

A woman with curly hair, wearing a white blazer over a green top, is smiling and shaking hands with a man in a dark suit. The background is a blurred office setting.

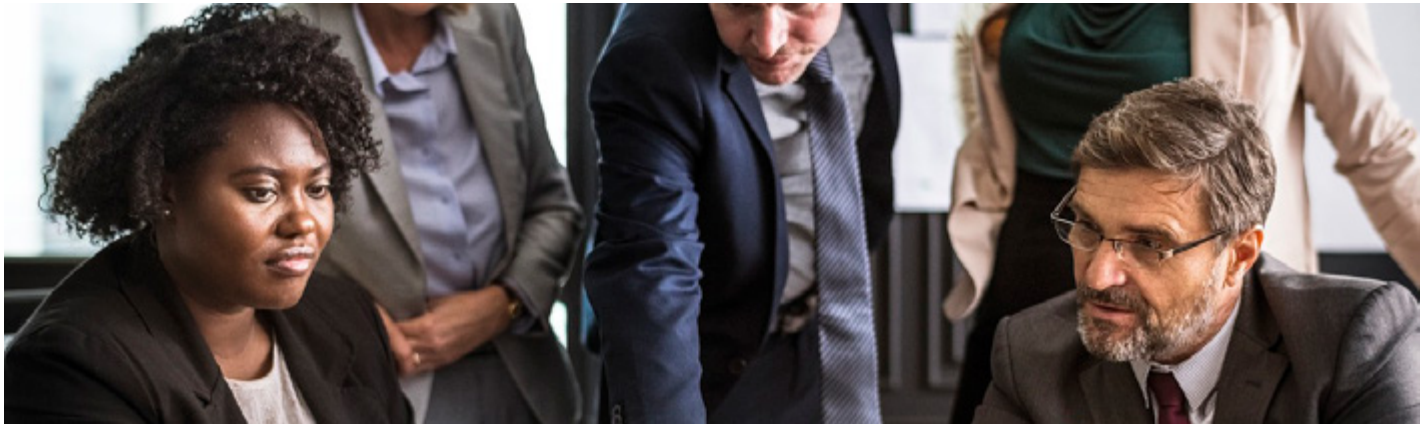
INTERNATIONAL  
SOS

**BUILDING  
A BUSINESS CASE FOR  
TRAVEL RISK  
MANAGEMENT**

**WORLDWIDE REACH.  
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# HOW TO MAKE THE CASE FOR DUTY OF CARE



For security, risk, HSE and travel professionals a robust travel risk management framework is a business necessity. But your senior management might not see it this way. How to get the message across that a focus on travel risk management would have major benefits beyond risk mitigation?

## PROTECT YOUR REPUTATION

It takes years to build a reputation and seconds to ruin it. A poorly handled incident can quickly become a much bigger issue and cause damage to your reputation, particularly if the media is involved.

## PROTECT YOUR BUSINESS CONTINUITY

When a crisis happens, a proper travel risk management framework means you will be best placed to take the necessary actions to minimise the disruption on your business, saving you time, money and resources.

While insurance is essential in mitigating financial losses, it does not prevent incidents from happening or enable you to act quickly to minimise the impact to your operations, your people and your assets.

## PROTECT YOUR BOTTOM LINE

An incident involving a small number of key individuals can reverberate throughout the organisation and have an impact on profitability; a US high tech firm recently saw their stock plummet after 20 senior engineers perished when a plane went missing.

## MEET YOUR LEGAL AND GOVERNANCE REQUIREMENTS

Adequately mitigating risks to employee welfare is best practice across sectors but it also minimises your organisation's risk of prosecution or a claim for damages. If you are accused of negligence, a robust travel risk management framework will allow you to demonstrate having taken every reasonable action to safeguard your people.

## ATTRACT AND RETAIN TALENT

Employees want to work for companies that care about them - according to IOSH 66% of UK employees were more likely to choose an employer who took their wellbeing seriously. And 43% said they would feel they had a duty to work harder.\*

\*Occupational health: the Value Proposition, IOSH, 2017



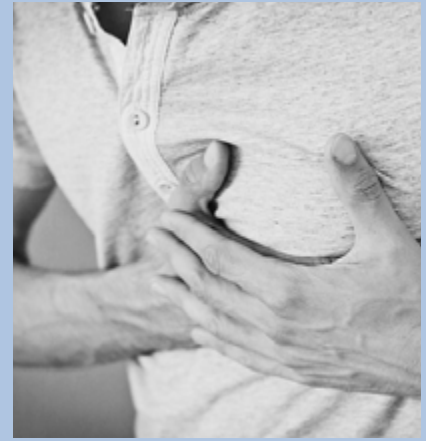
# THE IMPACT OF INADEQUATE TRAVEL RISK MANAGEMENT

## **CASE STUDY: HEART PROBLEM DELAYS A CONSTRUCTION PROJECT**

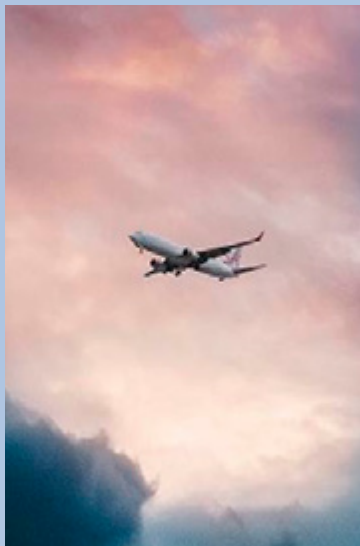
A 57-year old British engineer was sent on a long-term assignment to oversee a construction project in rural Suriname. A few weeks after his arrival he started feeling unwell with shortness of breath and anxiety, and sought medical attention.

A review into his past medical history revealed that he had suffered from a range of medical problems such as hypertension and irregular heartbeat - and he had had an aortic valve replacement. He was urgently evacuated to the United States for medical treatment.

If the company had provided pre-assignment health screenings to its staff, it would have become clear that the man was not fit to work in such a challenging location where high quality medical care was not readily available. Instead, the company was required to recruit a replacement project manager at short notice, incurring additional costs and delaying the completion of the project during the process.



## **CASE STUDY: STOCK MARKET IMPACT AND REPUTATION DAMAGE DUE TO CRISIS**



A plane went missing in March 2011 with no survivors. On board were 20 key employees from an American high tech company. While the employees accounted for less than 1% of the company's workforce, due to their roles and expertise the loss reverberated throughout the company. The company's stock fell by 2.7% and the incident led to significant reputational damage when the media questioned the company's Duty of Care practices.

If the company had mandated a travel policy to limit the number of employees allowed to travel together, and the tools to identify when too many employees were booked on a flight, the impact could have been mitigated.

## **CASE STUDY: CEO AND BOARD MEMBERS JAILED FOR LACK OF SECURITY MEASURES**

Four employees of an Italian oil and engineering company were kidnapped by members of ISIS during a secondment to Libya in 2015. While two managed to escape, two were killed. The board of directors was put on trial for neglecting their Duty of Care to their staff. The CEO, two other board members, and the country manager responsible for Libya were found guilty of criminal negligence and handed jail sentences. In addition the company was ordered to pay a fine of 150,000 euros for breach of legal Duty of Care under the civil code.

During the trial in 2019 it emerged that the company did not have a security manager in Libya, had not carried out a risk assessment, and frequently transported employees across the country without a necessary security escort. The kidnapping could have been prevented, if the company had taken appropriate measures to protect its employees.



# TEN QUESTIONS TO ASK WHEN LOOKING FOR A TRAVEL RISK MANAGEMENT PROVIDER

1. Is travel risk management the provider's core business or just another item on the product line?
2. Does the provider work with accredited third-party providers, or with a loose network of partners that changes frequently?
3. What is the total cost of ownership of the solution? Are there hidden fees, for example, for the number of travel bookings processed?
4. Does the provider have an established working relationship with your insurer(s)? Will the provider be able to bill your insurer directly for coverable costs?
5. Does the provider have the local expertise to support your operations on the ground, on a global basis?
6. How are the provider's technological solutions integrated into its assistance service delivery?
7. What is the user experience for your employees? For example, will they need to call different numbers for different types of issues (e.g. a medical incident vs a security query)?
8. What kind of support will you be given to implement the solution and communicate it to your staff?
9. What can you expect in terms of on-going account management?
10. What kind of access will you have to the provider's subject matter experts (security and medical experts, technology specialists etc.)?

## THREE QUESTIONS TO ASK YOUR BOARD

- 1 Are we prepared to lose out on a potential contract or investment if we cannot demonstrate to our stakeholders that our employees will be safe?
- 2 Comprehensive travel risk management is best practice across industries. How do we want to be seen among our competitors, investors or potential employees?
- 3 What would the impact be on our reputation if we couldn't take care of an employee during a crisis? Would we be able to demonstrate to our employees or the media that we had done everything necessary to mitigate risks?

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