to Get Started

- **Travel tracking technology:** Have a system in place to know where your travelers are at all times but more importantly be able to reach them quickly with sound advice.
- **Protect privacy:** Protocols are needed to protect the privacy of not only the traveler, but their family members and the organization.
- **Assistance App:** One touch information for Blackberry and Smartphones that can assist travelers with information or call for help.
- **Respond proactively:** Do not wait for the situation to manifest. Get out in front with proactive information and timely and truthful communication.

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Questions from Attendees

How do you ensure compliance to medical and security protocols prior to a traveler making a reservation or being ticketed? Do you have a workflow solution for this?

Yes, employees traveling to austere regions that require unique medical protocols must follow an approval process that includes a health screening and immunization checklist. Generally, all consultants working on client sites must be screened to ensure fitness for duty. Travelers are also sent a travel advisory and, if going to a high risk destination, management is alerted and asked to approve. [TravelReady](#) is a helpful compliance tool.

Any comments on support measures for the family?

Family liaison work requires a single point of internal contact who is skilled on crisis communications; protocols should exist for the travel of family members to the employee location in the event of an emergency illness or situation. Some protocols allow for a family member to fly out in order to be with an employee experiencing a medical emergency, your assistance provider can coordinate family travel.

How would you attempt to educate travelers about the cultural differences/expectations of their destination?

Country specific trip emails are distributed to travelers and can be available on an Intranet portal. Employees are also encouraged to speak directly with Global Health and Safety teams regarding travel safety, as well as to the assistance provider.

My organization does not issue nor pay for cell/smart phones.

What communication methods do you recommend especially when traveling overseas and how can we reach that employee?

Mobile and satellite phones are much less expensive to purchase; leasing of global mobile phones (or a CIM chip) is advised for global travel (even if for a short time). Consider having an international phone calling card that can be used with landlines – don't rely on a single solution.

How would you communicate the concern in today's environment about the cost of such services as to whether or not it is a necessity to call an assistance provider? Is it likely some employees may not use services due to costs?

Safety and security must be a priority. Parameters are established to illustrate when an employee should call and how to utilize the assistance provider.

During the course of your drills, do you work only with the response team answering the calls or the entire crisis team, including upper management?

It is essential to work with the entire crisis team, including upper management. This ensures that everyone is on the same page and knows what their role is should a real crisis occur.

What type of information do you have about employees in order to support a medical crisis, such as blood type, allergies, and past medical history, that can have critical effect on advice given by the assistance provider?

Employees voluntarily complete health information forms used only in the event of an emergency that includes all pertinent medical history and issues. [Emergency Record](#) is a helpful tool for this purpose.

When traveling into a country with little or no emergency medical or security assistance how do you prepare for such situations?

Refer to an assistance provider for this support. Also, preparation is key. Contact the assistance provider before a trip to get information to develop a mini crisis plan. If an organization expects to have frequent/extended travel to a high or extreme risk destination, consider having a site survey followed by a full emergency response plan.

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Step 8: When the Dust Has Settled

How to Ensure Employer/Employee Compliance & Identify Gaps
June 27, 2013

James Lejcar, Jr., Enterprise Life Safety Manager, Discover Financial Service

Melissa Kopf, Program Manager, Global Security, Walgreen Co.

*It can be a bit mind-boggling making sure all the pieces of the Duty of Care puzzle fit neatly in place. Is your organization compliant when it comes to travel risk management? How can you identify gaps? What checks and balances are in place to ensure that all areas are met? **Step 8: Control and Analyze** focuses on developing and implementing management tools to ensure employer/employee compliance, and tracks and analyzes data to improve the efficiency and effectiveness of your Duty of Care strategy. A panel of experts took participants through this critical Duty of Care step with the following in mind:*

- *The importance of establishing compliance measures and tools to ensure all parties are on the same page;*
- *The need to update management and employees on changes in procedures;*
- *The importance of an “after action review” and the need to perform this review quickly to turn an incident into a teachable moment;*
- *How data collection and audits can be analyzed and used as benchmarks for updates to Duty of Care and travel risk management plans.*

Panelist Discussion: Analyzing data and trends.

Questions: Do you assess, through regular surveys, data, etc., whether your organization is meeting its Duty of Care and travel risk mitigation responsibilities? Do you analyze your employee global mobility data? Do you look for trends in where your people are going?

It's important to constantly assess whether your organization is meeting its Duty of Care obligations. This can be accomplished through quarterly travel summary reports that analyze detailed trends, followed by yearly benchmarking. Remember, you do not have to go it alone. Share information with your peers to find out what is working for them, and read as much literature on the topic as you can, including white papers and studies.



Source: International SOS

Additional best practices:

- Assess whether your organization is meeting its Duty of Care obligations;
- Analyze and mine your global mobility data and benchmark yearly. Summarize travel reports quarterly to determine travel trends;
- Use reporting supplied by your medical and security assistance provider and discuss individual aspects of the trips itinerary with the traveler;
- Interview travelers to determine expectations and program effectiveness and to get their point of view. There is always room for improvement;
- Use global mobility reports to identify high-risk travel;
- Leverage trends for enhanced situational awareness. It provides travelers and expatriates a higher level of Duty of Care.

Panelist Discussion: Control immunizations.

Question: How do you ensure your employees are getting immunizations and preventatively taking required medications?

Pre-travel immunization programs remain a work in progress for many organizations, partly because there are so many moving parts. But numerous medical issues are preventable, many of them through immunizations. Look at data, risk maps and probability to get a handle on the risks your workforce face while traveling and living abroad. A program should go beyond general awareness to “close the loop.” These programs cost money to implement, but should show a solid return on investment. And that's a great way to get sponsorship from senior management.



Source: International SOS

Malaria is just one condition that's preventable. Yet, we still see many incidents. In some industries—particularly in energy (oil and gas) where it is simply not acceptable that employees fail to comply with the immunization and medication programs that organizations have in place. A Duty of Loyalty is expected from the employees regarding these concerns. It is not enough to have immunization and medication pre-departure programs. You must also ensure that these programs translate into appropriate behaviors through education, training, and enforcement of the policies and procedures.

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Additional best practices:

- Identify countries with required immunizations/preventive medication and ensure employees and expatriates are getting the needed supply;
- Communicate and train employees on the importance of taking the preventive medication as prescribed. Consider automated memos or even personalized e-mails to push information to the end user. This step makes a big difference in compliance;
- Review and update your procedures to ensure compliance and brief travelers, especially for those heading to high-risk areas;
- Be cautious of legal and privacy issues. Balance Duty of Care with HIPAA requirements and base the application on overall company policy;
- Leverage pre-travel advisory to inform all international travelers regarding vaccination and medication needs;
- Look at the possibility of providing an onsite corporate health center with same-day appointments for consultations;
- Report to senior management on the return on investment;
- Use internal social media platforms to get the word out.

Panelist Discussion: Tests and reviews.

Questions: Do you conduct an “after action” review after each incident? Have you made a test run? Do you test your business continuity plans?

Travelers can experience issues anywhere in the world, not just in dangerous locations. Think not only about headline events like terrorism, floods and ash clouds, but the everyday concerns – heart attacks, stroke, and car accidents – that can affect travelers.



Source: International SOS

Optimize communication and debrief those involved even when outcomes are good. There can always be lessons learned. Train the same core team of players for all different scenarios so you can count on them to think on their feet during a time of crisis. Practice for “everything” and leverage the tools and technology available.

Additional best practices:

- Use metrics that are relevant to your organization, not just numbers for numbers sake;
- Be always on the lookout for ways to improve, every situation is a learning opportunity;

- Conduct an “after action” review after each incident, good or bad;
- Engage in scenario planning and conduct test runs with a core incident management team;
- Utilize “After Action Review” for all potential life safety incidents. Interview involved persons, determine response strengths, identify areas of concern, develop recommendations and provide an executive summary;
- Train new team members in the after action review process shortly after on boarding.

Quick Wins to Get Started

- **Audit compliance:** Even if you cannot do a full audit, take it upon yourself to have a conversation with your various stakeholders and employees and listen to what their issues are when it comes to Duty of Care compliance.
- **Manage your Duty of Care data:** Look at your utilization rates and try to identify some patterns. How are you preventing further escalation of a potential risk and threat?
- **Mine your Duty of Care data:** In the data, is there a relatively small but very impactful event that you could improve/prevent in the future? For example, perhaps by making medical screening available prior to departure and providing your employees with access to an international standard medical care in the host country, you can avoid hospitalization and subsequent evacuation. If you can prevent the chain reaction, even for only one employee – that “needle in the haystack” - you can get incredible returns for both the company and the employee.
- **Develop appropriate Duty of Care metrics:** Develop a set of metrics that are appropriate to your organization, so that you can measure, track, improve and justify. This is “return on prevention.” Measuring the cost of an incident, identifying the control processes that are in place, having procedures in place on how to handle incidents, including the small everyday happenings is what we need to target to get the benefits and ROI from the Duty of Care activities, and to fulfill our legal and moral obligations as employers.

Start to Finish: 8 Essential Steps for Duty of Care

Questions from Attendees

Great examples of making recommendations for vaccinations and complying with pre-travel health visits, but “what gets measured, gets done?” Who in your company is enforcing or tracking that traveling employees are getting recommended vaccines?

“Enforcing” vaccination requirements may prove difficult due to HIPAA and other legal concerns. Utilizing a product to track employee compliance with vaccination and medication requirements is one solution. Clearly communicating to travelers the medical risks and the need for vaccinations will likely result in a higher rate of compliance. The responsibility for tracking compliance can fall within several departments (Human Resources, Compliance, Finance, etc.) or can be a function of the travel management team.

Have you had personal experiences with employees returning from business travel with a vaccine-preventable (measles, hepatitis, encephalitis, etc) or medically-preventable (malaria) disease? How did you use these experiences to improve travel policies?

We have not yet experienced business travelers returning with a vaccine-preventable or medically-preventable disease. We communicate to employees the importance of fulfilling all vaccination and medication requirements before they travel. We also ensure that meeting these requirements is easy for employees to accomplish – by providing an onsite corporate health center and by leveraging vaccination capabilities and medication consulting by pharmacists at our stores.

Appendix A

Speakers

**Daniel J. Pocus, Director of U.S. Security, PricewaterhouseCoopers (Step 1)**

Daniel is responsible for strategic business continuity planning, investigations, country risk analysis, and travel security and awareness programs at PricewaterhouseCoopers. Prior to this role, he was the Director of Global Security for Avon. With operations in 140 country markets to include manufacturing, distribution and sales facilities, Daniel created worldwide security and safety metrics, optimized business continuity and crisis communication strategies, directed due diligence investigations and created strategic liaisons with US and international authorities in high risk and emerging markets.

**John Rendeiro, Vice President, Global Security and Intelligence, International SOS (Step 1 and 2)**

Prior to joining International SOS, John was Assistant Director for International Programs of the Diplomatic Security Service, U.S. Department of State. John was responsible for directing Bureau of Diplomatic Security programs protecting the Department's international facilities and personnel from the threats of terrorism, espionage and crime. As a Special Agent of the Diplomatic Security Service from 1985-2006, John served in various operational, protective and investigative positions.

**George Nuñez, Director, Office of Emergency Management, The George Washington University (Step 2)**

George has been part of George Washington's comprehensive emergency management program since April 2002. In his capacity, he has been involved with planning; interactive exercises; partnerships; and serving as an emergency liaison officer to the District of Columbia Homeland Security and Emergency Management Agency (HSEMA). George's focus in emergency management in higher education extends over fifteen years.

**Joan Vincenz, Managing Director, Workers' Compensation and Managed Care, United Airlines (Step 2)**

Joan is responsible for maximizing the company's return on investment made in the procurement of claim services, minimizing the impact of retained losses on the company's balance sheet, and ensuring the optimal performance of all claims management partners including third party administrators and medical services providers. She provides focused attention on delivering the best possible care to the injured employee to ensure they return to good health as timely as possible.

**James Schuppert, M.D., Director, Health Services, Corning Incorporated (Step 2)**

Dr. James Schuppert joined Corning in 1993 as the associate medical director. Dr. Schuppert was named Director, Health Services in 1999 and assumed responsibilities for international medical services and medical affairs in 2002. Jim serves on the medical advisory boards of Organizational Resource Council (ORC), CIGNA International and United Behavioral Health (UBH). Dr. Schuppert was recently elected to the Medical Directors Forum which consists of the top 30 Medical Directors from Fortune 200 companies.

**Julie McCashin, VP, Health Services Development, International SOS (Step 2)**

Julie is responsible for managing the company's relationships with the North American Oil and Gas Industry. Julie's recent projects include: Health Plan Author, Chad Cameroon; Health Services Design, Sakhalin; Health Care Management Program, Angola; Medical Services Review, Aluminum Production Facilities, Samara and Belaya Kalitva, Russia; Construction Medical Services, Equatorial Guinea.

Appendix A

Speakers



Julie Anne Friend, JD, Associate Director for International Safety and Security, Study Abroad Office, Northwestern University (Step 3)

Julie has worked in the field of international education for over 16 years. After beginning her career as an instructor of English as a Second Language at Michigan State University, she enthusiastically transitioned to study abroad administration. At Northwestern, she is charged with developing a comprehensive, university-wide approach to education abroad risk management. In this capacity, she serves as the institution's 24/7 first responder for international emergencies involving students, faculty or staff. She also chairs the Security and Risk Assessment Committee which oversees the safety of NU's study abroad programs.



Shelby LeMaire, Corporate Travel Manager, iRobot (Step 3)

Shelby has been in the travel industry over 20 years. At Polaroid, she created a "Global" travel program, which contained many of the foundational elements for a future Travel Risk Management (TRM) Program. Some of these elements, such as her concept and development of an internal electronic Pre-Trip approval system, were revolutionary before 9/11. After leaving Polaroid, Shelby was recruited by iRobot to develop and manage its corporate travel program that was actively guided to function as a precursor to a TRM program. As a result of this proactive strategy, the TRM program in place at iRobot represents an industry best and will hopefully serve as a model for other companies.



Ty Richmond, CPP, CFE, CRISC, Senior Vice President, Global Security, Sony Pictures Entertainment (Step 3)

Ty is responsible for the global security function at Sony Pictures Entertainment. This role encompasses the physical, personnel and operational security programs and services for Sony Pictures Entertainment worldwide. Ty is a frequent and recognized speaker on the subjects of security strategy planning, international security issues, and enterprise security and risk management. He has contributed to numerous worldwide media and publications, including | newspapers and magazines such as; LA Times, Dallas Morning News, USA Today and Security Management magazine.



Lisbeth Claus, Ph.D, SPHR, GPHR, Global Professor of HR, Willamette University (Step 4 and 8)

Dr. Claus has been widely published in academic and professional journals on subject matters related to a wide variety of global HR management issues. She is recognized as a leading expert on global and cross-border employee issues. Dr. Claus is the co-author of a leading textbook, *Briscoe, Schuler and Claus, International Human Resource Management* (3rd edition), Routledge, 2009. Additionally, she was the 2003 President of SHRM Global (then known as the international division of the Society for Human Resource Management). In 2004, SHRM commissioned her to design the GPHR (Global Professional in Human Resources) Certification Preparation Course™.



Jason Dury, International Security Manager, Science Applications International Corporation (Step 4)

Jason manages all aspects of employee safety for employees on travel who cross any international boundary. Jason has over 20 years experience in the security field. His experience includes acting as a safety and security consultant to branches of the U.S. Government, corporations and individuals around the world on travel safety, surveillance detection, force protection, facility and individual threat and vulnerability analysis, and personal protection training on every continent.

Appendix A

Speakers


Erin Wilk, Vice President, Global Travel Safety Manager, Bank of America (Step 4)

Erin has worked for the bank for seven years, spending three years in Global Human Resources and the last four developing, implementing and managing the company's Global Travel Safety Program, which is annually responsible for approximately 75,000 employees traveling to over 120 countries. She has traveled extensively, lived abroad and is a member of the Global Business Travel Association, having graduated last year from their inaugural Manager-Level Certification Course. As Bank of America's Global Travel Safety Program Manager, Erin is directly supported by a Program Coordinator as well as a new Travel Safety and Security Analyst, both located in London.


Patti Clavier, RN, BSN, COHN-S, Sr. Project Manager, Intel (Step 5)

Patti is responsible for developing an integrated approach to population health management. Patti is a project manager for the Health for Life which is available to Intel employees around the world. Patti works with a global team partnering with Benefits and Human Resources to fully integrate efforts to provide employees with optimal health and wellness resources. Patti received Certification as an Occupational Health Nurse-Specialist in October, 2001. Prior to her move to Occupational Health, Patti directed Cardiac Rehabilitation Programs at a community hospital near the Kennedy Space Center, Florida.


Craig DeCampli, Director, Global Security, KPMG (Step 5)

Craig joined KPMG LLP, the US audit, tax, and advisory firm, as Global Security Director in 2004. He supports KPMG's global network of member firms and its 137,000 partners and employees operating in 144 countries. Craig's portfolio of responsibilities includes risk analysis, crisis management, investigations, information protection, facility security, traveler security and other programs that contribute to the execution of Global Security's mission to provide a safe and secure environment through which KPMG personnel can conduct business.


Jean McCall, Director of HR, The William and Flora Hewlett Foundation (Step 5)

Jean has over 25 years of HR experience and is responsible for all elements of the Foundation's human resources function, including organizational development, benefits and compensation, employee relations, workforce planning and staffing, and payroll. A member of the Foundation's Senior Staff, she coordinates the administrative management team and works closely with senior leadership to foster and sustain the foundation's culture in support of its organizational mission and strategies. Previously, Jean was Vice President and Director of Human Resources at Parsons Brinckerhoff, a New York-based global consulting engineering firm.


Trish Earles, CCTE, GTP, Senior Global Manager, T&E Corporate Card/MIS, Halliburton (Step 6)

Trish is the senior global manager responsible for the corporate card and MIS programs. During her time with Halliburton she has successfully grown the global corporate card program by 2.5 times and now it covers 50+ countries. She is responsible for application and system integrations both internally and with third parties. This includes responsibility for traveler tracking and works closely with corporate security on duty of care. Trish is passionate about data and analytics. She enjoys proactively identifying solutions that achieve the organization's goals by improving control and compliance; improving efficiencies and identifying optimization opportunities for both the organization and the internal stakeholders involved.

Appendix A

Speakers



Michael Russo, Director, Global Security, Product and Asset Management, Eli Lilly and Company (Step 6)

Michael is a global security Director for Eli Lilly and Company based in Indianapolis. He is responsible for the management of Eli Lilly's Global Product Protection Security Team which includes experienced investigators based in Asia, Europe and the U.S. who handle cases involving counterfeit, stolen and diverted pharmaceuticals. His responsibilities also extend to general security support for Lilly operations outside the United States, as well as the security of Lilly travelers and expatriate employees



Teresa Willson, Manager, Global Travel and Traveler Safety, PATH (Step 6)

Teresa is the Manager of Global Travel and Traveler Safety at PATH, an international nonprofit organization that transforms global health through innovation. Teresa oversees PATH's travel program including policy development and compliance, program analysis, supplier relations, negotiations, traveler satisfaction, and travel safety. Teresa played a leading role in the development of a comprehensive travel safety program and collaborated across departments to raise organizational awareness for the importance of travel risk management. In addition to her time at PATH, Teresa has more than 15 years' experience in the areas of travel consultation, account management, business development and communication.



Catherine Defrancesco, MHA, Senior Associate Administrator & Director, Student Health Plans, Engelmann Student Health Center, University of Southern California (Step 7)

Catherine has been the Senior Associate Administrator and Student Health Plans Director at the University of Southern California for over 16 years. Catherine is Secretary of the Pacific Coast College Health Association, a Member of the California TARGET group that has a multi-disciplinary approach to threat assessment on college and university campuses, an administrative advisor for USC's student EMT program, and a member of USC's Emergency Management and Response teams, representing the Engemann Student Health Center.



Andrew Torres, Global Manager, Health, Safety and Emergency Management, Salesforce.com (Step 7)

Andrew has managed corporate accounts and cases for the companies that he has worked for. With over 16 years of experience in the health, safety, emergency management and crisis management fields, Mr. Torres brings a unique background and expertise to assisting employees during crisis events. He is currently one of the corporate leaders in Crisis Management at Salesforce.com with a specific focus on the health and wellness of employees. Previously, he owned his own consulting firm and worked for such high tech companies as VeriSign, Symantec and Palm Computers.



Scott A. Wilson, Ph.D, SPHR, GPHR, Director, Global Human Resources, ENVIRON International Corporation (Step 7)

Scott has over 25 years of human resources leadership experience and oversees all aspects of ENVIRON's human resources and human capital management. Prior to joining ENVIRON, Scott lead global HR for Triple Canopy, a global security services provider and held a similar role for the R&D unit of Science Applications International Corporation (SAIC). Early in his career, he was employed by EDS as a human resource business partner and completed human resource consulting engagements in Europe, Asia, and Australia. Scott is certified as a global professional in human resource management (GPHR) and senior professional in human resource management (SPHR) by the Society of Human Resource Management.

Appendix A

Speakers



James Lejcar, Jr., Enterprise Life Safety Manager, Discover Financial Service (Step 8)

James Lejcar, Jr. has been with Discover Financial Services for 29 years and is currently the Life Safety Manager. In this role, he is responsible for Emergency Operations and Health Services Clinics. He also leads the Travel Medicine Program and the Travel Security Program and is responsible for Executive Protection. Discover Financial Services has offices in the United States, Slovenia, China and the United Kingdom.



Melissa Kopf, Program Manager, Global Security, Walgreen Co. (Step 8)

Melissa Kopf is the Program Manager for Global Security at Walgreens. She manages Walgreens' travel safety and security program, which leverages Walgreens' own 24/7 Security Operations Center to provide an enhanced duty of care to all international travelers. She conducts extensive training programs, briefs employees on travel risk mitigation strategies, oversees secure transport and executive protection operations, and leads travel incident response teams. Melissa holds a Master of Arts in International Affairs from The George Washington University. Melissa's prior work experience includes the U.S. Department of State and the Iowa Department of Public Safety Intelligence Bureau.



Tim Daniel, Group Executive Vice President, International SOS (Steps 1,3,4,5,6,7 and 8)

Tim Daniel focuses on global projects including joint ventures and other critical business partnerships. He remains a member of the company's Executive Committee and Senior Executive participant on the International SOS Global Pandemic Preparedness Taskforce.

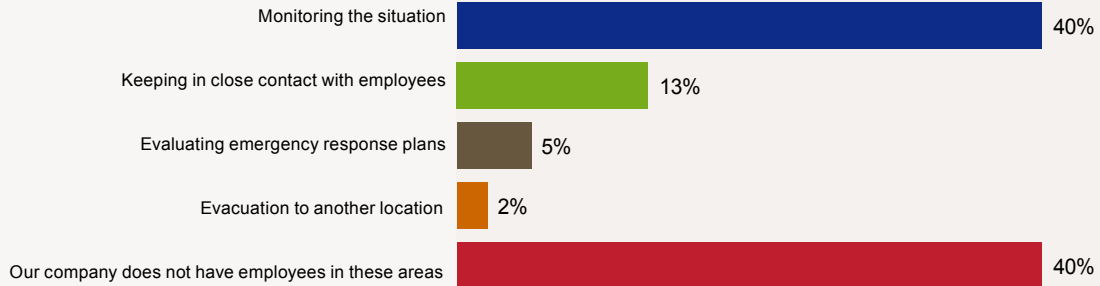
Appendix B

Step 1 Webinar Poll Results

To obtain this data, International SOS surveyed security professionals, human resource executives, medical directors, corporate travel managers, among others, who attended the webinar. The survey was distributed to attendees via the WebEx polling feature. Respondents were from international organizations, with the majority of respondents being based in the US.

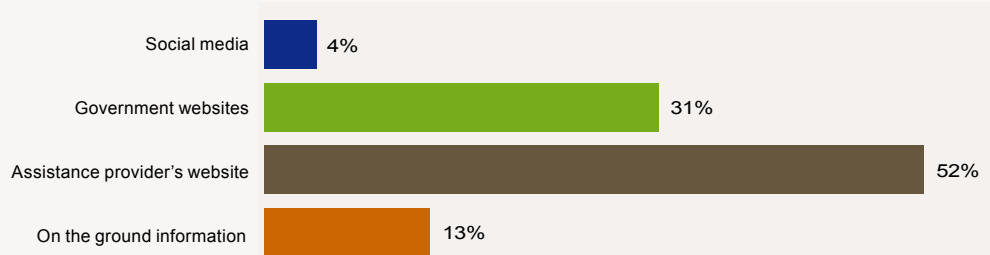
QUESTION #1:

Based on the recent violence in Libya and other Northern Africa/ME countries, what has been the primary focus of your time and resources on behalf of your organization's international travelers or expatriates?



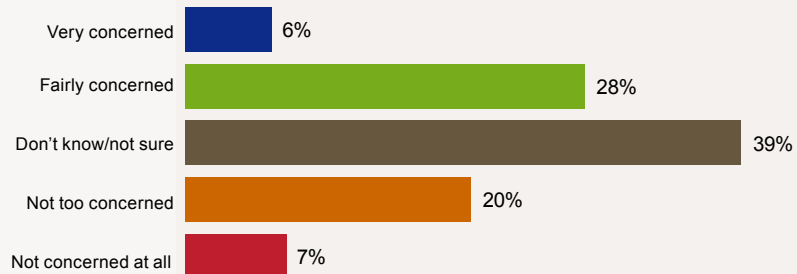
QUESTION #2:

What sources of information do you use to analyze risk today?



QUESTION #3:

It was recently reported that a new SARS-like virus was discovered. How concerned is your organization?



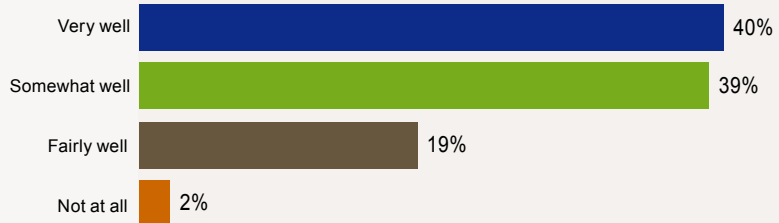
Appendix B

Step 2 Webinar Poll Results

To obtain this data, International SOS surveyed security professionals, human resource executives, medical directors, corporate travel managers, among others, who attended the webinar. The survey was distributed to attendees via the WebEx polling feature. Respondents were from international organizations, with the majority of respondents being based in the US.

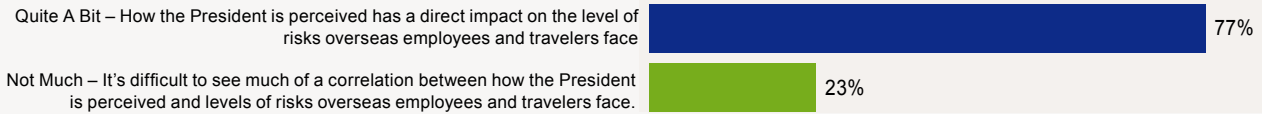
QUESTION #1:

How does your organization's culture dictate how you care for the health and safety of your international travelers and expatriates?



QUESTION #2:

In your opinion, how much do you believe how a President is perceived overseas – not what they do, but the overall image they present -- affects relative risk levels, especially in overseas (non-U.S.) locations?



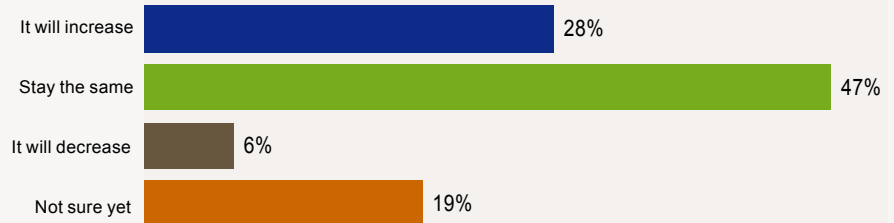
QUESTION #3:

Do you expect international travel to increase in 2013?



QUESTION #4:

Will your budget increase or decrease in 2013 to help manage the health and safety risks of your travelers, expatriates, students, and others?



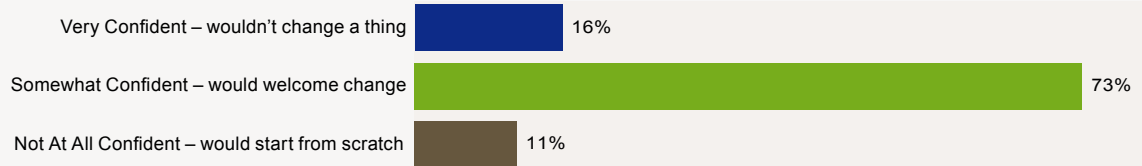
Appendix B

Step 3 Webinar Poll Results

To obtain this data, International SOS surveyed security professionals, human resource executives, medical directors, corporate travel managers, among others, who attended the webinar. The survey was distributed to attendees via the WebEx polling feature. Respondents were from international organizations, with the majority of respondents being based in the US.

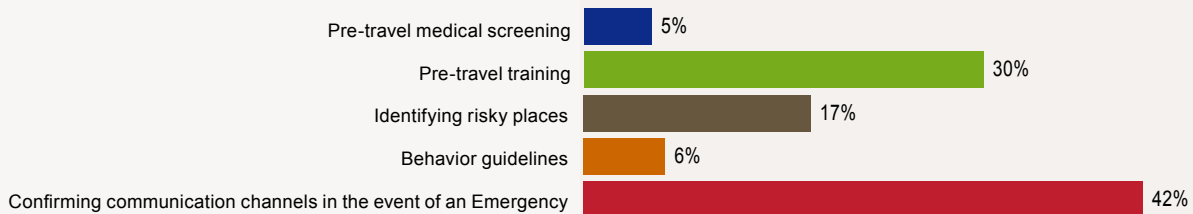
QUESTION #1:

Are you confident that your organization has adequate policies and procedures in place to protect travelers, expatriates, and others should they encounter real risks?



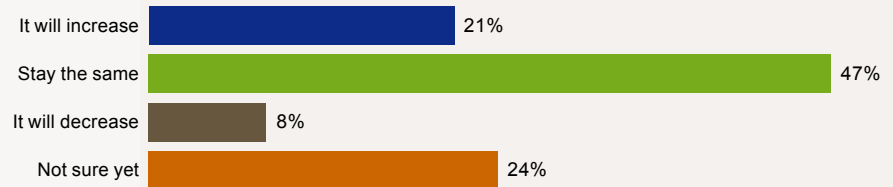
QUESTION #2:

Which of the following preparation policies do you consider to be the top priority for your employees when traveling internationally?



QUESTION #3:

Will your budget increase or decrease in 2013 to help manage the health and safety risks of your travelers, expatriates, students, and others?



QUESTION #4:

Have you updated your policies and procedures as a result of Duty of Care?



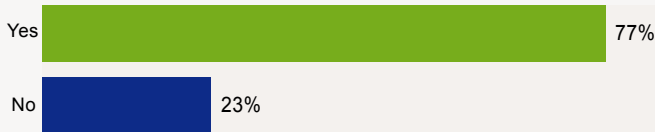
Appendix B

Step 4 Webinar Poll Results

To obtain this data, International SOS surveyed security professionals, human resource executives, medical directors, corporate travel managers, among others, who attended the webinar. The survey was distributed to attendees via the WebEx polling feature. Respondents were from international organizations, with the majority of respondents being based in the US.

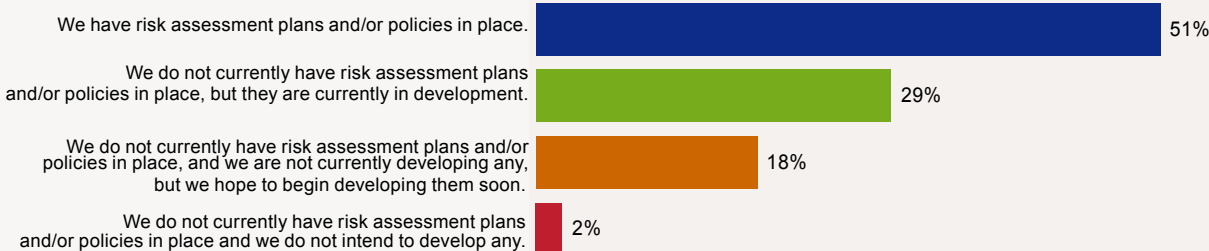
QUESTION #1:

Prior to authorizing travel, does your organization investigate the medical and security risks where your travelers and expatriates are headed?



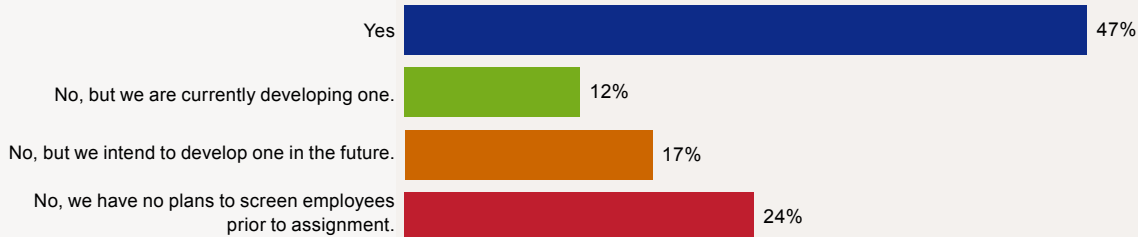
QUESTION #2:

Recent data shows that companies are doing an excellent job at assessing company-specific risk, but they are less effective when it comes to pulling together actual plans and policies. Where do you think your organization falls within this baseline?



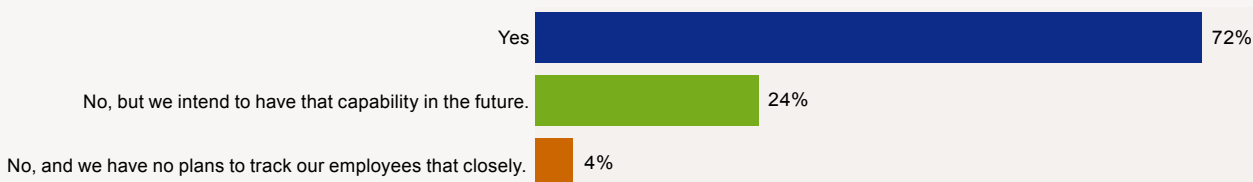
QUESTION #3:

Do you have a plan to screen your expatriates prior to an assignment?



QUESTION #4:

With respect to travel tracking, at any given moment, are you able to determine the location of any employee globally?



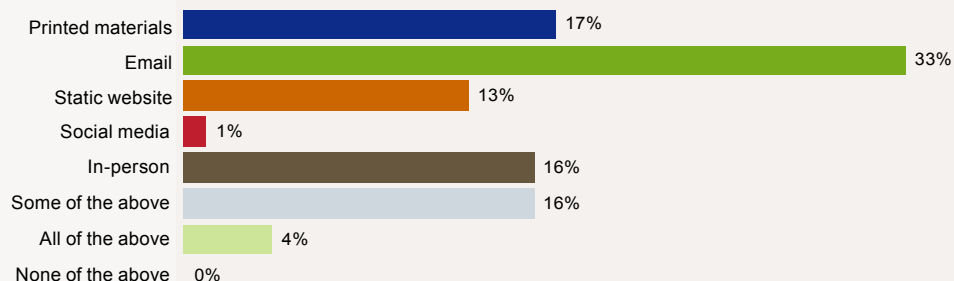
Appendix B

Step 5 Webinar Poll Results

To obtain this data, International SOS surveyed security professionals, human resource executives, medical directors, corporate travel managers, among others, who attended the webinar. The survey was distributed to attendees via the WebEx polling feature. Respondents were from international organizations, with the majority of respondents being based in the US.

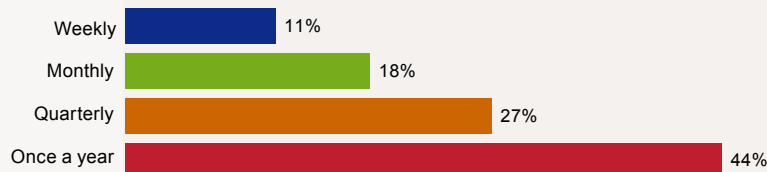
QUESTION #1:

How do you communicate with your travelers and expatriates to keep them healthy, safe, and secure?



QUESTION #2:

How often do you communicate to your globally mobile workforce about the policies you have in place or ways in which your organization has resources in place to support them regarding their health and safety?



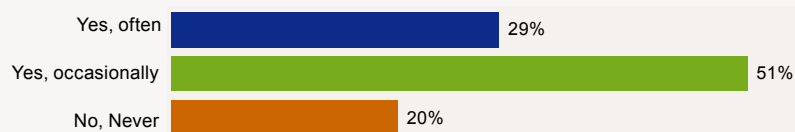
QUESTION #3:

To what extent are you concerned about balancing the message so that travelers and expatriates understand the medical and security risks, yet know that the company is there for them?



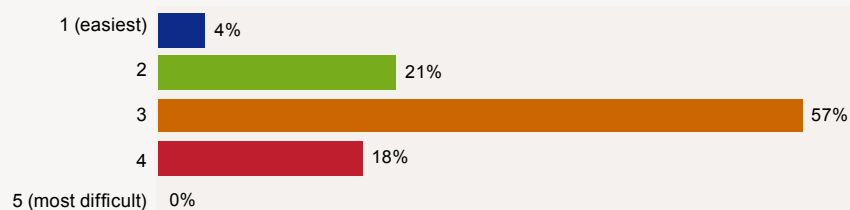
QUESTION #4:

Do you work with colleagues across the globe to assist in distributing information that keeps your international business travelers, expatriates, and others healthy, safe, and secure?



QUESTION #5:

On a scale of 1 -5 (1 being easiest and 5 being most difficult) how hard is it to reach your travelers when they are on the road?



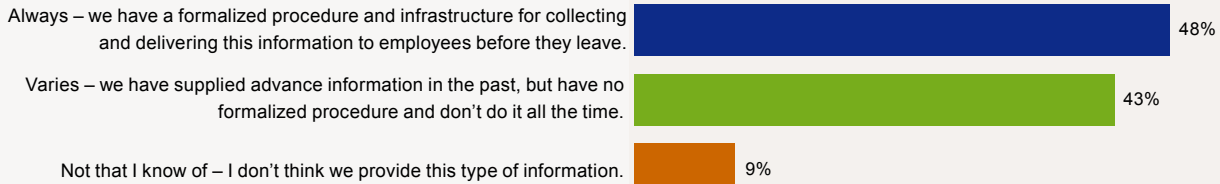
Appendix B

Step 6 Webinar Poll Results

To obtain this data, International SOS surveyed security professionals, human resource executives, medical directors, corporate travel managers, among others, who attended the webinar. The survey was distributed to attendees via the WebEx polling feature. Respondents were from international organizations, with the majority of respondents being based in the US.

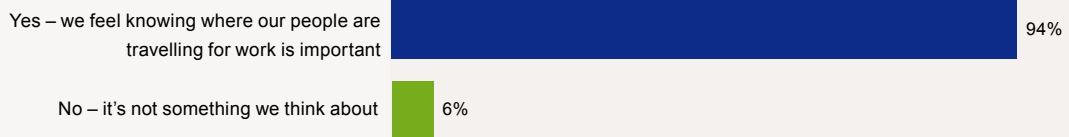
QUESTION #1:

Before your travelers leave for a work-related destination, does your organization advise them on the destination's risks as well as how to mitigate them? Please chose the answer that most closely reflects your organization's practices:



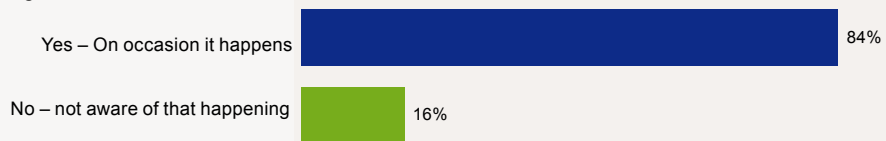
QUESTION #2:

Does your organization see value (and/or does it believe it has a responsibility) to keep track of where your employees are traveling on behalf of work?



QUESTION #3:

If your organization does make an effort to keep track of where your employees are travelling for work (where through a formal tracking system or not), do you ever face any challenges from employees who book their travel outside of your organization's travel system and, thus, occasionally "fall off the grid?"



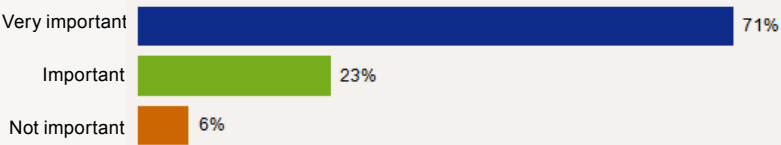
Appendix B

Step 7 Webinar Poll Results

To obtain this data, International SOS surveyed security professionals, human resource executives, medical directors, corporate travel managers, among others, who attended the webinar. The survey was distributed to attendees via the WebEx polling feature. Respondents were from international organizations, with the majority of respondents being based in the US.

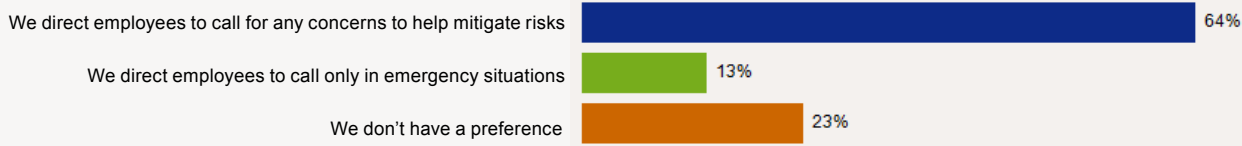
QUESTION #1:

How important is it to your organization that your assistance provider's health and security advice aligns with automatically generated emails or other online information that your employees receive or access?



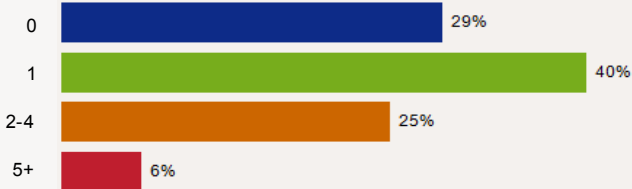
QUESTION #2:

Does your organization encourage travelers, expatriates, students and others to call their assistance provider for routine or preventative advice or just emergencies?



QUESTION #3:

How many third-party mobile Apps does your organization promote travelers to use?



Appendix B

Step 8 Webinar Poll Results

To obtain this data, International SOS surveyed security professionals, human resource executives, medical directors, corporate travel managers, among others, who attended the webinar. The survey was distributed to attendees via the WebEx polling feature. Respondents were from international organizations, with the majority of respondents being based in the US.

QUESTION #1:

Who should be in charge of completing this last step (compliance/control)?



QUESTION #2:

Do you assess, through regular surveys, data, etc., whether your organization is meeting its Duty of Care and travel risk mitigation responsibilities?



QUESTION #3:

Do you analyze your employee global mobility data?



QUESTION #4:

Do you look for trends among your international travelers?



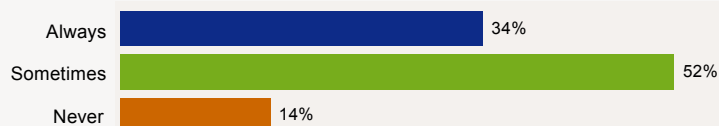
QUESTION #5:

Do you have a plan to ensure your employees are getting immunizations and preventatively taking required medications?



QUESTION #6:

Do you have a plan to ensure your employees are getting immunizations and preventatively taking required medications?



Start to Finish: 8 Essential Steps for Duty of Care

About International SOS:

International SOS (www.internationalsos.com) is the world's leading medical and travel security services company. We care for clients across the globe, from more than 700 locations in 76 countries. Our expertise is unique: More than 10,000 employees are led by 1,200 physicians and 200 security specialists. Teams work night and day to protect our members. We have pioneered a range of preventative programs and offer an unparalleled response to emergencies. We are passionate about helping clients put 'Duty of Care' into practice. With us multinational corporate clients, governments and NGOs can mitigate risks for their people working remotely or overseas.

About the International SOS Duty of Care Foundation:

The International SOS Foundation (www.internationalsosfoundation.org) registered in 2011, is a fully independent, non-profit organization with the goal of improving the welfare of people working abroad through the study, understanding and mitigation of potential risks. At its inaugural event in Mexico in 2012, there was a consensus that the Duty of Care for employees working away from home is a crucial occupational health issue. A call was raised for leaders and industry experts to develop an international guidance based on national legislation and practices across the globe.

Additional Resources:

- Join the conversation at <http://dialoguesondutyofcare.com>, a Duty of Care blog brought to you by International SOS
- Learn more about the International SOS Duty of Care Foundation, www.internationalsosfoundation.org
- Find key resources from this series at <http://www.internationalsos.com/dutyofcarewebinars>
- Also find the following on this resource:
 - [“Duty of Care and Travel Risk Management Global Benchmarking Study,”](#) 2011
 - [“Duty of Care of Employers for Protecting International Assignees, their Dependents, and International Business Travelers,”](#) 2009

