Duty of Care
Global Extraction, Energy, Engineering and Construction Industries
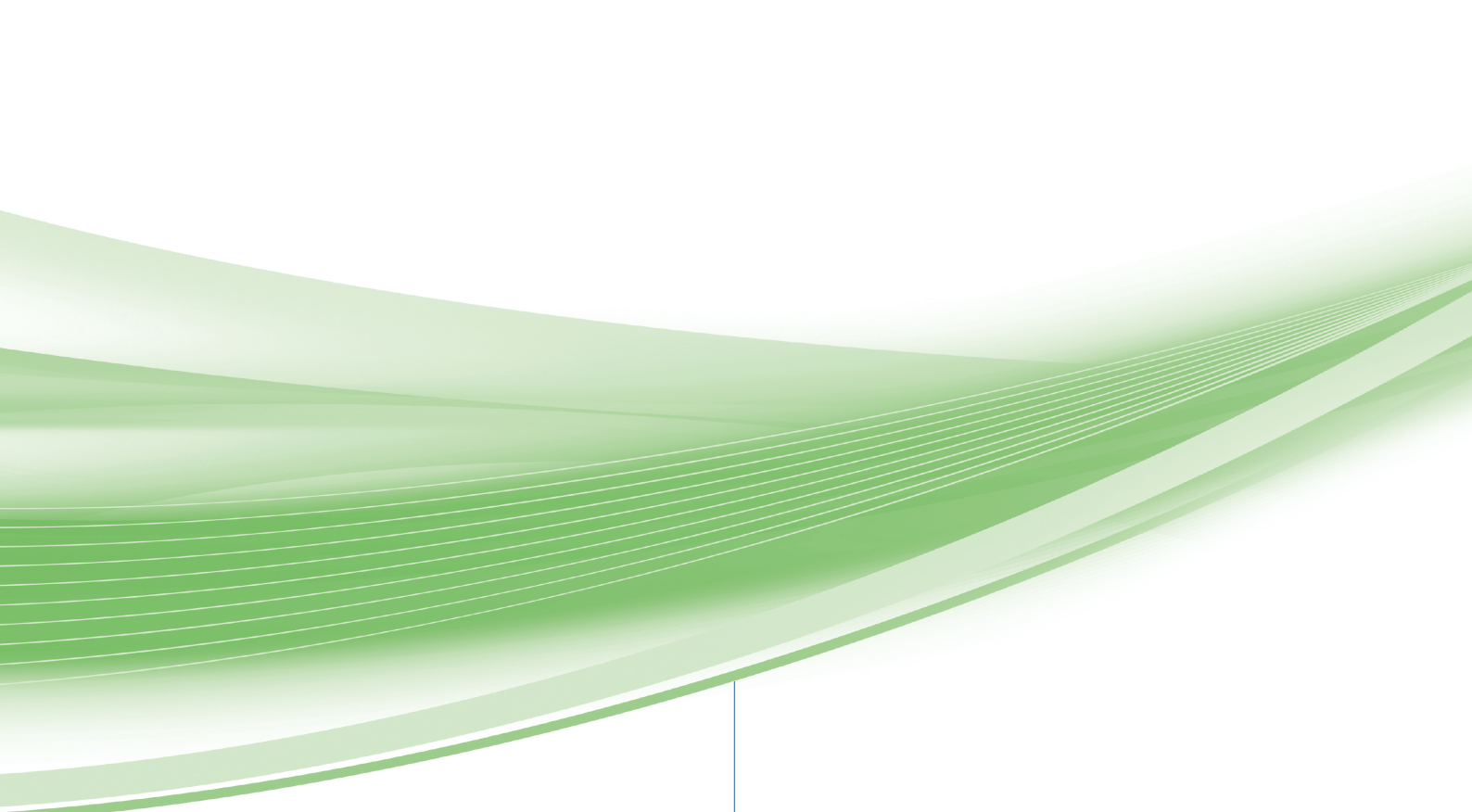
International SOS
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An employer's Duty of Care is the obligation of organizations to assume responsibility for protecting their employees from "foreseeable" risks and threats when working around the world.

Introduction

An employer's Duty of Care is the obligation of organizations to assume responsibility for protecting their employees from "foreseeable" risks and threats when working around the world. The 2012 *Duty of Care and Travel Risk Management Global Benchmarking Study*[1] surveyed 628 organizations worldwide across different industries. The sample included 128 industry leaders from the extractive, energy and construction industries with global activities, with responses from multiple departments within those companies. The purpose of this industry special report is to take a closer look at how the oil and gas, mining, energy and construction industries take care of their global populations as a sector using responses from the *Global Benchmarking Study*.

The *Global Benchmarking Study* explored three fundamental questions:

1. What types of Duty of Care activities are companies currently undertaking?

2. How do global companies benchmark against each other in regard to these activities?

3. What does this concept really mean to organizations needing to apply their obligations to employees?

Employers have an obligation to mitigate "foreseeable" risks and threats employees encounter when working around the world. Foreseeable risk relates to a risk that a reasonable person should be able to anticipate based on existing knowledge or given circumstances. The responsibility of organizations to look after their employees is now widely, although not uniformly, protected by legislation in many countries.[2]

Duty of Care in the Global Extraction, Energy, Engineering and Construction Industries

The global extraction and energy industries and the engineering and construction companies that support their activities increasingly operate in challenging and high risk areas. Their geographical remoteness presents barriers to ensuring timely access to medical services and the nature of their activities is high risk. Further, the security climate in many of the countries is hostile.

It was anticipated that given these risk factors, the data would show that these sectors have more rigorous programs in place to ensure they meet their Duty of Care obligations than other industries operating in major metropolitan areas. Surprisingly, the 'average' findings for the industries in this subsector showed no statistically significant difference with the overall worldwide Duty of Care baseline. The spread of the data within the industry subsectors indicates inconsistencies in the application of Duty of Care when it comes to the health, safety and security of cross-border employees in this industry. This provides opportunities for improvement for the industry as a whole in assuming its Duty of Care obligations.

These industries are diversified in terms of sectors such as oil and gas, power, renewable energy, mining and metals and major infrastructure projects. Within each sector, there are different phases of exploration, planning, developing and operating. However, they have common challenges in terms of Duty of Care due to industry-specific risks, locations around the world and complex regulatory and environment requirements, so they were grouped together to assess the Duty of Care practices.

The global Extraction, Energy, Engineering and Construction industries share six common characteristics including geographically remote worksites, high risk security environments, an embedded safety culture, varying interpretations of risk, a complex value chain and high reputational risk.

[1] Lisbeth Claus, *Duty of Care and Travel Risk Management Global Benchmarking Study.* London: AEA International Pte. Ltd. 2011. The first comprehensive and authoritative research publication on the topic which is available for download at www.internationalsos.com/dutyofcare. Hereafter referred to as *Global Benchmarking Study*.

[2] Lisbeth Claus, *Duty of Care of Employers for Protecting International Assignees, their Dependents, and International Business Travelers.* London: AEA International Pte. Ltd., 2009.

1. Geographically Remote Worksites

These industries often work in remote areas which require a secure and self-sufficient infrastructure, most often a camp or compound. They are responsible for providing site security and emergency medical care. From a health perspective they must contend with the infectious disease issues that are particularly challenging in camps. Medical evacuation to a center of excellence may require 24 to 48 hours. They must also face the logistical issues which surround a rotational workforce and the transfer of thousands of workers.

2. High-Risk Security Environments

From a security perspective, many of these operations are in hostile environments and there is an emphasis on perimeter security. While operators are generally confident in their security—and think that "black swan incidents" won't happen to them—they must be vigilant and match the security to the threats, as incidents do happen. Surrounding communities may perceive that they are being negatively impacted, which can lead to local discontent.

Respondents to the *Global Benchmarking Study* identified threats and most likely risks faced in the global operations of the Extraction, Energy, Engineering and Construction industries (see Figure 1).

3. Safety Culture

The Extraction, Energy, Engineering and Construction industries are highly regulated in most developed countries and are known for a high level of awareness around safety and security and the philosophy of zero harm. This safety culture may give the false sense of assurance in terms of compliance with other Duty of Care obligations. It often fails to encompass the policies and procedures needed to ensure the health and well-being of employees traveling and assigned overseas beyond work-related accidents.

The aging nature of the workforce means that, even if all occupational accidents can be prevented, medical emergencies will occur and the employer will be directly responsible for ensuring the employee receives immediate emergency care and stabilization as medical transport may be delayed by 24 to 48 hours due to the remoteness of the location. Companies must also address the question of disparity in medical services available to expatriate employees who can return home for treatment and local employees whose national medical infrastructure may not be able to fully address their health needs. Respondents in this industry indicated that in the top five most dangerous locations in which they operate they have local employees (86%), international assignees (84%), dependents (54%) and frequent international business travelers.

Figure 1	
Percentage of Likelihood of Threats to Occur in the Extraction, Energy, Engineering and Construction Industry Versus Worldwide	
Threat	**More or less likely to occur in the Extraction, Energy, Engineering and Construction Industries versus Worldwide**
Imprisonment*	82%*
Remoteness of work location*	66%*
Infectious diseases*	63%*
Rural isolation*	62%*
Hijacking*	51%*
Organized crime	48%
Workplace accident*	37%*
Lawlessness	35%
Language and cultural estrangement*	35%*
Chronic disease of employee*	35%*
Violent crime	31%
Lack of administrative/legal compliance	-31%
Road accidents	-25%
Civil unrest	-17%
Opportunistic crime*	-14%*
Lack of access to Western standard medical care	-12%
Illness*	-6%*
Terrorism	-45%
Kidnapping	-41%
Loss passport	-36%
Road accidents	-26%
Workplace accidents	-22%
Pickpockets	-21%
Earthquake*	-17%*
Pandemics	-17%
Ash cloud*	-16%*

* Indicates that threat has occurred significantly more/less in the Extraction, Energy, Engineering and Construction Industries compared to other industries worldwide (Global Benchmarking Study)

4. Varying Interpretations of Risk

The activities of the Extraction, Energy, Engineering and Construction industries involves large investments and cross-border international work often performed in remote areas and high-risk countries where local host country Duty of Care practices and norms do not mirror the more regulated environments of North America, Europe and Australia. Given the lack of regulations, each company must interpret the operational risk and develop its own mitigation measures. This results in divergent responses and a wide distribution of Duty of Care activities of companies within the industry's value chain.

5. A Complex Value Chain

A characteristic of these industries is the complex value chain made up of operators and different support service companies. The entire industry's value chain is highly project- and contract-based. The different companies in the value chain may be large, established organizations or they may be smaller companies placing just one or two technicians on a rig or at a project site. In addition, the various companies in the value chain do not necessarily share the same high Duty of Care standard to which operators may adhere.

The failure of one member of the value chain to fully embrace a Duty of Care culture can have a domino effect on other employers at a project or site. The close work environment results in the impossibility of fully isolating employee groups, infectious disease can easily spread and emergency resources can become overtaxed.

6. Reputational Risks

The lead international operators are highly concerned about their business reputation as they are held responsible for breaches of Duty of Care throughout the value chain, as evidenced by their annual reports. Their focus on Corporate Social Responsibility (CSR) and sustainability efforts often includes the health, safety and security of their employees in addition to environmental and external concerns. Despite being largely self-contained in their operations, they nevertheless impact the surrounding communities and must be careful to mitigate any potential negative impact.

The operators are also highly visible and closely scrutinized by regulatory bodies, industry watchdogs and journalists. A failure in Duty of Care, whether on the part of the operating company, a partner or a contractor, will inevitably be attributed to the operator. There is a consistent effort to contractually push responsibility for the health and security of project personnel to

their direct employers. However, this strategy can have large scale implications and potential reputational repercussions. If there is a project fatality, it will likely be associated with the operator, not the subcontractor that employed the individual.

These six factors combined account for the observed variation in Duty of Care among the industry's survey participants. There were respondents, primarily operating companies, who exhibited strong adherence to high standards of Duty of Care. Other respondents did not demonstrate a full understanding of the risk and did not have comprehensive programs in place. The averaging of the responses results in findings that place these industries as a whole on par with other industry sectors rather than excelling, as would have been expected and demanded—especially from lead operators in the industry.
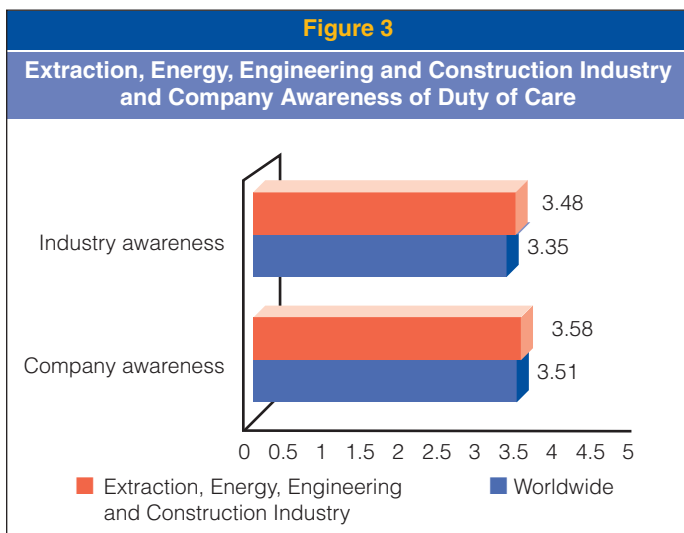
Ten Duty of Care Best Practices Applied to the Extraction, Energy, Engineering and Construction Industries

The following 10 best practice recommendations from the *Global Benchmarking Study* are derived from the important Duty of Care gaps worldwide (see Figure 2). Employers in the Extraction, Energy, Engineering and Construction industries will benefit from specific best practices identified based upon areas found in the industry that show potential for continuous improvement.

Figure 2
Ten Duty of Care Best Practices
1. Increase awareness
2. Plan with key stakeholders
3. Expand policies and procedures
4. Conduct due diligence
5. Communicate, educate and train
6. Assess risk prior to every departure
7. Track travelling employees at all times
8. Implement an employee emergency response system
9. Implement additional management controls
10. Ensure vendors are aligned

1. Increase Awareness

These industries must focus on increasing awareness of employer Duty of Care throughout the value chain. As Figure 3 indicates, there is still a significant gap as Duty of Care awareness is only in the "average" range. The industry is very tactical in terms of operations and should consider looking at Duty of Care within an overall cascading model down the value chain (from operator to Engineering, Procurement and Construction—EPC's—to subc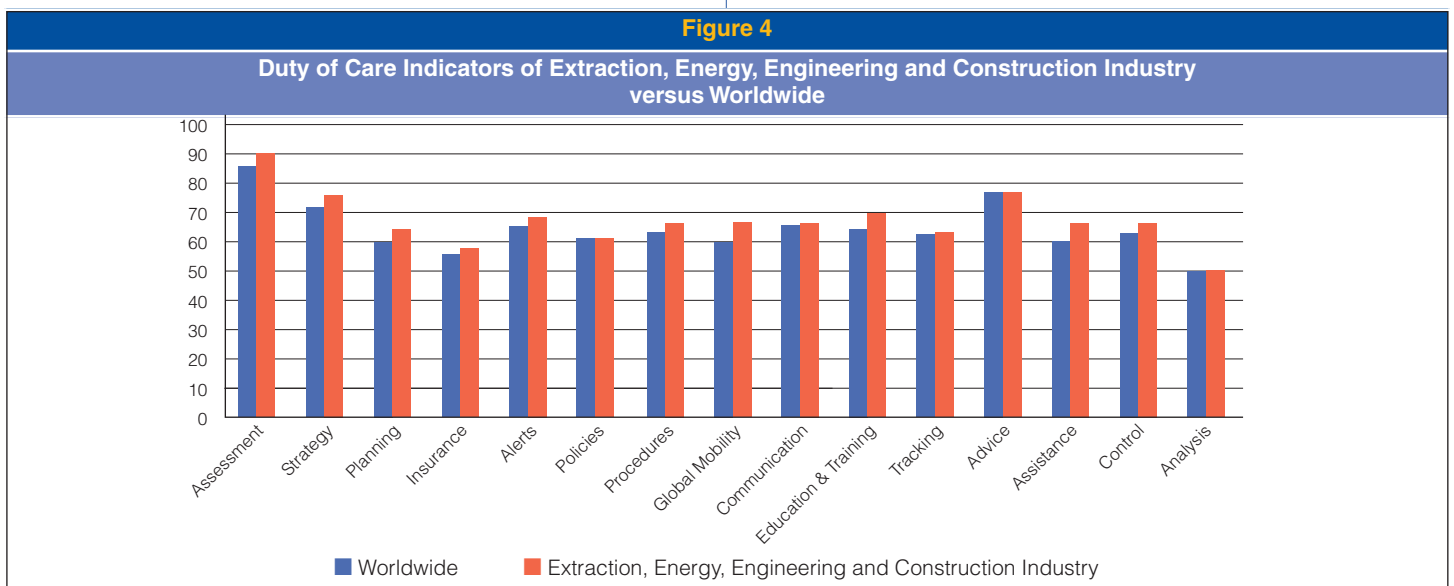ontractors) and down the chain of command (from senior management at headquarters to local management on the ground). Contractor responsibilities should be clearly delineated both contractually and in required health, safety and environmental plans. This can be communicated in tender documents, contracts, at kickoff meetings and should be part of project metrics and benchmarks.

Senior management in the Extraction, Energy, Engineering and Construction industries must be aware of the proactive and preventative steps that their companies must take to meet these obligations. Duty of Care preventative actions should also be shared with sustainability and CSR officers as this may help their company when reporting the actions taken on behalf of their employees and their local community. An essential part of Duty of Care is taking care of a company's "community within"– the employees, families and partners who make up the core of the company. Finally, the front-line managers and supervisors must be aware of the Duty of Care obligations and incentivized to implement the programs and processes related to Duty of Care, otherwise they will not effectively mitigate risk and achieve the desired outcomes.

Figure 3

Extraction, Energy, Engineering and Construction Industry and Company Awareness of Duty of Care

Industry awareness: 3.48 / 3.35
Company awareness: 3.58 / 3.51

■ Extraction, Energy, Engineering and Construction Industry   ■ Worldwide

2. Plan with Key Stakeholders

The industry rates itself comparable to other industries in terms of various Duty of Care indicators (see Figure 4). The self-rating tends to be somewhat higher but it does not reach statistical significance (except for one indicator—assistance—that is
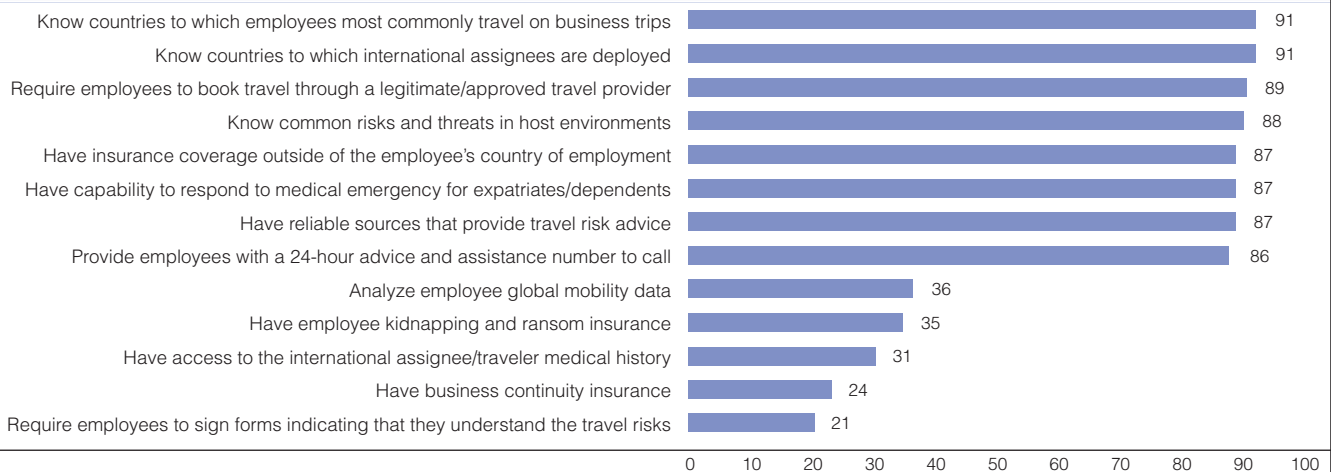
Figure 4

Duty of Care Indicators of Extraction, Energy, Engineering and Construction Industry versus Worldwide

■ Worldwide   ■ Extraction, Energy, Engineering and Construction Industry

significantly higher than in the financial services industry). Again, we are dealing here with "average" industry scores with a likely spread among the companies in the value chain. Projects in these industries are complex with multiple stakeholders outside the boundaries of the company including national governments, joint venture partners, operating companies, supply chain companies and the communities. Not all will initially have the same understanding or willingness to invest in Duty of Care nor will they view risk in the same way. Planning from the earliest stages of a project will ensure the management commitment and financial resources are in place. Contractual scopes of work must clearly define roles and responsibilities for fitness for duty, immunizations, emergency and routine medical care, evacuation and security procedures. They should define minimum standards and include bridging documents where responsibilities are shared. It is standard for suppliers to produce project specific HSE (Health, Safety and Education) plans. These plans should clearly delineate what they will do to ensure the project specified Duty of Care standard is met.

3. Expand Policies and Procedures

In a number of organizations, Duty of Care standards and practices vary by country and project, often dependent on the philosophy of the senior manager. There are still tremendous gaps in the most and least common Duty of Care practices in the industry (see Figure 5). Corporate level policies and procedures are aimed at ensuring consistency across worksites looking at practices from a macro level perspective. As there is already a high degree of regulation governing these industries, particularly in the headquarters countries, this should be culturally acceptable. The focus should be on areas with the greatest impact including but not limited to medical emergency response planning, malaria control programs, fitness for duty screening and security plans. Compliance must be measured and rewarded and non-compliance enforced with serious consequences for project leaders, managers and contractors, viewing Duty of Care from a micro-level perspective.

Figure 5

Selected Least/Most Common Duty of Care Practices in the Extraction, Energy, Engineering and Construction Industries (% of Companies Responding "Yes")

Practice	Value
Know countries to which employees most commonly travel on business trips	91
Know countries to which international assignees are deployed	91
Require employees to book travel through a legitimate/approved travel provider	89
Know common risks and threats in host environments	88
Have insurance coverage outside of the employee's country of employment	87
Have capability to respond to medical emergency for expatriates/dependents	87
Have reliable sources that provide travel risk advice	87
Provide employees with a 24-hour advice and assistance number to call	86
Analyze employee global mobility data	36
Have employee kidnapping and ransom insurance	35
Have access to the international assignee/traveler medical history	31
Have business continuity insurance	24
Require employees to sign forms indicating that they understand the travel risks	21

While these industries usually have travel policies and medical expense reimbursement plans, companies should verify whether additional Duty of Care medical and security policies and procedures could benefit them—especially related to:

- Infectious disease (i.e., malaria);
- Site specific (i.e., Medical Emergency Response Planning (MERP);
- Travel security;
- Fitness to work and return to work policies;
- Health impact/community health;
- Voluntary sustainability reporting.

These industries must also focus on the development of proactive (not reactive) and leading (rather than lagging) policies and procedures that are both globally standardized and localized to the specific site. Thereafter, compliance can be incorporated into other standard processes. Duty of Care compliance should be included as part of internal audit measures.

4. Conduct Due Diligence

Employers cannot delegate their Duty of Care responsibility to others. In countries with no Duty of Care legislation, this is even more important as the risk to employee health and safety and corporate reputation is higher. These industries consist of complex networks of international operators, national oil companies, local and national governments and local and global suppliers to execute projects. Therefore, it is imperative that they implement a discipline of Duty of Care due diligence for their various business-to-business (B2B) partners/vendors in the value chain. This ensures that each step of the custody chain (including vendors) follows established protocols and maintains proper controls.

The Duty of Care due diligence must be thoroughly checked at all levels. It must include a full investigation into capability of the vendor(s) and partners in the supply value and chains. This must be done not just on paper or based on low cost, but include a thorough audit and testing of providers' systems and suppliers' practices. As organizations grow and expand their worldwide operations, particularly in the oil and gas sector, they often use specialized reputable vendors to conduct due diligence on their behalf. Therefore, the due diligence should include verification of vendor Duty of Care practices. The Duty of Care baseline for the

Extraction, Energy, Engineering and Construction industries (see Figure 6) highlights that while many companies perceive they are assessing the risk there is a clear lack of follow through in the planning and implementation of a strategy to mitigate that risk.

Figure 6

Extraction, Energy, Engineering and Construction Industries Duty of Care Baseline
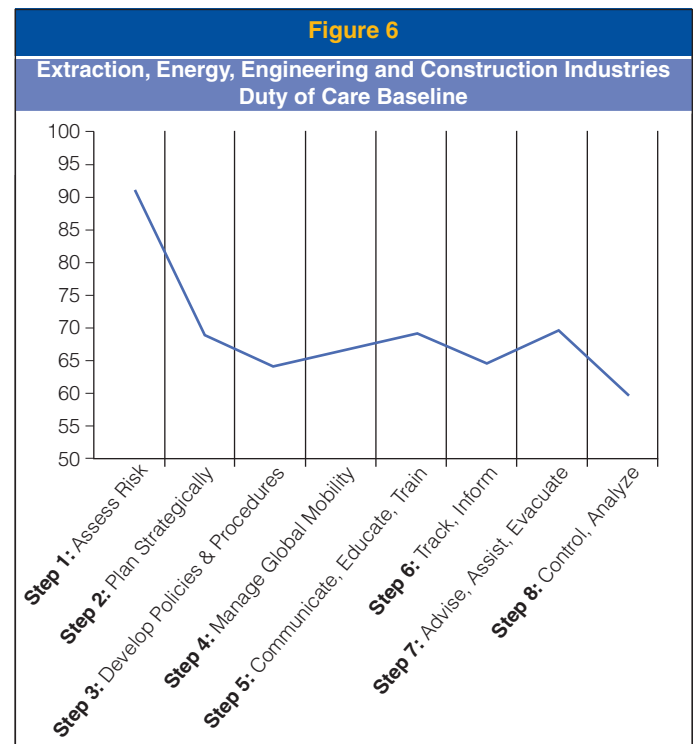
5. Communicate, Educate and Train

Successful health and security programs require individuals to take personal responsibility. Compliance is best achieved when the individual has a complete understanding of the risks and mitigation measures. For example, individuals working in malaria endemic areas are not likely to comply with prevention programs including avoiding mosquito bites and taking chemoprophylaxis unless they fully understand how malaria is contracted and the potentially fatal consequences of infection. These messages must be communicated in the language the employee can understand with cultural considerations and their managers must be held accountable for reinforcing the message.

| Employer Duty of Care	Employee Duty of Loyalty
The obligation of an organization to assume responsibility for protecting its employees from "foreseeable" risks and threats when working around the world.	Employees take responsibility for their own health, safety and security while on the job or traveling abroad.

Incorporating Duty of Care related topics into existing training programs is an effective way to ensure employees are fully prepared for working internationally. Professional content should be incorporated with the opportunity to ask questions of experts. As with safety, such education and training should be ongoing and regularly refreshed. Workers should know which tools are available to them and how to use them.

Leaders in the industry have:

■ High standards for onboarding through online learning, pre deployment training and onsite induction;

■ Learning systems that have compliance reports for travelers, rotators and "First In First Out";

■ Current communication on travel policies and compliance requirements for their regular travelers so that they stay current and avoid complacency.

Health, safety and security communication, education and training increase manager and employee awareness of Duty of Care, create buy-in and promote the development of a "Duty of Loyalty" culture. Duty of Loyalty implies that employees take responsibility for their own health, safety and security while on the job or traveling abroad. Employees too have obligations to be engaged in the employer's Duty of Care and, first and foremost,

follow the protection guidelines, policies and procedures that the employer has instituted to protect employees from foreseeable harm. The sweet spot for organizations and employees lies at the intersection of employer Duty of Care and employee Duty of Loyalty (see Figure 7). Striving for this sweet spot is where organizations can make the greatest impact.

Figure 7

The Duty of Care and Loyalty Sweet Spot

Employer Duty of Care

Employee Duty of Loyalty
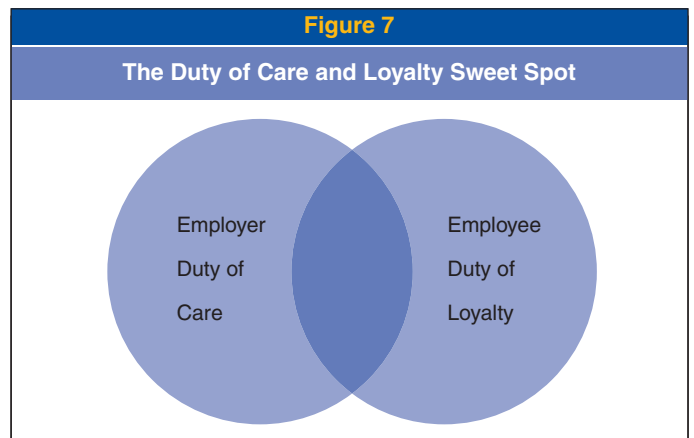
Expanding awareness and ownership to employees requires effective internal communication, education and training to create that culture of engagement and shared responsibility. Internally, the primary, coordinating and decision-making responsibilities for Duty of Care lies mainly with global and local HR, security, medical or HSE departments with senior management in a leading capacity (see Figure 8). Employees driving (and demanding) Duty of Care is also a key influence inside organizations, especially when they work in high-risk locations.

Figure 8		
Extraction, Energy, Engineering and Construction Industry Duty of Care Ownership		
Rank	**Primary Responsibility**	**Coordination Responsibility**	**Decision-Making Responsibility**
1	Senior Management	HR	Senior Management
2	HR	Security	Security
3	Security	Travel	HR
4	Project Management	Occupational Health and Safety	Project Management
5	Occupational Health and Safety	Project Management	Operations

6. Assess Risk Continuously

While these industries are likely to conduct a thorough assessment early in a project, the work is done in very dynamic environments. The security and infectious disease risks can change dramatically in a short period of time. At the individual traveler level, high risk locations should require travelers to refresh their knowledge of site specific risks and prevention policies prior to each trip and fitness for travel should be assessed on an annual basis. Fitness for travel programs often focus on expatriates and long-term travelers, missing rotators and short-term travelers.

At the project level, management should review project level risk on a regular basis integrating security, safety, medical and community relations managers in the process. Contractors should be included in the review. Project metrics should be collected and reviewed systematically to identify trends.

7. Track Traveling Employees at All Times

Only 44 percent of the industries in the *Global Benchmarking Study* track traveling employees. Tracking employees is a basic requirement in order to be able to assess changing risk when traveling and properly advise and assist the employee. Tracking traveling employees must go beyond knowing where they are at all times and include informing employees of changing risk while traveling.

Due to the potentially risky nature of some travel locations, companies should consider taking special travel precautions as standard operating procedures:

- Adopt a flexible travel management system;
- Distinguish between the travelers on scheduled routes (80%), and the minority travelers on unscheduled routes (20%);
- Plan scheduled check-ins of travelers;
- Assess current medical and security risk of the route;
- Book alternative routes based on risk;
- Brief travelers on travel check in and out protocols;
- Appropriate hand-off to transportation and accommodation vendors;
- Required check in on both ends—departing and arrival;
- Provide route updates, call in every 1 – 2 hours;
- Know where travelers are going and what provisions are needed;
- Give a road map to stakeholders and then implement it.

8. Implement an Employee Emergency Response System

Only one-third of the companies in these industries have an "I'm okay" policy in case of emergency. With the medical and security threats that are common in some of the high-risk locations where the industry operates, employers should be able to immediately assess whether their employees are okay and/or need special assistance in evacuation (i.e., both a pull and push system).

With regard to implementing an "I'm okay" policy, these industries are usually good at a group response, but lack in individual response plans. For effective implementation of an employee emergency response plan, it may necessitate a plan that doesn't require communication. In that case, affected employees follow a dictated plan. Automatic mustering and personnel location systems and the activation of a satellite position alert can locate missing personnel in need of assistance.

9. Implement Additional Management Controls

Engineering and management controls are integral to the Extraction, Energy, Engineering and Construction industries. Duty of Care control measures can include requiring fit for duty exams, proof of immunizations and completion of travel health related e-learning programs before tickets are issued. In camp settings, "visa" programs can ensure individuals have been fully screened for tuberculosis and have basic immunizations such as measles and varicella.

Failure to implement controls which extend to suppliers can impact the health and well-being of the entire camp population and slow production. A case of chicken pox in a camp can result in dozens of workers being quarantined. The Norovirus can literally stop work at a site until it runs its course and camp facilities have been sanitized.

Evacuations from remote sites can present safety hazards in and of themselves and should be minimized for that reason, as well as to control cost. In bad weather or at night, crews may be placed in danger in order to save a worker. Control measures can reduce the risk of persons with uncontrolled chronic illnesses needing to be removed from the site on an emergency basis.

Security groups can implement controls to ensure all trips to high-risk destinations are tracked and travelers fully prepared.

10. Ensure Vendors are Aligned

Companies using multiple vendors to assist them with Duty of Care must unravel the chain of custody and understand the importance of control and visibility over the care of the traveling employee. That means identifying whether the assistance company (vendor) works directly for the employer, whether it is outsourced or whether it reports directly to the insurer.

Unless multiple vendors are coordinated under one umbrella, there is potential for failure with multiple players due to lack of clear lines of responsibility and authority. Employers must have an overall Duty of Care plan where all vendors understand their role and responsibility. Vendors need to respect the company's risk mitigation processes and be party to it. This ensures identification and protection against gaps—both for day-to-day protection and timely coordinated intervention in times of crisis.

These 10 best practice recommendations for the Extraction, Energy, Engineering and Construction industries cluster around a number of interrelated central themes:

- Increase employer awareness for Duty of Care strategic planning, policies and procedures and coordination — senior management must set goals, demand functional and local plans;

- Plan and coordinate in-house Duty of Care activities with other service providers and Duty of Care vendors—this is necessary to ensure that each step of the custody chain (value chain and vendors) follows established protocols and maintains proper controls;

- Learn from experience and improve continuously—the efficacy of the analysis and control steps must provide the basis for continuous improvement.

Motivators and Legal and Moral Obligations

In response to the question *"My company is concerned about Duty of Care and travel risk management because...,"* respondents from the Extraction, Energy, Engineering and Construction industries indicated the same top three corporate social responsibility-type motivators as worldwide respondents:

"We care about the health, safety and security of our employees," (a mean rating of 4.4 on a scale from 0 to 5 versus 4.4 worldwide).

"It's the right thing to do for employees," (a mean rating of 4.3 versus 4.3 worldwide).

"Prevention is less costly than taking care of incidents," (a mean rating of 4.2 versus 3.9 worldwide).

Yet, the subsequent Duty of Care motivators in the industries are based on corporate image and senior management expectations:

"It creates a good image for our company," (a mean rating of 3.9 versus 3.8 worldwide).

"Senior management expects it." (a mean rating of 3.9 versus 3.7 worldwide).

As for legal responsibility, respondents from the Extraction, Energy, Engineering and Construction industries were less likely to agree with the statement that *"It is the law,"* than the worldwide respondents (a mean rating of 3.4 versus 3.5 worldwide).

The main Duty of Care motivators of most global operators in this industry are primarily the same as in other industries. Namely, to protect their much needed human capital, their awareness of reputational risk and the threat to business continuity if they fail in their Duty of Care obligations as employers. The industry also ranks corporate image and senior management expectations as being important motivators.

Conclusion

The Extraction, Energy, Engineering and Construction industries face extraordinary challenges compared to other industries as a result of the places they operate and the complexity of their value chain. There are many areas for continuous improvement surrounding the 10 best practices based on the *Global Benchmarking Study.* There is a high degree of awareness of the need to assess risk but a distinct failure to carry out the planning at strategic and tactical levels to fully mitigate that risk be it security or medical.

Employer Duty of Care—and for that matter Duty of Loyalty and employee engagement—has not yet become a central feature of an organization's responsibility in managing global mobility worldwide. Sustainable talent management requires more than just hiring the right talent for the right job in the right place and at the right price. It also encompasses "doing the right thing" in protecting the health, safety, security and well-being of globally mobile employees. Duty of Care is important because it's about "doing the right thing" and taking care of employees. It is also about complying with increasingly stringent regulations. By protecting their most important assets (employees) first, the global Extraction, Energy, Engineering and Construction industry operators may also realize that it is less costly to prevent and manage risk than having to take care of incidents that tarnish their business reputation and their sustainability goals.

Organizations that effectively manage and mitigate business, financial and reputational risks are in a position to develop smart, sustainable business operations. This constitutes an ideal "sweet spot" where the needs of employees also meet the needs of employers.

The *Global Benchmarking Study Methodology*

In the *Global Benchmarking Study,* respondents identified perceived *high-risk locations* where their companies currently operate around the world, and the perception and occurrences of *threats* that their employees face when they travel and work abroad. The respondents also reported the various levels of *Duty of Care awareness* that employers have within their company and industry, among various stakeholders and for different areas of Duty of Care responsibility. In exploring who has *Duty of Care ownership* in companies, a distinction was made between primary, coordination and decision-making responsibilities. In terms of benchmarking, the extent to which companies engage in 100 different *Duty of Care practices,* these results were reported by 15 different Duty of Care indicators and for the eight Plan-Do-Check steps of the Duty of Care Risk Management Model, allowing for the development of a Duty of Care baseline. Finally, employer motivation for assuming Duty of Care responsibility was explored and contrasted with the *legal and moral obligations* for these responsibilities.

Sample Profile and Methodology

Of the 718 employees surveyed around the world, 128 of them represent the Extraction, Energy, Engineering and Construction industries —almost 18% of all *Global Benchmarking Study* respondents and the largest group of respondents from any industry. The respondents from the industry work for companies of varying sizes, small—less than 10,000 employees (33.9%), medium—between 10,000 and 100,000 employees (40.5%) and large—more than 100,000 employees (25.6%). The industry sample includes 21 Global 500 companies. As a result, there are more respondents from Global 500 companies in the Extraction, Energy, Engineering and Construction industries sample than in the *Global Benchmarking Study* (16.4% versus 15.2%). The respondents from the Extraction, Energy, Engineering and

Construction industries work in 20 different countries in Europe (21%), North America (20%), Asia (20%), Australia (20%), Sub-Saharan Africa (16%) and the Middle East and North Africa (4%).

A benchmarking instrument was developed and validated to compare employer Duty of Care activities, based on a checklist of 100 Duty of Care practices. These 100 practices were subsequently grouped into 15 indicators, which rolled up into the eight steps of the Integrated Duty of Care Risk Management Model, and overall company scores. These scores created a Duty of Care baseline, which allows for benchmarking based on company and respondent characteristics. In this report, the baseline for the Extraction, Energy, Engineering and Construction industries (overall Duty of Care score of 67) is compared with the worldwide benchmarking score (63). Although above the baseline, the difference is not statistically significant. For the detailed benchmarking methodology, please refer to the Global Benchmarking Study.

About The Author

Lisbeth Claus, Ph.D., SPHR, GPHR, is a Professor of Global Human Resources at the Atkinson Graduate School of Management of Willamette University in Salem, Oregon (USA).

Dr. Claus has been published widely in academic and professional journals on subject matters related to global HR. She specializes on the implications for global organizations when their employees cross borders. She is editor-in-chief of the Global HR Practitioner Handbook (volumes 1 and 2).

Considered a global expert on employer Duty of Care, she traveled to four continents to inform employers of their obligation to protect their business travelers, international assignees and dependents. She is the author of the 2009 Duty of Care White Paper –viewed today as a major impetus for putting Duty of Care on the map for global organizations. She authored the 2012 Duty of Care and Travel Risk Management Global Benchmarking Study—the first empirical study on Duty of Care. She also published several other articles on the subject of Duty of Care in academic and professional journals.

Acknowledgements

International SOS Foundation

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

The escalation of globalization has enabled more individuals to work across borders and in unfamiliar environments; exposure to risks which can impact personal health, security and safety increases along with travel. The foundation is a registered charity and was started with a grant from International SOS. It is a fully independent, non-profit organization.

Our mission is to:

■ Study the potential health, safety and security risks linked to international and remote assignments

■ Provide information to governments, employers, workers and contractors on the aforementioned risks

■ Encourage employers to develop and strengthen their corporate social responsibility in areas in proximity to their worksite

■ Encourage the development of an international instrument to address the prevention and mitigation of the aforementioned risks as well as guidance on what should be done when an accident, illness or security situation occurs

■ Provide a means of wide-spread dissemination of information on the aforementioned risks using communications including: leaflets, web-based publications, scientific articles, books, films, meetings and seminars

■ Conduct other activities in furtherance of the goal as determined by the board of the foundation.

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

A recent example of our work includes "Global Framework–safety, health and security for work-related international travel and assignments." For more information visit www.internationalsosfoundation.org or contact us at info@internationalsosfoundation.org.

**For a full copy of the white paper, please visit
www.internationalsos.com
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