

International SOS
Foundation

DUTY OF CARE

Summit & Awards 2018

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FOREWORD

International SOS was set up to provide assistance services to organisations with workers living or travelling abroad, often in remote locations. The need to care for such workers was a fundamental value right from the start; as the Duty of Care concept began to be articulated, it underpinned our service offering.

We felt that Duty of Care was so important we wanted to promote it beyond our own clients. In 2011, to generate a broader debate and extend thinking around the Duty of Care concept, we set up the International SOS Foundation, with a grant from International SOS. The Foundation was, and remains, a fully independent, not-for-profit organisation. Its goal is to educate organisations on health and security issues impacting their global workforce, with Duty of Care as an underlying principle.

In the last 10 years, Duty of Care has expanded considerably. In many countries it became embedded in legal requirements. Health and safety in the world of work has moved on from stopping accidents to creating an environment that cares for the mental health, wellbeing and security of all.



Arnaud Vaissié
Co-founder, Chairman and
Chief Executive Officer
International SOS

Closely aligned with Duty of Care is the concept of Sustainability; this has emerged and evolved in recent years too. These embedded values now form part of an organisation's reporting: investors and other stakeholders see them as a measure of performance.

Over the last 10 years we have seen huge steps, but the story is far from over. Further developments are emerging, not least as, post-COVID-19, people are valued even more. At last, an organisation's people are seen as a crucial asset on which business continuity depends.

The Foundation is proud to have been part of this evolution and honoured to be widely seen as a thought-leader. This thinking has been fuelled by research – our own and others'. Plus, many academics and experts have been more than willing to share their ideas and initiatives.

Other key players are those offering support services to organisations and the organisations who put Duty of Care and sustainability values into practice. This includes each person mentioned in our celebratory booklet, everyone at the Foundation and International SOS, our partners, and many more.

All have played a crucial part. We thank them for their contributions and look forward to achieving yet more together in the years to come.

Pascal Rey-Herme
Co-Founder and Group Medical Director
International SOS



INTRODUCTION

We are delighted to be celebrating the 10th anniversary of the International SOS Foundation as part of our Duty of Care Awards and Summit 2021.

This booklet provides a snapshot of some of the Foundation's achievements and, critically, the vital role played by the 12 key contributors. Each person featured in this booklet has played a major role in the development of Duty of Care and Sustainability over the past 10 years.

These contributors have both helped our thought leadership evolve, and worked with us to develop new initiatives. And this is only part of their efforts. Many of them spend much of their working life promoting Duty of Care and Sustainability in other contexts. Their articles and journals, and their presence at seminars and conferences around the world, have been vital in raising awareness and prompting action.

We look at some of the Foundation's highlights over the last 10 years. The thinking behind the Foundation's activities emerged first from a



Kai Boschmann
Executive Director
International SOS Foundation

Benchmarking Study. This was followed by the Global Framework in 2014 and the Singapore Declaration in 2017. In addition, the Duty of Care Awards and Summit have become major regular events.

Throughout the last decade, the Foundation has produced many white papers and a whole range of communications, exploring key emerging topics and areas of interest. These include road safety, return on prevention, caring for business travellers and remote workers, and the emergence of mental health issues. Thanks to the further efforts of our contributors, we have also developed training courses on Duty of Care and Sustainability, and toolkits on a variety of topics.

Our contributors have enabled us to work in close collaboration with major organisations active in this area, including Global Reporting Initiative (GRI), International Commission on Occupational Health (ICOH), Institution of Occupational Safety and Health (IOSH) and International Organization for Standardization (ISO).

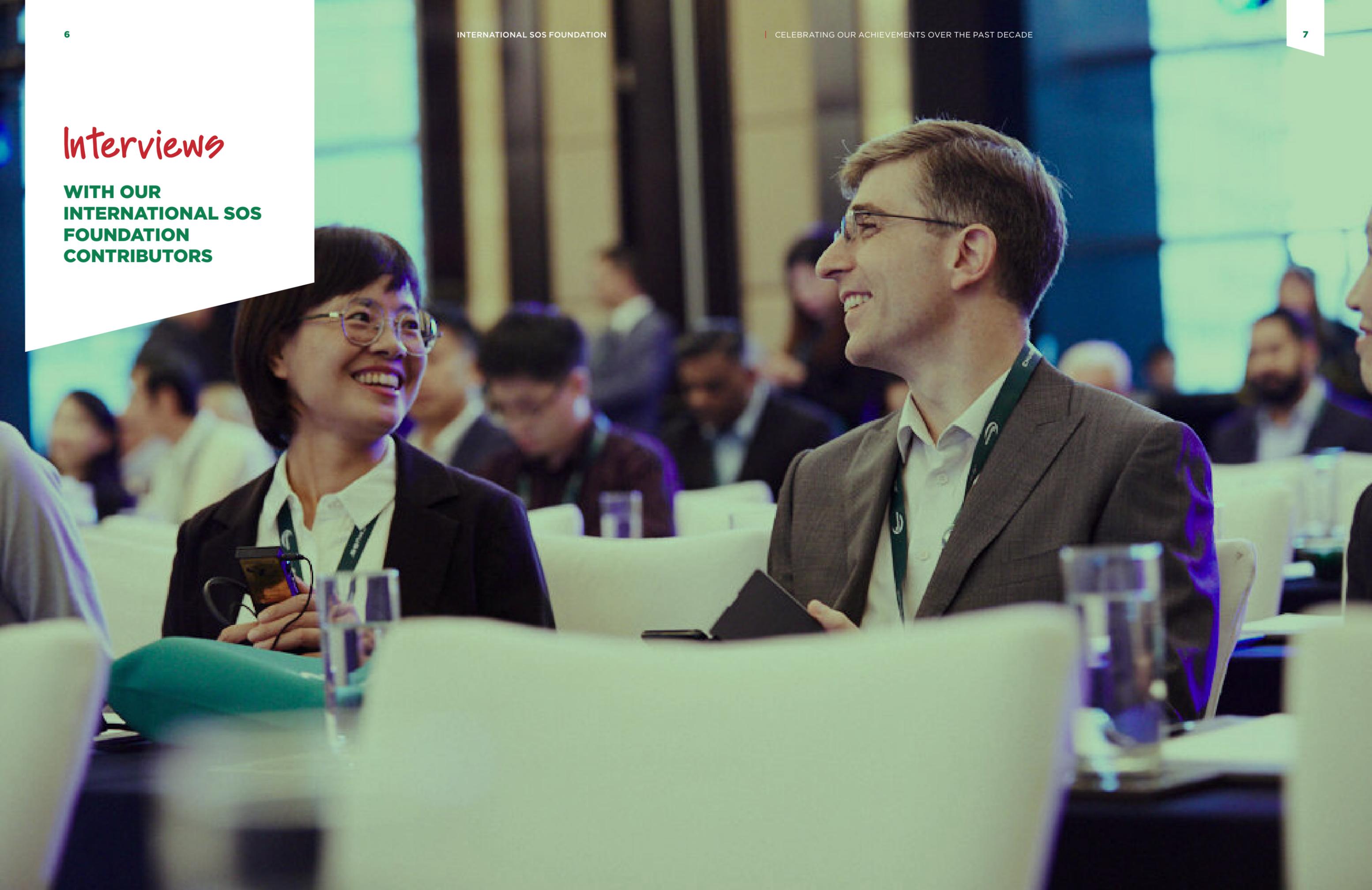
We are proud to celebrate the Foundation's progress over the last 10 years. We give our heartfelt thanks to these key contributors and the many others who have made it possible.



Laurent Fourier
Executive Director
International SOS Foundation

Interviews

**WITH OUR
INTERNATIONAL SOS
FOUNDATION
CONTRIBUTORS**



2011

LEADING INITIATIVES

As a consultant with International SOS, I was closely involved in the setting up of the Foundation and played an active part in its activities for some years. We felt that setting up a foundation, separate from the commercial world, would enable us to engage constructively on Duty of Care with international and intergovernmental organisations, NGOs and others.

Before the Foundation, travel health, safety and security was a missing link in many organisations. We wanted to raise awareness among Health and Safety professionals that their remit should embrace the worker when travelling on business. How to create a document to raise awareness and offer guidance was our first challenge. We sought input from different experts from organisations across the world. These, and the major meetings in Cancun and Singapore in 2012, led to excellent exchanges of ideas.

We felt a non-binding, skeletal structure was needed, helping organisations better understand what they needed to do. The first draft came together at the Meeting of International Experts in 2013 which I had the pleasure of facilitating.

The final outcome was the 2014 Global Framework which was to become a springboard for many other documents and initiatives in this area.

Another key tool was the Travel Risk Mitigation Bow Tie. The Bow Tie Model had been widely used in safety and health professions for many years. The diagram helps organisations identify potential risks and either prevent them or mitigate their impact. The Bow Tie is a powerful concept and, in adapting it to travel risks, the Foundation produced a very useful tool.

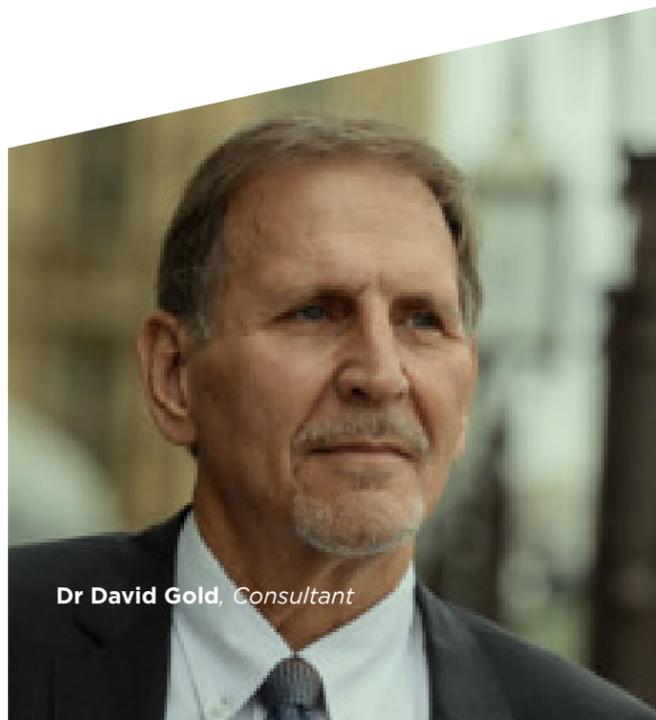
Further Awareness Raising

The Travel Risk Bow Tie was supported by IOSH. I was closely connected with IOSH and was keen to assist further collaborations between these two key players. In 2016, they jointly produced a major paper, *'Managing the Safety Health and Security for Mobile Workers'*. For the first time the needs of the elderly, disabled, LGBT and other specific groups of workers were being addressed. Again, the Foundation was carrying the flag in building this awareness.

The Singapore Declaration in 2017 was another important milestone in awareness-raising and commitment-building, with 60 organisations signing up during the World Summit.

We also developed a training course to provide OS&H practitioners with the knowledge and skills to deliver safe, healthy and secure travel for their mobile workforce. This was supplemented by a Train the Trainer course to cascade the learning. The Duty of Care Training Course is IOSH certified and has been enthusiastically received by many different organisations around the world.

Each of these initiatives has supported the Foundation's mission. It was an absolute pleasure to work with the Foundation and help it achieve these goals.



Dr David Gold, Consultant

2012

A GLOBAL VISION

While I was working for the Singapore Government on Workplace Safety and Health, the Foundation invited me to get involved in discussions on Duty of Care. I was very happy to do so, as this was a subject of great interest to me. This led to my participation in the 2013 Singapore International Meeting of Experts and its development of the excellent Global Framework.

ICOH and I continued to work closely with the Foundation as we developed initiatives together on Occupational Health. It has been a very productive relationship. The Foundation always offers helpful advice, especially on marketing and implementing Occupational Health.

There is a huge discrepancy between countries in the delivery of Occupational Health. In poorer countries there is often little or no government support. In these countries, the ILO encourages employers to put provisions in place. In such cases the Foundation plays an important role by providing the wider framework for understanding what's needed and why. By working with companies, rather than waiting for governments to act, real progress can be made.

Even when governments are active in Occupational Health, they have no jurisdiction or control over what happens to people when they travel to another country. Again, international companies can help as they apply their own standards across all their locations. This helps create uniform standards that then trickle down to subcontractors and smaller local companies. The Foundation is a major resource for these companies as it provides the facts and evidence to support actions, and raise awareness.

The Duty of Care Awards draw further attention to the Occupational Health needs of those working far away from home who face very specific circumstances. This is an important focus on those who otherwise might be overlooked. Duty of Care reflects humanity's desire to help mankind. It is a



The Foundation has done wonderful work over the last 10 years, and both ICOH and I will be very happy to participate in its future work.

Dr Jukka Takala, Consultant



powerful concept and the Awards underline how broad this approach is. Each year we see how individual companies have very different ways to make their systems work.

Preparation and Prevention

These initiatives will continue. In responding to COVID-19, companies will need impartial evidence to decide what to do. They will need guidelines on how to behave and organise work. Many companies, especially SMEs, do not have such resources. Climate change is another example, with companies now looking at the possible future impacts on health.

Again, the Foundation can help foresee - maybe years in advance - and prevent these health impacts, including the unexpected.

The Foundation has done wonderful work over the last 10 years, and both ICOH and I will be very happy to participate in its future work.

2013

RETURN ON PREVENTION – A PERSUASIVE MESSAGE

My organisation, Prevent, supports companies in minimising workplace accidents and occupational diseases. Research and collaboration is a key aspect of our work as it spreads awareness and helps in the development of new tools and initiatives. A particular area of interest is research on the cost-benefits of wellbeing at work. So, we were delighted to be commissioned by the International SOS Foundation to carry out the Return on Prevention study.

From its inception, the Foundation has been committed to building awareness of the Duty of Care organisations have towards their people. It has published many reports on why an organisation has a Duty of Care – a moral, and at times legal, responsibility – to protect their people working overseas or on assignment. This has been highly effective in raising awareness of the different travel risks workers face, being away from home in unfamiliar and often challenging environments.

Clear cost benefits

With so many risks to face, the potential financial impact of a trip going wrong was known to be significant. Together with the Foundation, we wanted to look more closely at these costs.

We began work in February 2012 and completed the study in January 2015. Our objective was to evaluate the cost-benefit of prevention measures applied to high mobility workers, by means of a business case study. We selected two types of prevention measures: a pre-travel health check and a malaria prevention programme.

The pre travel health check identified general and work-related health problems before the assignment began. Our cost-benefit analysis showed that every \$1 invested returned a benefit ranging from \$1.60 to \$2.53.

prevent:

Marc De Greef,
President, Prevent

The malaria prevention programme was aimed at those travelling and working in malaria-risk regions. They were given information before departure and received prophylaxis medication, mosquito-nets, insecticide sprays and repellents, and a malaria curative kit. The malaria prevention programme reduced the occurrence of fatal cases by 70%. For each \$1 invested, the return was estimated at \$1.32.

The ‘Return on Prevention’ study showed how the benefits of implementing a travel health prevention strategy significantly outweigh the operating costs of the programme. Good preventive health and safety practices for mobile workers can both save lives and cut costs.

Since the study was completed, the Foundation has strengthened its messages even further. It can now point to tangible commercial incentives in investing in preventive programmes, in addition to fulfilling an organisation’s Duty of Care.

It has been a privilege to be a part of this process.

2014

REDUCING ROAD ACCIDENTS

The Global Road Safety Partnership (GRSP) has worked in collaboration with the Foundation since 2012. With 1.4 million people being killed in road traffic accidents each year, our partnership is a logical connection. From the start, the two organisations jointly produced guides and held webinars looking at the latest trends in road safety and offering medical and safety advice for travellers.

A Global Challenge

I became CEO of GRSP in 2017 and soon became aware of the International SOS Foundation. One of our first joint collaborations was the development of: *‘Risks of the Road for the International Traveller’*. This white paper addressed the different road safety risks, including those when taking public and private transport, self-driving and walking. It specifically provided risk mitigation practices for organisations and business travellers. It was a very important piece of work as travellers often forget the largest risk they face is ground travel and motor vehicles. Although in some countries we expect high levels of road safety, in others there are often far lower standards of

vehicle construction, rules of the road, the behaviour of road users and the medical support available. Raising awareness of road users, including travellers, is a key part of the solution.

The white paper was a way of drawing the much-needed attention to the size of the problem and ways to address it. We want to encourage people to ask the right questions. Does the taxi have safety belts? Is the driver under the influence of drink or drugs? And so on.

In 2019, I was delighted to be part of the Duty of Care Summit in Berlin. Sharing the findings of the white paper was a highlight as many were surprised to hear that 40% of road traffic deaths are work related. Raising awareness and offering guidance to organisations is essential and connects back to the goals of the Foundation in educating global workforces of pertinent risks.

A Changing Picture

Road safety remains a major issue, especially in lower- and middle-income countries. As the environment changes and world events such as COVID-19 changes methods for travel, raising awareness on road safety will remain top priority. We see people may be reluctant to get on public transport or at risk of choosing less safe mobility options, such as cycling and motor bikes. This brings many different risks.

Employee awareness, and with it their expectations, have increased too. Employers need to show they have policies and procedures to keep people safe, and that includes road safety.

There is more to be done, but real progress has been made. It has been great to join forces with the Foundation in these activities and look forward to collaborating more on the subject in future.

David Cliff, Chief Executive,
Global Road Safety Partnership



2015

GROWING AWARENESS

I was aware of the Foundation right from the start as I was at the launch at the World Congress in Cancun, Mexico in 2011. Ministers from many different countries were present and there were lots of side meetings. Announcing the Foundation's Declaration in all that activity was a great way to get people talking. Creating a Foundation, separate from the business, was an excellent idea. It is much easier for a non-profit organisation to cooperate with others, such as ministers or UN representatives on important topics like Duty of Care.

I was also pleased to be part of the International Meeting of Experts held in 2013 in Singapore which led to the 'Global Framework on Safety, Health and Security for Work-related International Travel and Assignments'. From my work in Germany on accident prevention, I had seen the benefits of having checklists for travellers. The Foundation shared this view and thought a global approach would be even more beneficial for companies. So it proved.



Dr. Walter Eichendorf,
German Social Accident Insurance (DGUV)

Also in 2014 was the World Congress for Occupational Safety and Health in Frankfurt. Over 4,000 people from 122 countries attended, including key people from the Foundation. Such events are a great way to generate interest and collaboration.

The Foundation's Training courses help spread its knowledge even further and are acknowledged by companies all around the world. Seminars are another way to build awareness and I have very much enjoyed speaking at Foundation seminars in Germany, Austria and elsewhere.

The Work Continues

The Foundation is also doing a lot of very valuable research, publishing its studies and making it available all over the world. A good example is the work on Return on Prevention. Some companies simply take care of their people when travelling. For others it's the financial argument that strikes. The Foundation provided those important financial facts.

The Duty of Care Awards are a highlight too. As a judge of the Awards, I found it fascinating to look so deeply into companies' approaches to Duty of Care. Adding a Summit to the event was a great idea. The Awards attract entrants from many countries, and the Summit attracts some of the most important players from the country where it is held. This combination leads to even more discussion and opportunities to influence.

The Foundation set out to study health, safety and security risks that impact global workforces, and offer advice and information. That mission remains today. Following COVID-19, business trips will require far more careful preparation in a constantly changing environment. The Foundation will continue to do an excellent job in responding to such needs.

2016

INSPIRATIONAL AWARDS

I have known International SOS and the Foundation for many years through our shared interest and many mutual connections. The setting up of the Foundation, and its focus on Duty of Care came at just the right time when employers were moving beyond government minimum standards and company policies on health and safety. They were looking at wellbeing and ways to do more.

Employee expectations have been changing over the years too. They expect employers to make sure they are safe both at work and outside work time. This includes business travel and travel to and from work.

Duty of Care comes from your heart and mind. You do it not because you have to, but because it's the right thing to do. This is what sets the Foundation apart from other organisations that promote safety and health. The Foundation makes Duty of Care a personal commitment.

The Duty of Care Awards

I attended the Hong Kong Duty of Care Awards in 2016 and immediately saw that the Awards are a highlight of the Foundation's work. The Awards provide real recognition. They go beyond a certificate that everyone gets. Their existence makes organisations dig deep and ask, 'What can we do more of?' 'What did I miss?' 'What did the winner do?' This creates participation and collaboration. The Awards inspire and open minds.

I was delighted to judge the Awards in 2019 and 2021. There were a lot of entries and it was hard to pick the best. Everyone learnt from the event and it will be even better when we can get together again and exchange views and experience in person.

Improving Wellness

The concept of Duty of Care has broadened over the



Duty of Care comes from your heart and mind. You do it not because you have to, but because it's the right thing to do. This is what sets the Foundation apart from other organisations that promote safety and health.

Prof. Vincent Ho



years. Employers now need to pay attention to wider wellbeing. For example, they recognise that many workplace accidents are due to fatigue, and this could be caused by many things, including family issues. COVID-19 and home working made employers think even further about wellness. They are reaching out far more to ask their people how they feel and this will carry on.

The Foundation has done a great job of engaging large organisations in this changing approach to Duty of Care and wellness. The number of self-employed, zero-hour contractors and small businesses is growing, but they have very little support from anyone. If the Foundation can help make a difference to these small enterprises, and their local communities, that would be another great step.

2017

CHANGING MINDSETS

Coming from a long-standing career at BP, travelling to some very remote locations and then later as Director of Safety and Security for educational provider, LDI, my passion for promoting remote safety and security has only grown. In 2017, the International SOS Foundation launched the world's first IOSH-accredited Duty of Care Training course entitled, 'Safety, Health and Security for the Mobile Worker'. Developed by David Gold, a leading expert in safety and security and Vice President of the Institution of (IOSH), I had the privilege to work alongside him and now, five years later, be the courses lead facilitator.

Having led 20 training courses for over 220 participants, it was clear that although I knew many experts in remote safety and security, those who do training are few and far between. The course, which we have adapted into a digital programme due to the pandemic, aims to create an open and engaging learning environment for those responsible for their employee's health, safety and security.

Achieving Cultural shifts

Safety, security and health and travel management all have specific rules, but Duty of Care is about a belief system and culture. It can take a long time to change cultures in organisations.

Organisational change requires thought leadership and that is something the Foundation addresses with white papers and many other initiatives. In contrast, the Duty of Care training reinforces that cultural shift at the individual level.

Taking an example of a traveller flagging down a taxi and realising it has no seatbelts. The training teaches them that this is unsafe, and that they have the right to speak up and say "No". Furthermore, their employer will need to support that decision even if they are late for the meeting, thus creating a shift in mindset for key stakeholders.



I am a firm believer in promoting Duty of Care. The word 'Duty' matters. Human Rights is all about something owed to us. Duty is the opposite. It's about what we give; how we are prepared to lead.

Mike Causey, Consultant



The Future

Now, more than ever, Duty of Care has taken a well-deserved spotlight. Being able to continue delivering the Duty of Care Training course in different locations and languages is something I very much look forward to. Supporting the Foundation in developing a suite of new accredited courses such as Crisis Management will be very powerful.

In the education sector specifically, there will be a desire to travel and educational trips will restart. Reassuring staff, parents and students on how to safely execute trips will be pertinent and training will play a key role.

I am a firm believer in promoting Duty of Care. The word 'Duty' matters. Human Rights is all about something owed to us. Duty is the opposite. It's about what we give; how we are prepared to lead.

2017

CARING ABOUT PEOPLE

As a writer on environment and health and safety, I have a keen interest in the place of occupational safety and health in sustainability management and reporting. When I got to know the Foundation many years ago, I saw this was an interest we clearly shared. As I became familiar with the Duty of Care training course, we had the idea to develop some further training to integrate health and safety with sustainability.

At the time organisations were spending most of their sustainability efforts on environmental activities, and small amounts on supply chain verification and community initiatives. Very little attention was being paid to their workforce. Yet this is a key part of the Social pillar of ESG and one that organisations affect most materially. In some companies that can be hundreds of thousands of people.

As well as there being a strong moral case for worker health and safety, investor interest was growing too. However, many organisations had yet to wake up to this. Some might have been doing an excellent job, but health and safety people tend to be unassuming

and don't broadcast their good works. Many also don't characterise or report these activities as part of their sustainability programmes. The Foundation was prescient in recognising the importance of integrating health and safety into sustainability.

Since then, COVID-19 has sharpened the sense that corporate citizenship is an important role for businesses.

Equally, they are recognising that reporting should feature the good they did during COVID-19, both for society and their employees.

The training looks at the importance of health and safety and how it forms part of an organisation's attitude towards sustainable growth. It covers how this can be reported in different ways with many examples of good practice. The training began as a one-day face-to-face session. Due to lockdown it has gone digital and is likely to stay online to be more accessible. The Foundation deserves real credit for being an early promoter of this topic and providing people with a very useful, CPD accredited course.

Duty of Care

I have had the honour of being a Duty of Care judge at the Foundation's Annual Awards. Along with the Summits, these events are a real showcase of good corporate practice and innovation. There's always an example of some very smart thinking.

The expression Duty of Care was one thing that endeared me to the Foundation. Although everyone in an organisation should be responsible for themselves and others, the health and safety person is often the embodiment of this legal and moral duty. If you use the words 'Duty of Care' to a health and safety person, they know you understand their role. The Foundation truly understands.



Louis Wustemann,
Former head of regulatory magazines at LexisNexis
and writer on sustainability management

2018

BUILDING SUSTAINABILITY

I first collaborated with the Foundation when we developed the joint paper, *'Occupational Health & Safety and Workplace Wellness: Reporting Guidelines for a Global Workforce'*.

The white paper explored the changing health and wellness landscape, at both the corporate and societal level. We had seen the shift in understanding from a narrow hazard-based approach towards Occupational Health and Safety, to something far broader and more holistic. Our aim was to link this proactive focus on Wellbeing to the Sustainability concept.

The white paper was supported by a number of webinars that I took part in. The Foundation also invited me to speak at a meeting of the International Corporate Health Leadership Council (ICHLC) in 2018. These events were an excellent way to engage corporate health leaders and other stakeholders.

At the same time, Dr Olivier Lo, the Foundation's Senior Medical Ambassador,

was involved in updating Global Reporting Initiative (GRI) 403 on Occupational Health and Safety. As Chair of the Global Sustainability Standard Board, I saw at first hand how this application of thought leadership led to a highly innovative reporting standard. GRI 403 is one of the most widely used Sustainability standards.

Our close collaboration continued. In 2019, Sancroft supported the International SOS Foundation in developing a new Sustainability Training Course and we worked with International SOS in developing their annual Sustainability Reports.

The Foundation is unique in the way it brings together a very deep expertise of wellness issues from a medical and academic perspective, combined with its experience at the coal face. It understands the reality faced by organisations with widely dispersed workforces, in many different situations. Thanks to these efforts, Wellness is increasingly being seen as part of the Sustainability agenda.

Looking Ahead

The global pandemic then threw into sharp relief a lot of shortcomings in society's preparedness for major events, even something predictable like a global pandemic. CEOs are now asking 'What's coming next?' Organisations have started to recognise climate change as a threat. They are also looking deeper into the broader issues relating to the working and social environment.

There's now a real opportunity to help change mindsets in global organisations. So, instead of planning to mop up after the flood, they act to stop the flood in the first place. It's about anticipating and driving further change. Focusing on that wider agenda is something that sets the Foundation apart. I look forward to it continuing this thought leadership to drive further understanding of these risks.

Judy Kuszewski,
Chief Executive, Sancroft

2018

VALUING PEOPLE

My first direct contact with the Foundation was in 2017 when I was asked to take part in the Duty of Care Awards judging panel and speak at the Summit on Sustainability. I had been working for many years in health and safety, and was keen to promote the health of people in organisations. These values very much reflected those of the Foundation, so this event was a great opportunity to share thinking and raise awareness.

Focusing on Sustainability at the 2017 Summit came at just the right time. Sustainability was widening beyond simply caring for the environment; the concept that people are also part of sustainability was emerging. My talk emphasised the need to 'connect the dots'. There is a clear connection between the health, safety and wellbeing of people working in organisations and corporate performance; over time that translates into having a sustainable company.

The audience included a wide range of occupational, safety and health professionals, those in travel health and security, operational leaders, CEO's, CFOs and others. It was an excellent event.

Similarly, at the 2018 Awards, when I was Chair of the Judges, I saw first-hand how the Duty of Care Awards helps organisations see the connectivity between people and performance, and the importance of proactively identifying health risks.

The Foundation elevates and recognises organisations that are doing great work in programmes and initiatives around health. Importantly, this includes activities in developing countries.



Kathy Seabrook,
Founder and CEO of
Global Solutions, Inc.

Better Reporting

Reporting is a key aspect of sustainability. For years, many of us pressed for health to be a metric in sustainability reporting. It felt wrong that companies could report on their excellent environmental record but overlook employee fatalities. GRI 403, which came into effect in January 2021, sets out detailed reporting requirements on worker health and safety as part of sustainability reporting. This is another example of how organisations, including the Foundation, both directly and indirectly continue to bring about change.

Recognising Value

The concept of sustainability continues to evolve. In turn, this reflects the evolution of corporate thinking about capital. The notion of 'capitals' has evolved beyond corporate assets, goods and services (Produced Capital) to include Natural (environmental), Social and People Capitals. Investors are increasingly looking at Social Capital and People Capital. More businesses are recognising the value of their people and the importance of their health, safety and wellbeing. In addition, workers have a voice too, through sites like Glassdoor; if a company falls short in caring for its people, it will not attract the talent it needs.

As COVID-19 so clearly showed, business, health and wellness all overlap. The conversation about the value of people to organisations continues. The Foundation is at the core of this conversation and has a crucial role in elevating health in this future discourse.

2019

AN INNOVATIVE APPROACH

I first came in touch with the Foundation in 2018 as it wanted to focus more attention on mental health at work. At that time there was a growing realisation of the importance of mental health and wellbeing from a moral, business and legal perspective. Employees were recognising the need for it, too.

The tendency was to look at wellbeing in a general sense. Organisations often developed initiatives from head office, assuming they would work for all types of workers - they didn't. Likewise, research tended to be done on white-collar workers, and those people seen as important. Those seen as unskilled and easily replaceable didn't have a voice.

A Specific Focus

The Foundation took a completely different approach. It could see that there were different triggers, different wellbeing challenges that affected different populations. Together, we decided to look in-depth at two specific populations: remote rotational workers and business travellers. The methodology we used for both projects was ground-breaking too. We obtained our evidence from many different sources – academia, practitioners, employers and the employees affected. We wanted to be sure our suggestions could be picked up and actioned to bring about real change. We were meeting business needs rather than academic needs, which is a very different research approach.

'Keeping International Business Travellers Healthy, Happy and Engaged at Home and Away' was the first report. It contained a whole toolkit of practical deliverables for organisations, managers and the travellers themselves. It attracted lots of interest and won awards. *'The Psychological Impact of Remote Rotational Work'* came next. This was even more niche, and it too is making a difference to its target group.



Dr Rachel Lewis, Director,
Registered Occupational Psychologist,
Affinity Health at Work

This was a brilliant approach, and it will be great if the Foundation continues to address specific employee populations in this way.

Judging the Awards

I've also enjoyed being a Duty of Care judge this year. There was a huge diversity of organisations and it was humbling and impressive to see the effort they put into Duty of Care, particularly in these difficult times.

Getting an Award is a great way of demonstrating good work. It motivates staff and provides a competitive advantage. Another great thing about these awards is that everyone gets feedback from the judges which helps them progress even more.

We continue to see a growing recognition of the power of the Duty of Care concept, especially post COVID-19. When the Foundation pioneered this approach, the concept wasn't on many people's agenda. The Foundation has been a spearhead of Duty of Care and it's been fantastic to see.

2020

A NATURAL EVOLUTION

Having worked in the UK Health and Safety Executive I had seen employers' duties to employees being codified into legislation. Equally, I knew that other countries didn't have that broad-based, underpinning philosophy. When I became aware of the Foundation, and its desire to raise awareness of Duty of Care across countries, I saw this as an extremely worthwhile endeavour.

Frameworks and Standards

In 2013, when the Foundation invited me to be part of the International Meeting of Experts in Singapore, I was keen to get involved. Lots of experts contributed, each from a different perspective, and we created a high-level Framework to raise awareness of travel risks.

A Framework is an important first step in getting people to agree. The next step is a Standard which goes into more granular detail. In seeing the need to apply Duty of Care to travel risks, and creating an initial Framework, the Foundation was certainly a thought leader. The Global Framework itself was excellent.

The BSI had developed a Publicly Available Standard, PAS 3001 on Travelling for Work, in 2016. The Foundation's approach and thinking very much contributed to this too. The PAS soon became a best seller, underlining that there was a market for such advice. It was then proposed to develop an international Standard through the ISO. The Foundation offered to sponsor me as the Convenor and I was delighted to accept.

We pulled together the ISO 31000 general standard on risk management with the BSI PAS 3001.

Our approach was to get people to think rather than tell them what to do. Again, the Foundation actively contributed to this process. ISO 31030 has taken three years to complete, but the outcome is a

comprehensive set of guidelines for organisations of all sizes and types to manage travel risk.

Raising Awareness

It's important to continually raise awareness and I was delighted to have the opportunity to speak at the 2019 Duty of Care Summit to spread the word about ISO 31030.

I've also been a judge of the Duty of Care Awards and it's been fascinating to see how many organisations take part. In health and safety, conversations tend to happen after an incident, looking at what went wrong. It's good to have the opportunity to share best practice.

The Foundation's work has followed a natural evolution. It has raised awareness, helped build Frameworks and develop detailed Standards. Getting into that deeper level of detail in other areas is next and I will be very happy to help.



Kevin Meyers,
Convenor, ISO

Celebrating

**OUR ACHIEVEMENTS,
AWARDS, SPONSORS
& PEOPLE ASSOCIATED
WITH THE FOUNDATION**

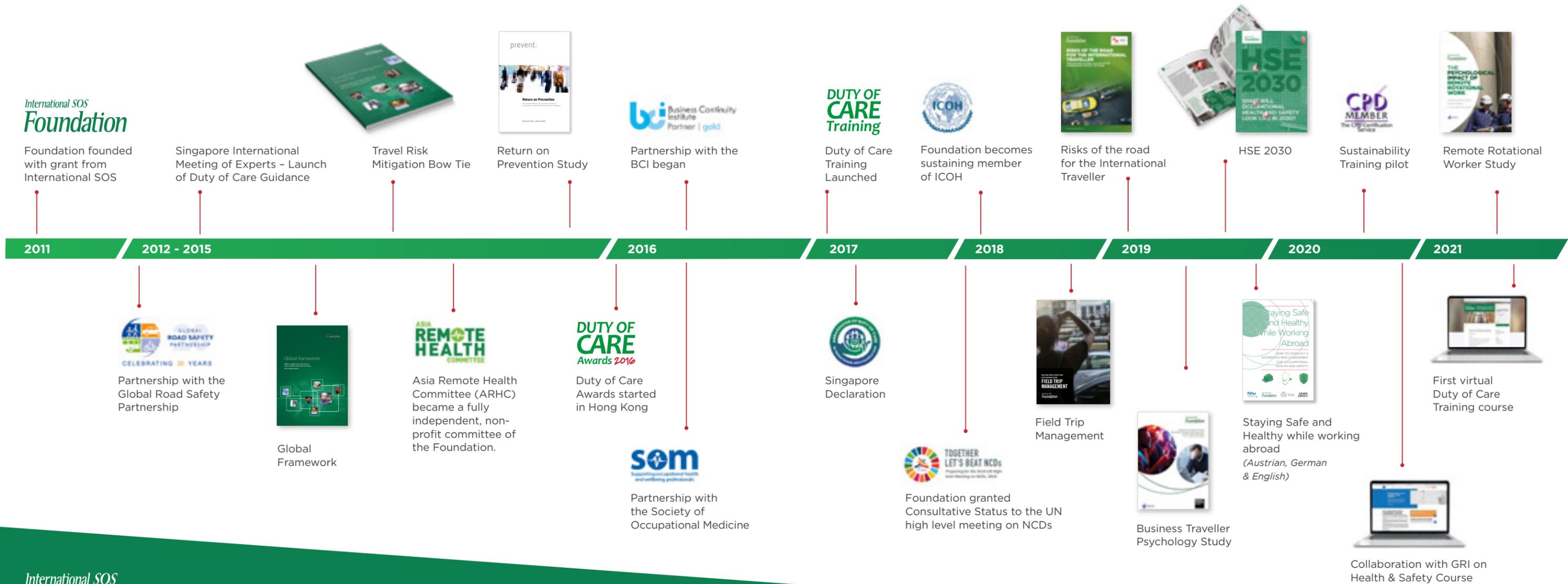


2011-2021

TIMELINE

Launched in October 2011, the International SOS Foundation has the goal of educating organisations on health and security issues impacting their global workforce. Our altruistic goal of protecting and saving lives is carried out through conducting research and thought leadership initiatives on Duty of Care, sustainability and resilience to raise organisational standards in Duty of Care.

The below visualises some of the key activities over the years.



Our mission is to:

- Study the potential health, safety and security risks that impact a global workforce.
- 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 have accomplished our aims over the past decade through research, analysis and study to better understand the risks and improve wellbeing.



OUR NETWORK OF PARTNERS & ASSOCIATIONS

The Foundation shares its Duty of Care expertise through thought leadership, events and training, in partnership with many organisations around the world. These focus on helping employers develop travel risk management policies and procedures in regard to employment laws, benefits, tax, health, safety, security, emergencies, crisis management and wellbeing as well as other issues.



INTERNATIONAL SOS FOUNDATION TEAM

Thank you for the core team members and other roster of volunteers.

CORE TEAM:



Kai Boschmann
Executive Director



Laurent Fourier
Executive Director



Kayla Perfect
Group Senior Marketing Manager

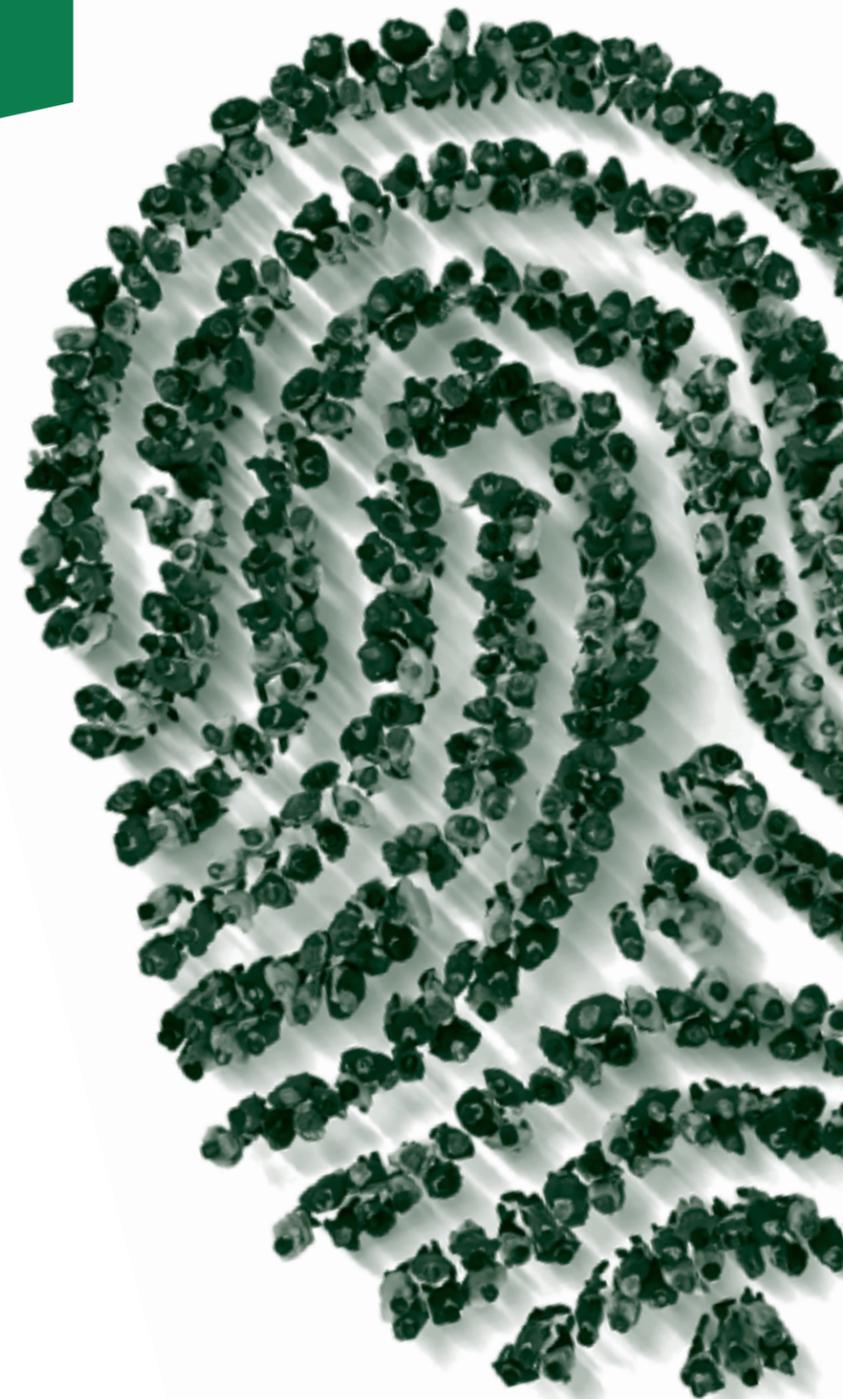


Shireen Advani Lee
Legal Advice & Governance



Steven Perotti
Financial Manager

And many more on a project-by-project basis.





100% of respondents would attend the event in the future

DUTY OF CARE AWARDS & SUMMIT

In 2016 we created the Duty of Care Awards to recognise global organisations in their outstanding achievements in protecting the health, safety and security of their workforce.

Over the past five years, the event has taken place over four different continents, recognising over 30 organisations.

In 2017 in Berlin, we created the Duty of Care Summit, a one-day conference bringing together subject matter experts and leaders for discussion, debate, practical case

studies and invaluable networking on protecting mobile workers and mitigating risks.

Since then, we have welcomed over 850 global attendees from 35 sectors and heard from over 100 industry-leading speakers sharing over 30 hours of insights, best practices and trends.

<p>HONG KONG 2016</p> <p>CATEGORIES</p> <ul style="list-style-type: none"> • Communication • Innovation • Partnership • Resilient Care • Thought Leadership 	<p>BERLIN 2017</p> <p>CATEGORIES</p> <ul style="list-style-type: none"> • Ambassador of Duty of Care • German Mittelstand, Duty of Care Programme • Innovation • Return on Investment in Travel Risk Mitigation • Thought Leadership 	<p>CHICAGO 2018</p> <p>CATEGORIES</p> <ul style="list-style-type: none"> • Ambassador of Duty of Care • Aviation • Communication • Innovation • Resilient Care • Sustainability • Thought Leadership 	<p>SHANGHAI 2019</p> <p>THEME</p> <ul style="list-style-type: none"> • Empowering Sustainability and Resilience <p>CATEGORIES</p> <ul style="list-style-type: none"> • Ambassador of Duty of Care • Belt and Road Initiative • Communications • Education • Innovation • Remote Resilience • Special Honour for Superior Health Management in Complex Environments • Sustainability 	<p>VIRTUAL EVENT 2021</p> <p>THEME</p> <ul style="list-style-type: none"> • Empowering the Future of Workforce Resilience: Redefining Duty of Care in a COVID-19 World <p>CATEGORIES</p> <ul style="list-style-type: none"> • Communications • COVID-19 Agility & Response • COVID-19 Ambassador • Inclusion and Diversity • Innovation • Remote Resilience • Sustainability
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It was a fantastic event and inspiring to see firsthand the absolute gold standard you continue to set in the space of organisational responsibility for employees.

Professionally done event with true international presence; fantastic networking opportunities.

DUTY OF CARE AWARDS JUDGES

We recognise our esteemed panel of judges who contributed their expertise to the Duty of Care Awards over the years:



<p>Andrew Sharman CEO RyderMarshSharman</p>	<p>Dr Gary Brunette Branch Chief Center for Disease Control (CDC)</p>
<p>Ben Evans Executive Director of Risk Management and Insurance University of Pennsylvania</p>	<p>Dr Jukka Takala President International Commission of Occupational Health</p>
<p>Brian Friedman Founder The Forum for Expatriate Management (FEM)</p>	<p>Dr Rachel Lewis Director & Occupational Psychologist Birkbeck University</p>
<p>Deborah De Cerff Founder The Employee Mobility Institute</p>	<p>Dr Walter Eichendorf President German Road Safety Council - DVR</p>
<p>Dr Alexander Mahnke Chairman German Risk and Insurance Association (GVNW)</p>	<p>Dr Xiaoguang Wang Director The Beijing Rongzhi Corporate Social Responsibility Research Institute</p>
<p>Dr Anja Berkenfeld Head of Occupational Safety & Health ThyssenKrupp</p>	<p>Dr Zhao Changhui Chief Country Risk Analyst China Eximbank</p>



Eddie Everett
Managing Partner
 - Global Markets
 Control Risks



Jamie Williamson
Executive Director
 International Code of Conduct
 Association (ICoCA)



Liu Peng
Executive Director
 UNGC Network China



Tim Janes
Chairman
 Business Continuity
 Institute (BCI)



Elizabeth West
Editor-In-Chief
 Business Travel News



John Denton
Secretary General
 International Chamber of
 Commerce (ICC)



Louis Pong
CEO
 Employers Federation
 Hong Kong



Toby Latta
Regional Director
 Control Risks, Asia Pacific



Franck Baron
Chairman
 PARIMA (Pan Asia Risk &
 Insurance Management
 Association)



Karla Guerrero Lozoya
Stakeholder Council Chairwoman
 Global Reporting Initiative (GRI)



Louis Wustemann
*Managing Editor of Regulatory
 Magazines & Journal*
 LexisNexis, UK



Tony Tyler
Former Director General & CEO
 International Air Transport
 Association (IATA)



Gareth Jones
*Acting President and Chief
 Executive Officer*
 Canadian Centre for
 Occupational Health and Safety



Kathy Seabrook
Founder and President
 of Global Solutions Inc.



Nancy Leppink
Senior Advisor
 Minnesota Department of
 Labor and Industry



Vincent Ho
President
 Institution of Occupational
 Safety and Health (IOSH)



Gavin Galimi
Deputy General Counsel
 UnitedHealthCare -
 Specialty Benefits



Kevin Maloy
Deputy Executive Director
 Overseas Security
 Advisory Council (OSAC)



Nick Allan
CEO
 Control Risks Europe and Africa



Wendy Stachowiak
Co-Chair
 GBTA



Greeley Koch
Executive Director
 Association of Corporate
 Travel Executives (ACTE)



Kevin Myers
President
 International Association
 of Labour Inspection (IALI)



Peter O'Neill
CEO
 ASIS International



Wong Kwai Huen
President
 Inter-Pacific Bar
 Association



Guowei (Simon Zhao)
Legal Consultant
 China Enterprises Confederation
 (CEC, National Employers
 Organisation)



Kylie Porter
Stakeholder Council Chairwoman
 Global Reporting Initiative (GRI)
Executive Director
 UN Global Compact Network Australia



Pierre Vincensini
Senior Adviser
 International Organisation
 of Employers (IoE)



Yijie Wang
*Chief of Research Division, Employer
 Department, China Enterprise
 Confederation & China Enterprise
 Directors Association (CEC/CEDA)*



James McAlpine
*Senior Partner for Markets
 and Partnerships*
 Control Risk



Linda Kromjong
Secretary-General
 International Organisation of
 Employers (IOE)



Steve Pottle
Director of Risk Management
 York University and Vice
 President, Risk and Insurance
 Management Society (RIMS)



Yuhong Hu
Professor & Deputy Director General
 China National Center for
 International Exchange & Cooperation
 of State Administration of Work Safety

A special
 Thank you
 TO OUR SPONSORS
 WHO HAVE
 SUPPORTED THE
 DUTY OF CARE
 AWARDS & SUMMITS



CHUBB®



ALTOUR



Congratulations

TO ALL OF THE WELL-
 DESERVING ORGANISATIONS
 AND INDIVIDUALS WHO
 WERE RECOGNISED IN THE
 DUTY OF CARE AWARDS

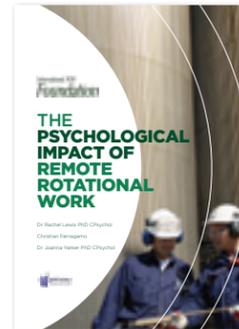


OUR KEY WHITE PAPERS



Chief Health Officer 2030 (2021)

Published by the International SOS Foundation. This white paper looks at the importance of health on organisations and how they should respond to policy and workforce changes, global health and safety trends and operational challenges.



The Psychological Impact of Remote Rotational Work (2020)

In a new, first of its kind study commissioned by the International SOS Foundation, experts synthesised existing literature, carried out key stakeholder interviews, and launched a global survey of remote rotational workers to better understand the psychological impact of remote rotational work.



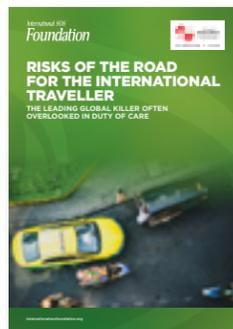
HSE 2030 (2018)

Published by the International SOS Foundation. This white paper uncovers the most significant occupational health and safety changes the Health, Safety & Environment (HSE) community need to prepare for, and what their legacy impact will be by 2030.



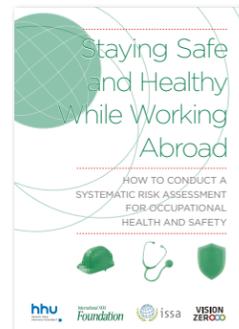
Keeping International Business Travellers Healthy, Happy and Engaged at Home and Away. (2018)

Published by Affinity Health at Work and the International SOS Foundation. Dr Rachel Lewis, and her colleagues at Affinity Health at work have created an unprecedented academic overview of mental illness in this mobile workforce space by summarising the peer-reviewed literature, performing a survey of the “at-risk” population in multiple industry sectors, and conducting multiple interviews of relevant stakeholders that manage the business travellers.



Risks of the Road for the International Traveller (2019)

Published by the Global Road Safety Partnership and International SOS Foundation. This white paper provides the latest information and advice on mitigation measures to keep your workforce safe on the world's roads.



Staying Safe and Healthy While Working Abroad (2019)

Developed in partnership with Heinrich-Heine-Universität Düsseldorf, International Social Security Association (ISSA) and Vision Zero and published by the International SOS Foundation. The guide provides an overview on how companies can implement a Risk Assessment procedure for business travels and international assignments, in order to protect their mobile workforce.



Field Trip Management (2018)

Published by the International SOS Foundation. This white paper outlines the framework and guidelines in order to mitigate and manage health and travel security risks related to local and international field trips organised by all educational institutions.



Communicating Risks with a Global Workforce (2018)

Published by the Business Continuity Institute (BCI) in partnership with the International SOS Foundation and Everbridge. The report assesses the importance of travel risk management communication with regard to; crisis handling, management buy-in, cross-functional working, speed and accuracy, practiced preparedness and benefits.



Teleconsultation Services for the Mobile Workforce (2019)

This paper provides multi-national organisations with insight into essential considerations when assessing a teleconsultation service. It is endorsed by the International Society for Telemedicine and eHealth (ISfTeH) and authored by Leading Legal Authority, Nathaniel Lacktman, Esq. and the International SOS Group Medical Director for Assistance, Dr Neil Nerwich.



Out in the World (2019)

Published by the International SOS Foundation. In this white paper the International SOS Foundation highlights the importance of health and safety risk mitigation in the education sector and includes a wide range of case studies from leading educational institutions.



Occupational Health: the Global Value and Evidence (2018)

Published by Society of Occupational Medicine (SOM), International SOS Foundation and KU Leuven University. This white paper discusses the value of Occupational Health (OH) from a global perspective and provides a synthesis of global evidence on the effectiveness of OH interventions and cost effectiveness.



Occupational Health & Safety and Workplace Wellness Reporting Guidelines for a Global Workforce: A Practical Guide for Internationally Operating Employers (2017)

Published by Sanicroft and The International SOS Foundation, this paper provides occupational health & safety and workplace wellness reporting guidelines for a global workforce. A practical guide for internationally operating employers.



Legal Responsibilities of Universities (2017)

Published by Sant'Anna and the International SOS Foundation. This white paper examines universities' legal responsibilities for the health, safety and security for students and staff.



Managing the Safety, Health and Security of Mobile Workers: An Occupational Safety and Health Practitioner's Guide (2016)

Published by IOSH and the International SOS Foundation. This work helps prepare the occupational safety and health practitioner to become part of a multidisciplinary team that manages work-related travel safety, health and security within an organisation.



Global Framework: Safety, Health and Security for Work-Related International Travel and Assignments (2014)

Published by the International SOS Foundation. This strategic framework guides the organisation in identifying threats and hazards, and managing risks to the safety, health and security of those travelling for their work or on international assignment.



Sending workers abroad: A Scottish Perspective on the Employer's Duties in Relation to Health, Safety and Security (2016)

Published by Burness Paull and the International SOS Foundation. This paper outlines the organisation's responsibilities towards the health and safety of their mobile workforce, as well as preventive principles, including travel risk policies, risk assessments, training, tracking and communication.



Return on Prevention: Cost-benefit Analysis of Prevention Measures for Business Travellers and International Assignees Study (2015)

The Foundation commissioned Prevent, a company that invests in the research, development and tools to facilitate and improve occupational safety and health practices, to author a Return on Prevention study. This award-winning research shows the return on investment for travel health checks and malaria programmes.



INTERNATIONAL CORPORATE HEALTH LEADERSHIP COUNCIL (ICHLC)

The International Corporate Health Leadership Council (the Council) is a non-profit 501(c)(6) foundation whose objective is to drive standards and policies that result in reducing risk and improving the delivery of healthcare to international business travellers, expatriates (and their families) and employees in emerging markets, wherever they may live or work. A subsidiary organisation from the International SOS Foundation, made up of the most senior leadership in corporate health - medical directors, corporate executives, thought leaders, and researchers - the Council produces periodic reviews of the latest health trends relevant to global enterprises. In addition, the Council provides key recommendations so that appropriate standards are benchmarked and best practices are identified and shared with those who make or influence policy decisions concerning the protection and preservation of human capital.

Mission

The Council is a forum where leaders in corporate health and medical services, including physicians, corporate executives, thought leaders, researchers and other stakeholders, can assemble, exchange ideas and issue reports that will drive standards and policies. These lead to reduced risk and improvements in the delivery of health services to international business travellers, expatriates (and their families) and employees (in emerging environments) wherever they may live or work.

Activities

The Council focuses on promoting the highest professional standards in international corporate health and advocating for those corporations and health practitioners engaged in achieving excellence in the care of a globally diverse workforce. By facilitating primary research, the Council intends to advance the international corporate health field and educate policymakers, when appropriate, regarding the positive contributions of corporations to the



health and safety of employees travelling and living abroad. On a yearly basis, the Council publishes a detailed report that qualifies, benchmarks and promotes the best science and practices in international corporate health.

Purpose

The Council's goal is to provide a first-of-its kind forum wherein corporate medical directors and other influential members can collaborate to develop a unified voice and platform, along with a strong business case to support their objectives that keeps employees (and their accompanying dependents) healthy, safe and secure while outside their home countries. By doing so, multi-national corporations around the world can build, adapt or change their global health initiatives to meet or exceed standards recognised by the Council. In addition, Council members can share best practices and insights among peers, thus offering an opportunity for professional growth.



Robert L. Quigley, MD
*D.Phil, Professor of surgery,
Council executive chairman*



Myles Druckman, MD
Council Chairman

TRAINING LIBRARY

Duty of Care Training

The International SOS Foundation has designed the world's only certified Duty of Care Training programme entitled, Safety, Health and Security for the Mobile Worker. The training course provides occupational safety and health practitioners with the knowledge and skills necessary to actively participate in the management of safe, healthy and secure travel for their mobile workforce. The course is targeted at occupational safety and health practitioners, travel managers, occupational doctors, and travel risk managers. Upon successful completion of a course, participants will be awarded a prestigious certificate from the Institution of Occupational Safety and Health.

Sustainability Management & Reporting for the Occupational Health & Safety Practitioner

As organisations focus on the response to the COVID-19 pandemic, occupational health & safety (OHS) has become a key area of importance, especially in regard to sustainability reporting. launched in 2019, this course provides occupational health & safety practitioners and sustainability specialists with the competence necessary to integrate workforce health & safety management and monitoring into their organisations' sustainability strategies. Upon successful completion of a course, participants will be awarded a CPD accredited certificate.

Workforce Wellbeing Training

The International SOS Foundation designed a new virtual training course entitled Workforce Wellbeing in 2021. Mental health and wellbeing have become one of the biggest challenges for employees and employers. As many workers struggle to manage an evolving work dynamic amidst a global pandemic, organisations must prioritise Wellbeing to avoid a decline in productivity and prevent burnout. This course provides individuals and leaders responsible

for wellbeing within their respective organisation, with the competencies necessary to plan, design and deliver best in class programmes. Addressing questions such as: how to develop a framework for Wellness/Wellbeing, how to uncover the right gaps, how to ensure that a programme evidence based, how to measure success and best report on Wellbeing within your organisation.

Crisis Management Response and Leadership

This new virtual training course is designed to provide individuals responsible for, or part of their organisations crisis management team, with the competencies necessary to actively participate in protection and resilience of their organisation, people and assets.

Throughout the programme, participants will learn the methodology behind an effective crisis management response, define the roles and responsibilities of a crisis management team, provide an effective approach for situation monitoring and decision-making. At the end of the course trainer/s will have simulations that will help you to learn, consolidate and apply crisis management response best practice techniques. Upon successful completion of a course, participants will be awarded a CPD accredited certificate.



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About International SOS Foundation

Celebrating 10 years as ambassadors for Duty of Care, the International SOS Foundation drives and promotes best practice in protecting employee safety, security, health and wellbeing. Through a range of groundbreaking thought-leadership, CPD and IOSH accredited training and expert led events, the Foundation helps to share vital insight, understanding, and practical risk mitigation measures. All employees need to be protected, at home or away, and the COVID-19 pandemic has created an evolving and complex Duty of Care landscape for organisations to navigate

The Foundation is a registered charity. Initially launched with a grant from International SOS in 2011, it is now an independent, non-profit organisation.

Published by International SOS Foundation on
21 September 2021.

International SOS
Foundation

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