



# Business Travellers & Duty of Care

International SOS Control Risks

10 November 2016



Control Risks

# It's a dangerous world out there ...



Brussels attack, March 2016



Zika 2015 - ?

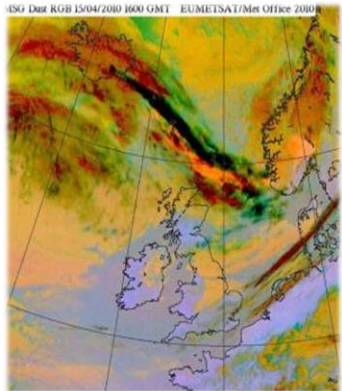


Paris attack, November 2015



Turkey coup, July 2016

# ... Or is it?



# Risk: perception vs reality

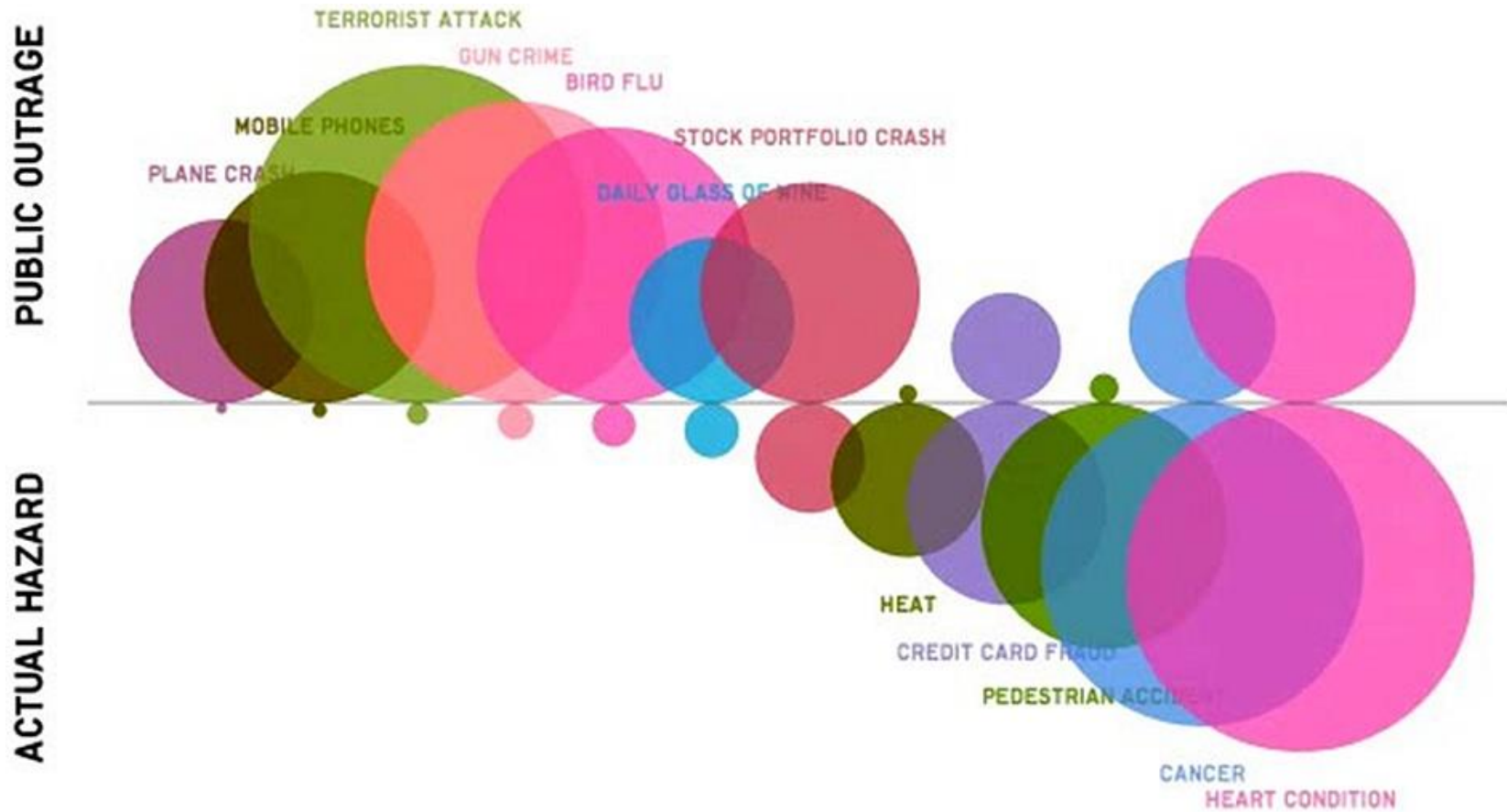
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Hippos kill approximately 300 people each year, sharks average 8.

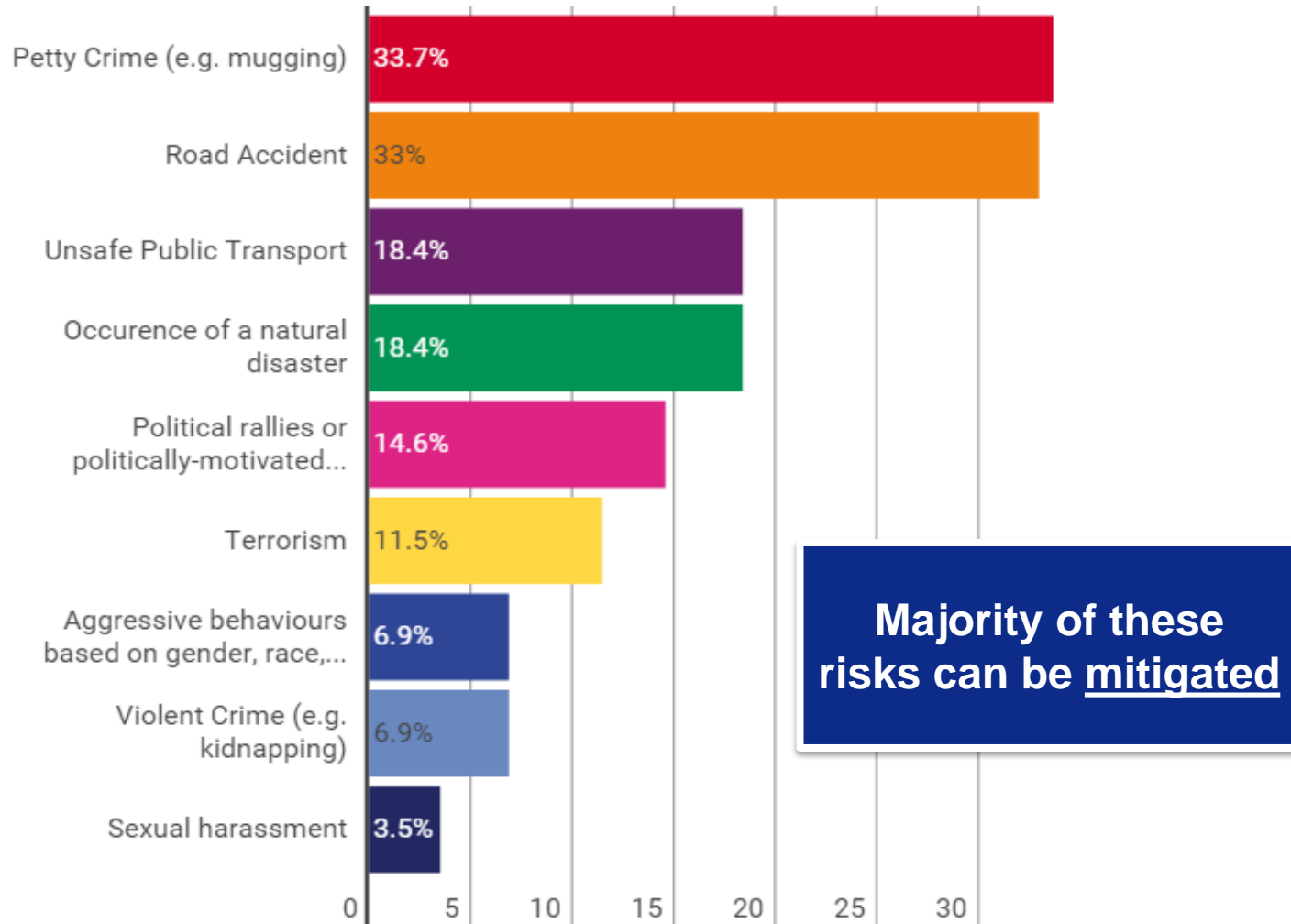
Shark threat v Hippo threat!



# Risk - perception vs reality



# Safety and security risks faced in 2015



# Travel risks have an impact on workforce and business continuity

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**93%**

of respondents have a degree of concern that **travel risks will affect their workforce in 2016**

**88%**

is somehow to very concerned that these risks will **affect their business**

**83%**

of the organisations have **prevention high on their agenda**

BUT

**35%**

of the respondents **do not prepare their people!**



# Terrorism and Europe

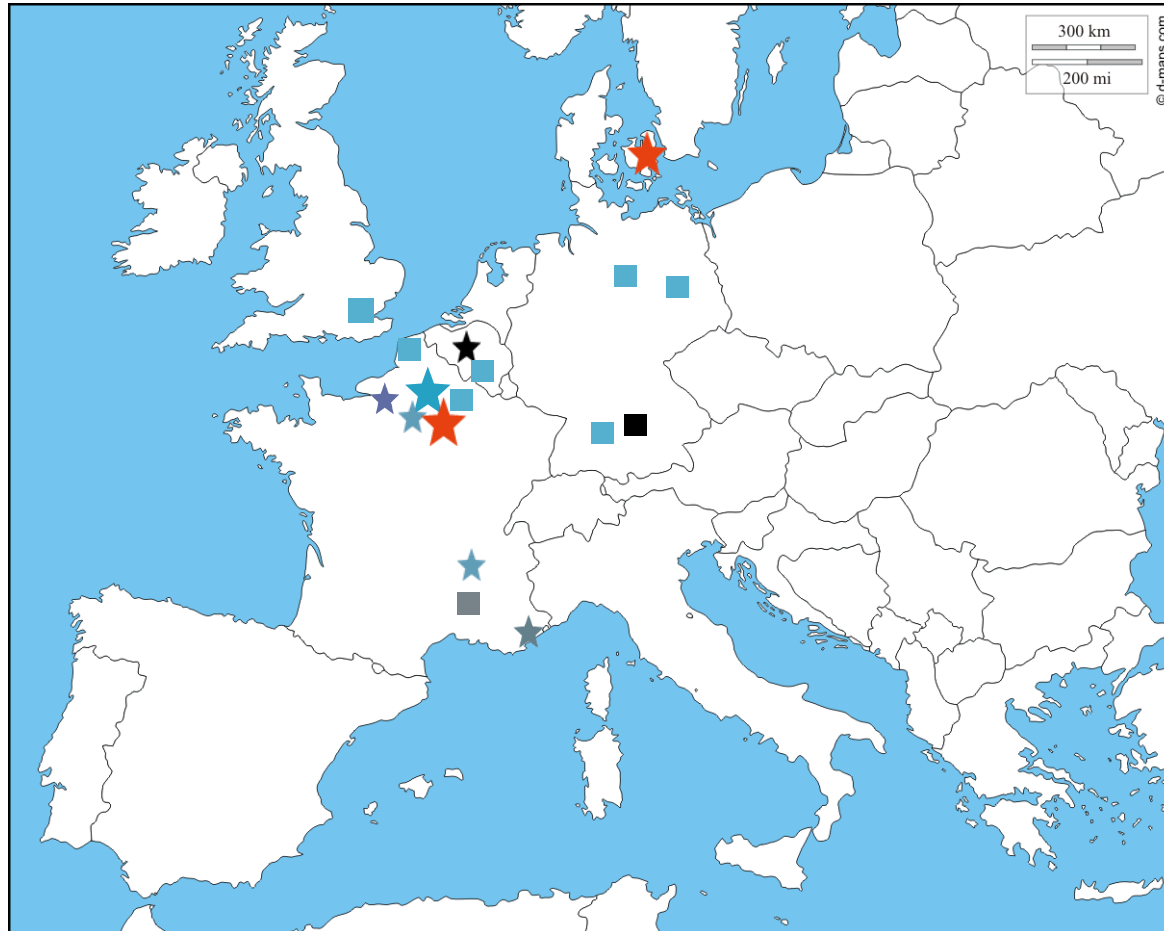
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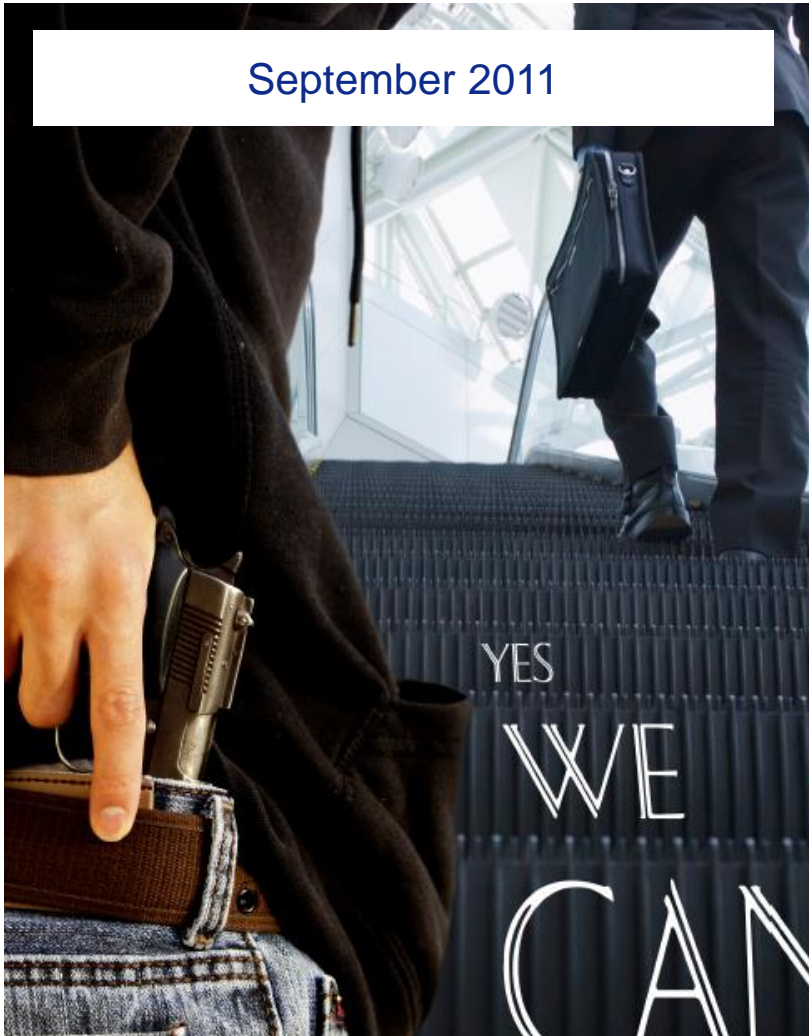
# Islamist extremist incidents in Europe, January 2015-present



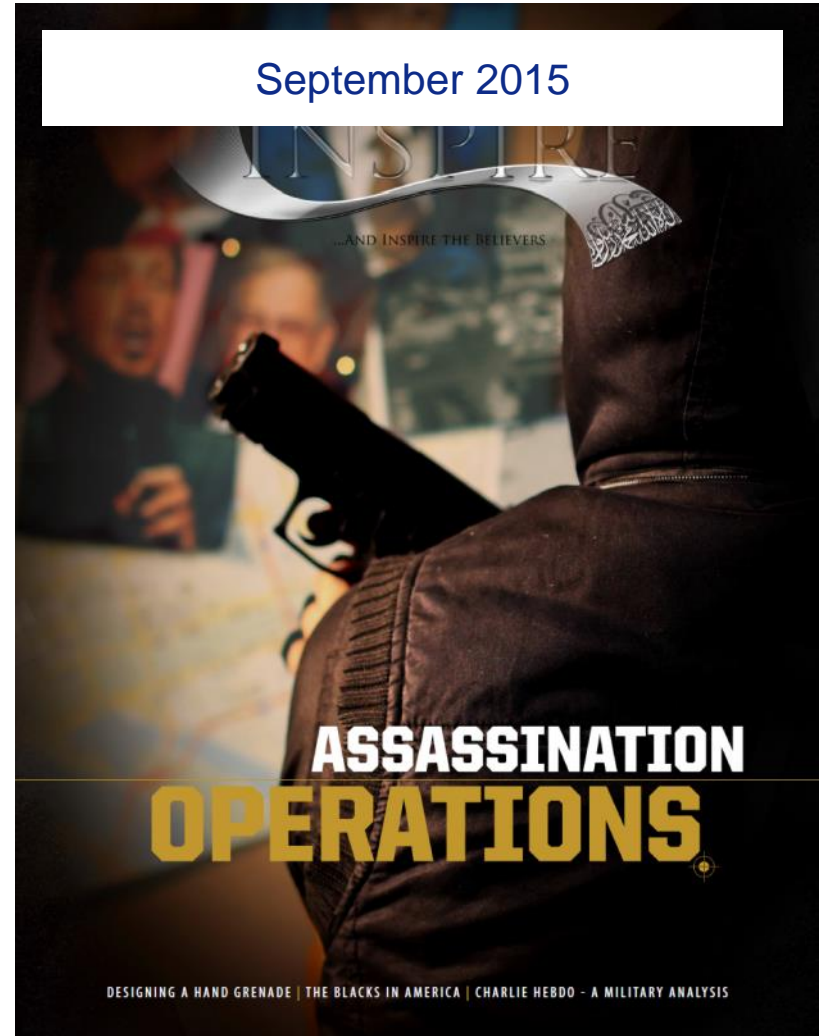
- Stars represent attacks with fatalities other than the perpetrator(s). Squares: no fatalities or perpetrators only.
- Colour denotes method:
  - **Red** – firearms (or firearms + explosives)
  - **Black** – explosives
  - **Blue** – bladed weapon
  - **Green** – vehicle

# Tactical shifts in the threat environment: firearm attacks

September 2011



September 2015



# Tactical shifts in the threat environment: attack style



Paris



Ansbach

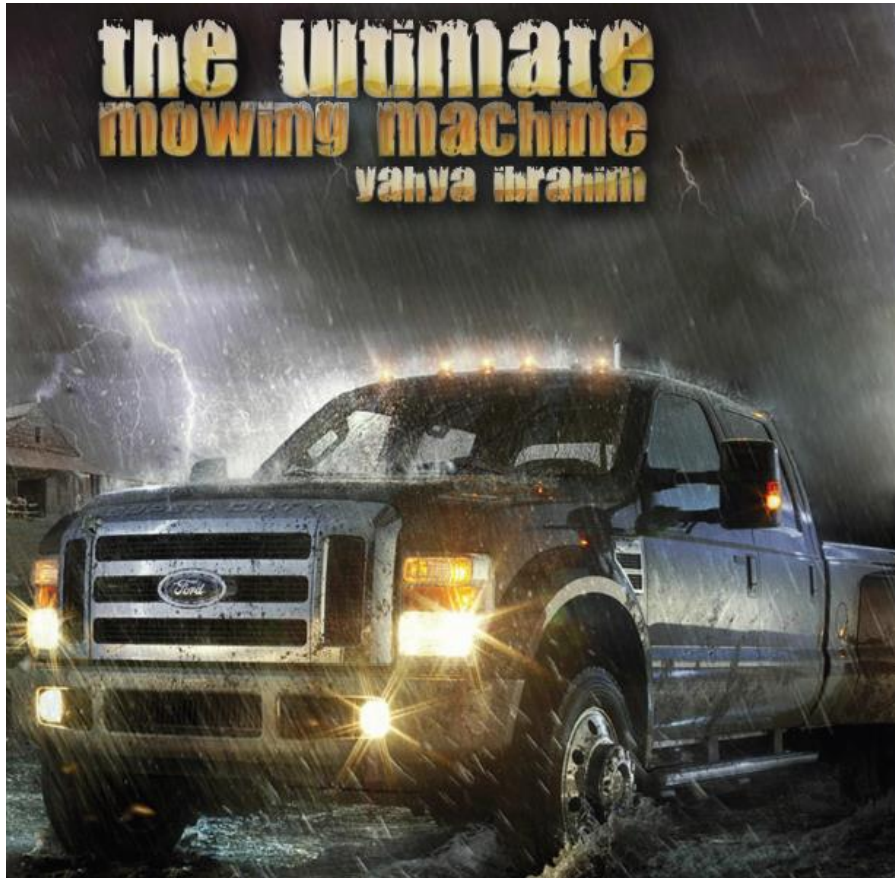


Brussels



Nice

# Tactical shifts in the threat environment: improvised weapons

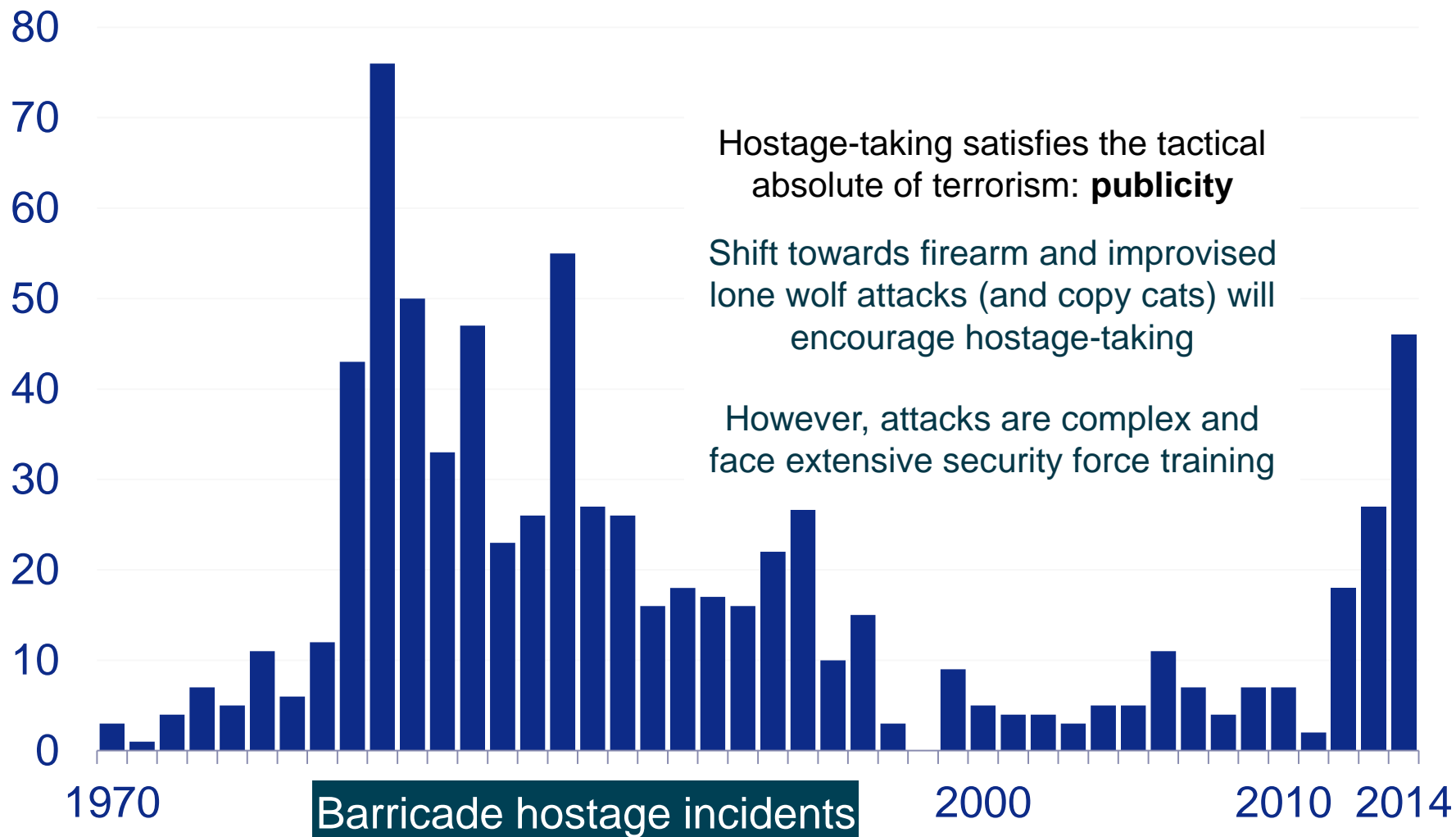


Vehicle attacks

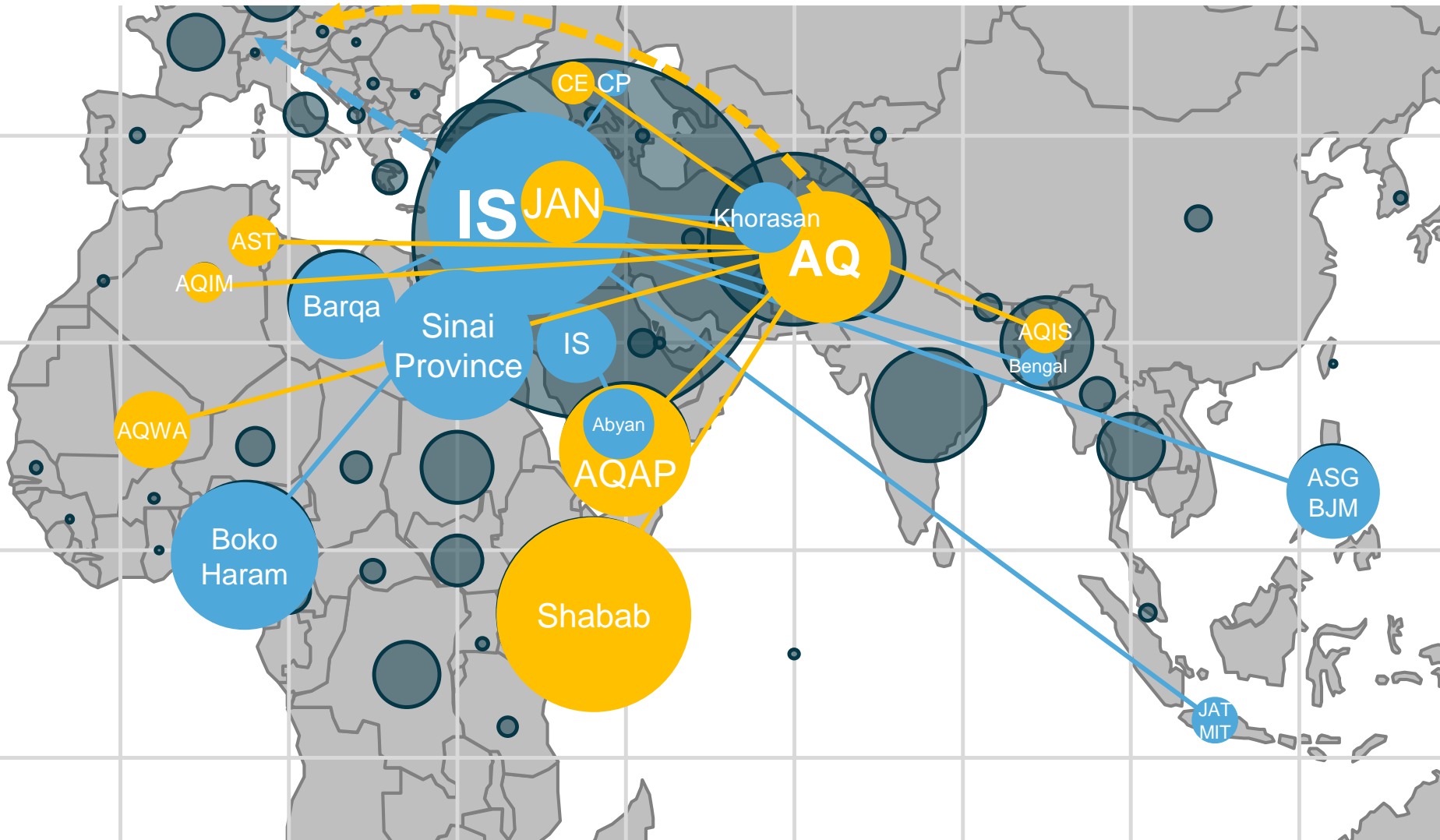


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# Tactical shifts in the threat environment: hostage taking



# Jihadist competition driving intent to conduct high-profile attacks





# How to set up a travel risk management programme

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# Integrated Travel Risk Management Process

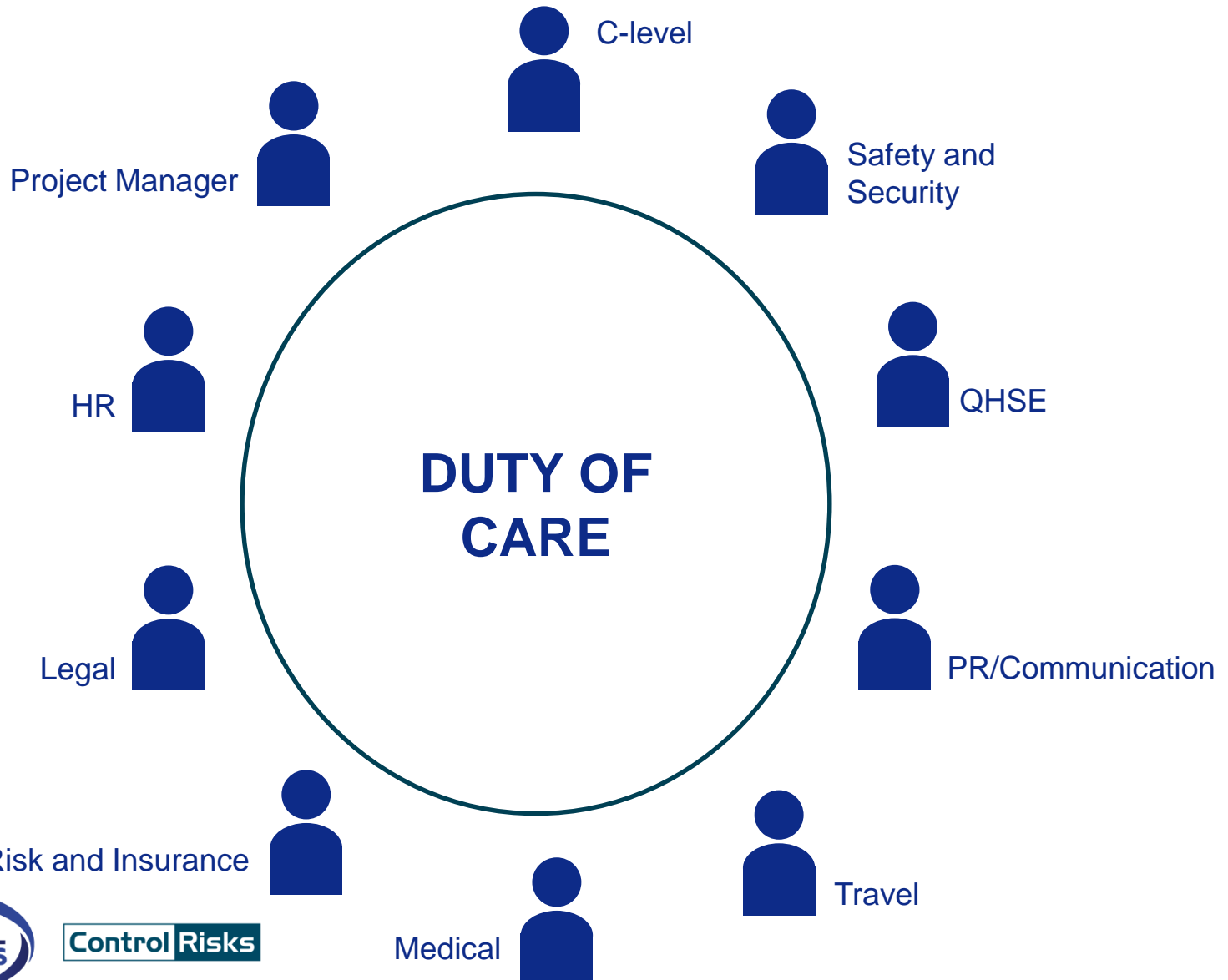
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# Duty of care stakeholders

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# Integrated Travel Risk Management Process

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# Big challenges that respondents face in ensuring wellbeing of overseas employees

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## Policy

Implementing their **Travel Risk Policy** (41%)

## Communication

Communicating effectively about **actual (vs perceived) travel risks** with employees (35%)

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Communicating to travellers **in a crisis** (37%)

## Compliance

Being **compliant to their Travel Risk Policy** (33%)

# Cost of failure: Expatriation & failed assignment

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## Average cost of an international assignment:



*The cost of assignments ranges somewhere between US\$103,000 and \$396,000.*

## Cost of failure:



*The cost of failed assignments ranges somewhere between US\$570,000 and \$950,000.*

# DUTY OF CARE RESEARCH / WHITEPAPERS

A selection..



[www.internationalsosfoundation.org](http://www.internationalsosfoundation.org)



**Control Risks**

# KEY RECOMMENDATIONS

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## Company

- Understand your exposure and plan for likely eventualities (including low probability, high impact)
- Communication is key, decision making & situational updates
- Practise and rehearse how to activate plans



## Traveller

- Are you fit to be going?
- Understand the risks before you go & stay informed
- Have a plan in the event of an emergency

# THANK YOU

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