

Global framework

Safety, health and security for
work-related international travel
and assignments



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and compiled by

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The International SOS Foundation

The International SOS Foundation seeks to improve the welfare of people working abroad through the study, understanding and mitigation of potential risks. The foundation was started in 2011 with a grant from International SOS. It is a fully independent, non-profit organisation.

The mission of the foundation 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 above-mentioned 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

This will be accomplished through research, analysis, and study to better understand the risks and to improve wellbeing.

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Executive summary

A benchmarking study of 628 organisations (718 respondents) carried out by International SOS on all inhabited continents, except South America, revealed that a significant number of organisations have put into place good practices designed to prevent problems, and protect travellers and international assignees. These organisations take a comprehensive approach to managing these risks by incorporating them within their broader occupational safety, health and security functions. Providing this protection is an integral part of competitiveness / legal compliance and delivering their corporate social responsibility aspirations.

While there are a number of instruments available to help protect the safety and health of workers, they are mainly focused on domestic issues. There remains a need to help organisations address their safety, health and security responsibilities towards workers (including employees, contractors and volunteers) travelling or on international assignment including their dependents.

The International SOS Foundation, under its mandate, has facilitated a meeting of leading international occupational safety, health, security and risk management experts with a view to providing organisations, workers and professionals in these disciplines with a document to help them realise their organisations' responsibilities. In doing so it has drawn on a number of sources, including but not limited to the International Labour Organization, the Health and Safety Executive (UK), the Government of Australia, the Government of Canada, the International Organisation of Employers, the Institution of Occupational Safety and Health (UK), the Universities Safety and Health Association (UK), Price Waterhouse Coopers, and International SOS.

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.

It leads the organisation through setting up a travel and assignment safety, health and security policy integrated within its existing policy structure. The framework sets out measures to formulate an organisation's travel risk and emergency management system, proposing key roles and responsibilities as well as developing competencies through training and education.

The planning and implementation section of the document guides the organisation under the capstone of the policy, to develop a situational analysis of where the organisation is at present and what needs to be established to effectively identify threats and hazards, and to assess risks, provide control measures or other means to identify the threat and hazard, and to prevent, eliminate, control and mitigate the risk. Part of the planning and implementation process is also to develop and maintain a system to effectively manage emergencies and crisis, on both an organisation-wide and a local level.

As with any effective management system, this guidance also outlines a range of different ways to consider the measures necessary to evaluate the effectiveness of the system through means such as performance measurement, incident investigation, auditing and management review as well as a means to develop actions to continually improve the system.

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Introduction

These guidelines help organisations manage the risks associated with sending workers and their dependents on international long-term or short-term travel or assignments. It does so by setting out what the organisations need to know, do, and pay attention to.

There are many reasons for organisations to manage these risks ranging from their duty of care, moral, legal, ethical, financial and reputational obligations. It is indeed important to look after workers, keep them healthy, safe and productive because it is good for business competitiveness and organisational resilience.

There is a growing awareness as well as a body of case law in many countries holding the organisation legally responsible for not taking reasonable measures to ensure the health, safety and security of persons travelling away from home for work. In some countries, there are standards and legislation extending the provisions of occupational safety and health laws to workers working outside of their home country.

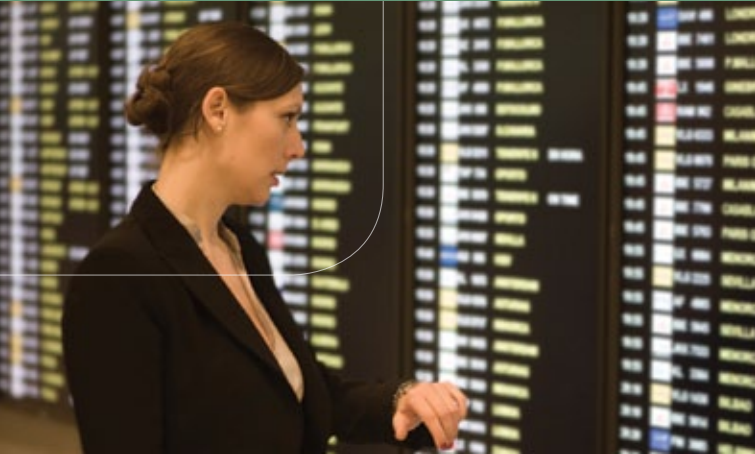
The effective management of travel safety, health and security risks requires strong leadership and commitment by workers and senior management. They need to arrange for the establishment and continuous improvement of a travel safety, health and security management system. The successful implementation of these arrangements can only work if everyone involved understands and carries out their responsibilities.

This document provides a framework to help organisations make travel and assignments safer, healthier and more secure. This framework should be used in conjunction with national law and practice as well as other relevant sources of advice such as government, institutional and regional travel warnings.

This framework is intended to be used by organisations and workers, as well as intergovernmental organisations, governments and others concerned with the safety, health and security of travellers and assignees.

This document brings together technical expertise from around the world. It was developed by the International SOS Foundation after consulting documentation and reviewing good practices in dealing with the organisation's responsibility for persons working away from home. It is based on the general outline, and elements of, the ILO Occupational Safety and Health Management System. (International Labour Organization, 2001)

At the time this document was composed, two countries, Australia and Canada, have clarified the national occupational safety and health legislation for employees working outside of their home country. In other areas of the world this legal coverage has been in place for a long time. A growing number of other countries have case law that holds organisations responsible for occupational injuries or illness related to work abroad. (Australian Government ComCare, 2013) (Foreign Affairs and International Trade Canada, 2012)



Rationale

There has been a considerable growth of international business travel and travel related to work. Mobility is increasing due to globalisation, new markets and the need for services.

Recent studies have shown that there has been a 25% increase of assignee levels over the past decade and a 50% additional growth in mobile workers is expected by the year 2020. (Price Waterhouse Coopers, 2012)

International travel is a large component of many organisations to such an extent that the definition of the workplace is evolving, integrating professional travel and assignments. The responsibilities of the organisation will therefore remain an important topic.

In the past, concerns and measures of protection focused on the business professional, or the 'executive traveller'. However, today there are many types of working travellers. They can be a senior executive who is travelling to close an important deal, a consulting technician who is travelling to service a system, a manual labourer working with a large group building a road through a jungle, or a domestic person hired abroad to work in a household. At any given time there are many types of workers travelling around the globe.

The risk for a worker travelling or working abroad can cover a wide range of issues in addition to 'traditional' occupational safety, health and security considerations. For example, latent health issues such as cardiovascular diseases, quality and accessibility of adequate health care, location-specific infection risks, lost medication, lost travel documents, the quality of state security and emergency services, road traffic accidents, political unrest, violent crime, terrorism and conflicts, major accidents, natural disasters, and cultural and legal complexities. Most often a situation can be dealt with locally with on-site advice, but sometimes a more complex intervention is needed.

Success in managing and recovering from an event requires a proactive approach to prevention and mitigation in order to minimise both the probability and impact on the individual and the organisation.

Organisations have often been misled in thinking that the only thing necessary to manage these situations is insurance. Even insurance that covers financial and medical risks may not provide adequate assistance. Insurance cannot replace prevention and response.

Organisations should ensure that adequate health, safety, security and legal protection measures are in place for their workers on international travel assignments for the following reasons:

- Prevention, response to, and mitigation of incidents reduces costly interruptions to business activities, **improves morale and strengthens productivity**
- The adequate identification of threats and hazards, and the management of risks during an incident may allow for the **continuation of activities** or the **development of new opportunities**, which could have otherwise been lost
- Meeting these responsibilities can mean a **positive return on investment**
- This protection is an important part of **corporate social responsibility**
- It is important to ensure that any relevant **legal obligations** are met
- Prevention, response to and mitigation of an event reduces the risk to an organisation being faced with **litigation**

The goal of this document is to provide a practical framework as to what are reasonable measures that an organisation can take before, during and after travel for achieving continual measurable improvement in occupational safety, health and security on international assignment.

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Objectives

The purpose of this framework is to assist the organisation in preventing, mitigating and responding to risks associated with international work-related travel and assignments by:

- Developing and maintaining policies and arrangements to protect workers and their dependents in respect of those risks
- Integrating these into the organisation's broader policies and procedures
- Establishing, maintaining and continually improving a system to identify threats/hazards and assess the likelihood/probability and impact/severity
- Motivating management, workers, and their dependents to improve travel and assignment safety, health and security

Scope

This framework addresses the main elements of:

- Policy
- Dynamic threat and hazard identification and risk assessment
- Organising, planning and implementation
- Evaluation
- Action for improvement

Detailed guidance on the following subjects is not included in this document and should be obtained from local sources or an organisation's documents:

- Business training on diplomacy/protocols
- Cultural norms and acceptable behaviours
- Locally-defined elements which can adversely affect safety, health and wellbeing if not understood

Further documents on the duty of care of the organisation for travel and assignment can be found on the International SOS Foundation website www.internationalsosfoundation.org.

Policy statement

Through developing and implementing a policy statement, the organisation and senior management demonstrate both leadership and commitment. The policy statement is specific to the organisation and aligns travel and assignment safety, health and security with the organisation's objectives. The statement should be dated and signed by top management.

There are three main elements that should be included in the policy statement:

- The statement of intent (or mission statement)
- The organisation of travel and assignment safety, health and security
- Arrangements

It is good practice to integrate this policy statement with the organisation's broader policies, in particular the occupational safety and health policy. Other organisational policies such as those for human resources, corporate social responsibility, ethics, sustainable development, travel and compliance are also relevant.

The statement of intent

The statement of intent should cover:

- Aims and objectives and how they are linked to the organisation's objectives
- Compliance with national and local legislation, codes of practice, and organisation's directives, where applicable
- The identification of threats and hazards, and a dynamic risk assessment
- A commitment to prevention, protection, mitigation and response to incidents related to safety, health and security while travelling or on assignment

The organisation

The organisation section of the policy statement defines key roles and responsibilities and who will carry out certain tasks. These will normally be described in job descriptions aligned within the organisation chart.

For example, it will identify the role and responsibilities of the managing director, levels of management, all relevant workers, competent persons and others.

This section could also describe how certain tasks are delegated to competent persons, having relevant knowledge, skills and experience (including but not limited to specialists such as those dealing with safety, health, security, risk management, travel, emergency management, occupational and travel medicine, and human resources). It may also describe the role of an outside organisation dealing with these issues.

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The arrangements

The arrangements section of the policy statement defines the 'how'. It explains in general terms arrangements to deal with global issues related to travel and assignment safety, health and security. It also defines special arrangements to deal with the identification of specific threats, hazards and risks identified during the risk assessment that go beyond the scope of the general arrangements.

Statements such as the following example should be included in the general arrangements section of the policy.

Arrangements will be put into place to:

- Carry out threat and hazard identification and risk assessments on a regular basis
- Put in place procedures to prevent incidents and provide adequate control of safety, health and security risks arising from work activities, travel or assignment
- Provide adequate training to ensure workers are competent to carry out their work in a safe and healthy manner, and can address travel and assignment-related risks
- Encourage and consult with workers on a day-to-day basis on travel and assignment safety, health and security issues
- Provide adequate 24/7 security support to individuals in their movement to and from location and in the functioning of their work
- Implement emergency procedures in case of incidents
- Evaluate and provide access to adequate health care and medical emergency plan for workers and their dependents on work-related travel or international assignments (including 24/7 medical contact)
- Ensure that all incidents are reported according to a fixed reporting matrix including medical events which happen during travel or assignment

Timing for review and modification

The policy needs to be reviewed periodically based on needs, experience as well as significant changes in environment. It should be modified as necessary.



Organising

Functional responsibility and accountability

Senior management

Senior management has overall responsibility for the **travel and assignment safety, health and security**. In addition they provide leadership for these activities by establishing structures and processes that would, in general terms:

- Ensure that line-management responsibility is known and accepted at all levels
- Define and communicate responsibilities to all relevant parties
- Ensure adequate communication arrangements for travellers and assignees
- Implement and review a clear policy with measurable objectives
- Establish effective arrangements to identify threats and hazards and eliminate or control travel and assignment risks
- Ensure adequate resources so that persons responsible for travel and assignment safety, health and security, can perform their functions properly

Manager responsible for travel and assignment safety, health and security

This manager (whether central or on-location) should have responsibility and accountability for the development, implementation, periodic review and evaluation of the system to manage travel and assignment safety, health and security for locations with or without a local organisational infrastructure. Good practice suggests that they ensure:

- A competent person plans travel and assignments for work
- Up-to-date threat and hazard identification and risk assessment are carried out and appropriate for every travel and assignment destination

- A system exists to establish types and categories of risk levels and protocols that require specific actions including measures to address high-risk locations and escalating risks
- Part of the travel and assignment approval process includes:
 - > A documented recognition that the relevant worker has read and signed, confirming that they are aware of associated risks, and measures to avoid or mitigate these
 - > A process that ensures that all relevant workers are medically fit to travel, having completed a pre-travel medical evaluation where appropriate, and that all necessary medications are prescribed and vaccinations are up to date
 - > A briefing for all relevant workers on safety, health and security arrangements
 - > Adequate training for all relevant workers on location-specific and traveller-profile information
 - > An effective system to monitor the location of relevant workers, to be used when indicated by the risk level protocol
- On-location organisational policy and procedures are integrated with local arrangements, such as notification and approval of incoming assignees or visitors, safe systems of work, and emergency procedures

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Other relevant internal stakeholders

Depending on the nature of the organisation, there will be internal stakeholders that have an interest in addition to the traveller or international assignee. These could be persons responsible for:

- Occupational safety and health
- Occupational medicine and health
- Security
- Risk management and insurance
- Human resources and international mobility
- Compliance
- Travel management
- Legal
- Financial
- Operations
- Business continuity and crisis management
- Corporate social responsibility
- Workers' representatives
- Training and education

Workers travelling or on international assignment

Having been adequately briefed and trained, workers need to actively cooperate in ensuring that travel and assignment safety, health and security policies and procedures are followed.

The worker should maintain situational awareness and report to their line manager (immediate supervisor) any changing situations which they perceive could affect their safety, health or security.

Individuals may be called upon to do a variety of tasks or perform services at a location where there is effectively no manager, supervisor or infrastructure.

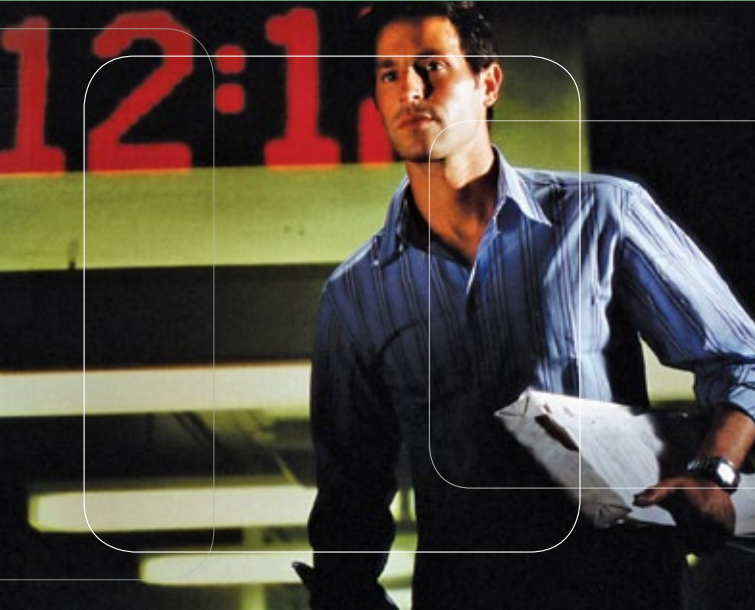
From an occupational safety and health perspective they should, at the very minimum, be knowledgeable and comply with national occupational safety and health legislation and the organisation's occupational safety and health directives.

Competence and training

The organisation should have sufficient travel and assignment safety, health and security competence to identify threats and hazards, eliminate or control travel and assignment-related risks. This should enable the implementation of an effective management system.

Training programmes should address:

- All workers and their dependents either travelling or on assignment, the individuals organising travel and the other internal stakeholders
- The profile of the traveller
- Travel and assignment health, safety and security prior to and during travel, while on assignment, and upon return
- Cultural and ethical considerations of the assignment location



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These programmes should:

- Target specific risks
- Be conducted by competent persons
- Include refresher training as appropriate
- Cover:
 - > Prevention of incidents
 - > Whom to contact and the procedures to follow should there be an incident
 - > Post-incident reporting requirements
- Include a mechanism to evaluate, assess and certify whether the participant has developed the necessary competencies for travel and assignment safety, health and security

Documentation

Travel and assignment safety, health and security management should be documented and maintained in a systematic manner.

- All documents in the system should be clearly written, understandable and easily accessible for those who need to use them. Specific documents, especially site-specific documents should be translated into a language the workers and visitors will easily understand.
- Relevant documents should be periodically reviewed and revised as necessary and traceable.
- Affected workers involved with travel and assignment safety, health and security should be aware of documents relevant to them, and have easy access.

Communication

Keeping relevant parties informed about travel and assignment issues is an integral part of the travel and assignment safety, health and security system.

Resilient procedures need to be established for two-way communications between the organisation and the workers including:

- Mechanisms to inform workers of developing situations and potential increased risk levels where they are travelling or where they are assigned and vice-versa.
- Mechanisms to keep workers' dependents informed about emerging situations.
- Access to a 24/7 reliable and timely information source.
- A mechanism allowing ideas, concerns, and good practice suggestions from workers, visitors and dependents on travel and assignment safety, health and security. These should be considered and shared as appropriate.

Planning and implementation

Initial review

An initial review is the first step in the planning process to put into place a travel and assignment safety, health and security system, and to establish a platform from which decisions can be made.

The information gathered and documented can also serve as a baseline from which continuous improvement can be tracked. Care should be taken to identify applicable legislation, administrative rules, codes of practice and other requirements (such as insurance requirements) the organisation has an obligation to comply with – both in the organisation's home country as well as in countries where workers and their dependents may travel or be assigned.

System planning, development and implementation

Following an initial review that establishes a baseline, the organisation will need to create and implement a plan that is based on competencies and objectives.

This plan should be in compliance with national laws and regulations in the organisation's home country as well as in countries where workers may travel or be assigned. It should describe the organisation's travel and assignment safety, health and security system with a view towards continual improved performance.

Based on the initial review, and taking into account information such as related incident reports, reports of best practices, information from third party providers and historical data, the organisation should specify the arrangements necessary to prevent accidents and protect workers and their dependents on travel and assignment. The scope of the planning arrangements should cover the development and implementation, and evaluation of the management travel and assignment safety, health and security system elements described in these guidelines.

Travel and assignment safety, health and security objectives

As part of the planning process, measurable objectives and key performance indicators need to be established. The objectives should be in line with the organisation's travel and assignment safety, health and security policy and based on the initial or subsequent reviews. These objectives should be SMART (**S**pecific, **M**easurable, **A**ttainable, **R**elevant and **T**ime-bound).

Threat and hazard identification and risk assessment

Carrying out threat and hazard identification and risk assessment

Threat and hazard identification and risk assessments are best carried out using a multi-disciplinary approach by:

1. Identifying the scope of the threat and hazard and assessing the risk – it could be geographic, related to a process, or related to an activity such as commuting from a hotel to a work site
2. Identifying the threats and hazards associated with tasks to be carried out – these could be related to travel, assignment and work, from a safety, health and security perspective
3. Determining which individual(s) might be harmed
4. Evaluating the risks and deciding precautions to take – including prevention, protection and risk-mitigation measures
5. Determining the residual risk (the risk that remains after control measures are in place)
6. Reviewing the assessment regularly, and updating it as necessary – when there are significant changes impacting the risk, such as political change, natural disasters, or changes in legal requirements, processes, and working conditions

Risk prevention and control

Prevention and control measures

Risks to travel and assignment safety, health and security should be identified and assessed on an ongoing basis. Preventive and protective measures should be implemented in the following order of priority:

1. **Eliminating** the risk
2. **Controlling** the risk
3. **Minimising** the risk

Emergency management

Effective management of travel and assignment safety, health and security risks require proactive actions designed to prevent these risks being realised. However organisations should also have global as well as local arrangements in place for when there is a crisis or an emergency. These include:

- Preparedness
- Mitigation
- Response
- Recovery

Organisation-wide emergency management

Emergency action plan

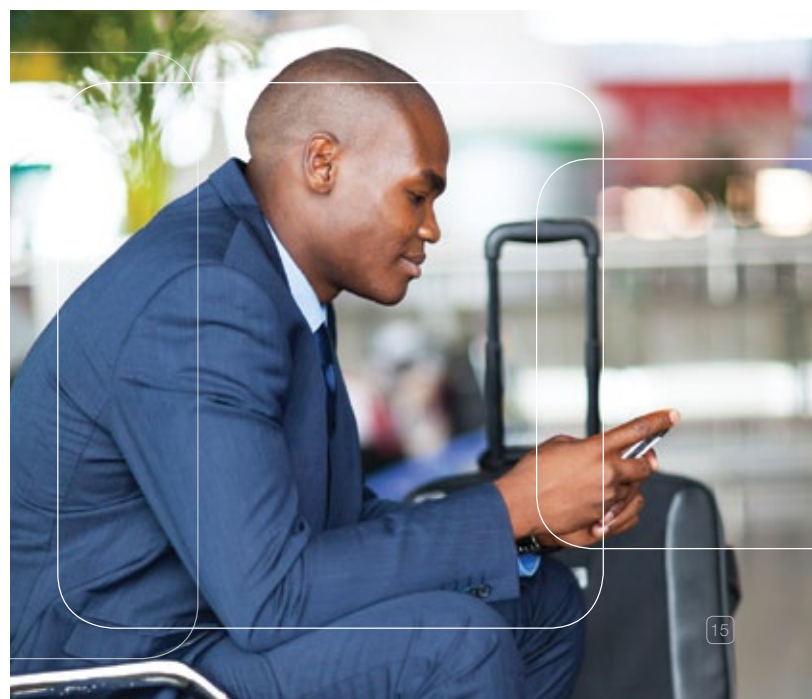
There should be a written emergency action plan which describes the authorities and responsibilities of key personnel including the emergency/crisis management team.

Emergency/crisis management team

The emergency/crisis management team manages situations that need coordination internationally and/or locally that may put the resources of the organisation at risk.

The emergency/crisis management team should be multidisciplinary, led by the senior manager and supported by a designated crisis coordinator and a communications professional (or their designates). Depending on the situation, it could include other functions such as:

- Occupational safety, medicine and health
- Security
- Risk management
- Human resources
- Legal
- Financial
- Operations
- Business continuity
- Other technical expertise



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Emergency response

Organisations should assess their capacity to respond to a critical incident, including access to information and adequate medical and security support on location. This may be a combination of:

- An organisation's dedicated resources (local or deployable)
- Local medical, security and emergency services
- External providers

Information and communication protocols will be critical to responding to any crisis and must factor in these response components.

Training for emergencies

Relevant training should be provided, including regular exercises in emergency prevention, preparedness, and response and recovery procedures.

Procurement

When purchasing, leasing or otherwise acquiring goods, equipment materials or services for use prior to and during travel or assignment, specifications should always incorporate safety, health and security requirements.

These specifications should be in compliance with national legislation, the organisation's policies and procedures, and other concerned documents (such as the organisation's insurance requirements). They should respect requirements both in the organisation's home country, as well as in other locations where workers may travel or be assigned.

Contracting

The organisation should work with all contractors to ensure that responsibilities are understood and assigned to address the safety, health and security of contractors, their employees and sub-contractors for travel and assignment, or when carrying out work for the organisation.

In doing so, consideration should be given to the following issues:

- Contractor competencies, including access to resources to function in a safe, healthy and secure manner
- Effective communication between all parties – including on work practices as well as prevention, control and emergency procedures
- Threat and hazard identification and risk assessment for travel and assignment
- Implementation of prevention measures, control measures and safe work procedures
- Emergency procedures
- Relevant risk, induction and refresher training
- Performance reporting, including reports on incidents such as accidents, exposures, injuries, illness, near misses and security considerations



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Evaluation and action for improvement

The organisation should put into place arrangements to see how effectively it is carrying out travel and assignment safety, health and security policies, arrangements and procedures. This can be carried out in a range of different ways, such as:

- Reporting on and evaluating key performance indicators
- Incident investigation (possibly including an independent mechanism for incident reporting)
- Internal as well as external auditing
- Management review

Based on the information resulting from these evaluations, corrective actions should be implemented where appropriate.

Continual improvement

A cycle of continual improvement is vital in the effective management of travel and assignment health, safety and security. The cycle should be dynamic and address the needs of stakeholders.

Concluding remarks

Global mobility is a significant and rapidly growing feature of today's world of work and organisational competitiveness. While this creates new opportunities it also changes the profile of risks. This trend requires a forward-looking, prevention-oriented approach, linked to occupational safety, health and security. Effective strategies and procedures are necessary to support organisational sustainability, reputation, corporate social responsibility and diversity.

This document aims to assist organisations to manage and control the risks, prevent incidents, protect their travelling staff, and be capable of responding to many different kinds of dynamic situations as rapidly and effectively as possible. It does so by setting out a framework to:

- Develop **organisational structures** to provide for the effective governance of the international travel and assignment programme
- **Identify threats and hazards**, and **manage the risks** that will reduce costly interruptions and negative outcomes
- Provide **focused training**, preparing and supporting travellers and international assignees – thus improving morale, demonstrating organisational commitment, and establishing a shared understanding of the support mechanisms that will be activated in the event of an incident, and providing the best chance for success
- Establish, communicate and maintain **effective emergency management** and contingency plans as well as stand-by resources for incident response to provide an efficient and effective intervention, should incidents occur

Through implementing this global framework the organisation can deliver measures which will not only save lives and reduce suffering, but will also be beneficial for individual and the organisation.

Travel Risk Mitigation Checklist

This self-assessment checklist is a tool for implementing actions to improve travel and assignment safety health and security related to work. It is based on the International SOS Foundation's Global Framework for Safety, Health and Security for Work-Related International Travel and Assignment.

Senior managers as well as occupational safety, health, security and risk managers should be involved in the completion of this assessment and the identification of priorities for action.

The checklist is divided into five major parts:

1. Policy
2. Roles and responsibilities
3. Planning
4. Implementing
5. Evaluating and action for improvement

Additional checklist items should be considered as necessary.

How to use this checklist

Assign a team of people to carry out the assessment exercise. The team should go through the following steps:

1. Review each item:
 - Think of how the item can be applied
 - If clarification is needed, ask the relevant manager
 - Check **Yes** or **No** for all items
 - Add comments, suggestions or reminders under Comments
2. Individually review items marked **No** and mark the ones that you consider are critical or important as **Priority**
3. Prepare suggestions immediately after completion of the assessment. These suggestions should address **what** action should be taken, by **whom** and **when**
4. If necessary, seek clarification from travel safety, health, security and risk management specialists with specialised knowledge in applying these competency items

Person completing checklist:

Date:

Organisation:

Location:

		Yes	No	Priority	Comments
PART 1: POLICY					
1.	Has an organisational policy been developed and implemented that aligns travel and assignment safety, health and security with the organisation's objectives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.	Has the policy statement been signed and dated by top management?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.	Is the policy statement integrated into the organisation's broader policies, in particular the occupational safety and health policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Policy: Statement Of Intent					
4.	Does the policy include a statement of intent addressing the following? <ul style="list-style-type: none"> • Aims and objectives • Compliance • Threat and hazard identification and risk assessment • A commitment to prevention, protection, mitigation and response to incidents 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Policy: Organisation					
5.	Does the policy have an organisation section that defines key roles and responsibilities, and who will carry out specific tasks?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6.	Does the organisation section describe the delegation of certain tasks to competent persons or an outside organisation?				
Policy: Arrangements					
7.	Does the arrangements section describe mechanisms to deal with general issues related to travel and assignment safety, health and security?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

		Yes	No	Priority	Comments
Policy: Arrangements (Continued)					
8.	Does the arrangements section define special mechanisms to deal with the identification of specific threats, hazards and the management of risks identified during the risk assessment and control measures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Policy: Review And Modification					
9.	Is the policy periodically reviewed and modified as necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

		Yes	No	Priority	Comments
PART 2: ROLES AND RESPONSIBILITIES					
Roles and Responsibilities: Senior Management					
10.	Is a clear policy with measurable objectives implemented and reviewed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
11.	Are there clear lines of responsibility indicated for senior management?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
12.	Is line-management responsibility known and accepted at all levels?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
13.	Are responsibilities defined and communicated to all relevant parties?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
14.	Are on-location organisational policy and procedures integrated with local arrangements? For example: <ul style="list-style-type: none"> • Notification and approval of incoming assignees or visitors • Safe systems of work • Emergency procedures 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
15.	Are adequate resources available allowing persons responsible for travel and assignment safety, health and security to perform their functions properly?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

		Yes	No	Priority	Comments
Roles and responsibilities: Manager responsible for travel and assignment safety, health and security					
16.	Does a manager (whether centrally or on location) have responsibility and accountability for the development, implementation, periodic review and evaluation of the system to manage travel and assignment safety, health and security?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
17.	Is a manager ensuring that a competent person plans work-related travel and assignments?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Roles and responsibilities: Workers travelling on international assignment					
18.	Do workers actively cooperate in ensuring that travel and assignment safety, health and security policies and procedures are followed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
19.	Do workers maintain situational awareness and report to their line manager (immediate supervisor) any changing situations which they perceive could affect their safety, health or security?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
20.	Are workers knowledgeable of, and do they comply with, national occupational safety and health legislation and the organisation's occupational safety and health directives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Roles and responsibilities: Contractors					
21.	Are arrangements made with all contractors to ensure that responsibilities are assigned and understood to address the safety, health and security of contractors, their employees and sub-contractors for travel and assignment or when carrying out work for the organisation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
22.	Are contractors competent, and do they have access to resources to function in a safe, healthy and secure manner?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

		Yes	No	Priority	Comments
PART 3: PLANNING					
Planning: Initial review					
23.	Has an initial review been conducted, including identification of applicable legislation, administrative rules, codes of practice and other requirements (such as insurance requirements) the organisation has an obligation to comply with - addressing travel and assignment safety, health and security - both in the organisation's home country as well as in destination countries?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Planning: System planning, development and implementation					
24.	Has a plan been developed and implemented addressing the organisation's travel and assignment safety, health and security system? Is this plan in compliance with national laws and regulations in the organisation's home country as well as in countries where workers may travel or be assigned?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
25.	Does the scope of the planning process cover the development, implementation and evaluation of the management of the travel and assignment safety, health and security system?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Planning: Travel and assignment safety, health and security objectives					
26.	Are there measurable objectives and key performance indicators in line with the policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

		Yes	No	Priority	Comments
PART 4: IMPLEMENTING					
Implementing: Training					
27.	<p>Do training programmes address the following?</p> <ul style="list-style-type: none"> Workers and their dependents either travelling or on assignment Individuals organising travel Other relevant internal stakeholders <p>Do these programmes take into account the profile of the traveller, location-specific information as well as ethical and cultural considerations?</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
28.	<p>Is adequate training provided to ensure workers and contractors:</p> <ul style="list-style-type: none"> Are competent to carry out their work in a safe, healthy and secure manner? Can address travel and assignment-related risks prior to and during travel, while on assignment and upon return? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
29.	<p>Are training programmes instructed by competent persons?</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<p>Do they include relevant risk, induction and refresher training for all workers and contractors as appropriate?</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
30.	<p>Do training programmes include whom to contact in case of an incident, procedures to follow and post-incident reporting requirements?</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
31.	<p>Do training programmes include a mechanism to evaluate, assess and certify whether the participant has developed the necessary competencies?</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

		Yes	No	Priority	Comments
Implementing: Medical and security					
32.	Is there a process that ensures the following? <ul style="list-style-type: none"> • All relevant workers are medically fit to travel (having completed a pre-travel medical evaluation where appropriate) • All necessary medications are prescribed • Vaccinations are up to date 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
33.	Is a briefing on safety, health and security arrangements conducted for all relevant workers and contractors?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
34.	Is adequate 24/7 security provided, where appropriate, to support individuals in their movement to and from location and in the functioning of their work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
35.	Is there an effective system to monitor the location of relevant workers, to be used when indicated by the risk level protocol?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Implementing: Documentation					
36.	Is there a system documenting that workers and contractors have been made aware of associated risks, and measures to avoid or mitigate these?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
37.	Is travel and assignment safety, health and security documented, and are the documents maintained in a systematic manner?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
38.	Are all documents in the system clearly written, understandable and easily accessible for those who need to use them?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
39.	Are specific documents, especially site-specific documents, translated into a language the workers and visitors will easily understand?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
40.	Are relevant documents periodically reviewed, revised as necessary and traceable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
41.	Are affected workers aware of documents relevant to them, and do they have easy access to these?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

		Yes	No	Priority	Comments
Implementing: Communications					
42.	Are relevant parties kept informed about travel and assignment issues as an integral part of the travel and assignment safety, health and security system?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
43.	Are resilient procedures established for adequate two-way communications between the organisation and the travellers and assignees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
44.	Are there mechanisms to inform workers and dependents of developing situations and potential increased risk levels where they are travelling or where they are assigned, including access to a 24/7 reliable and timely information source?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
45.	Are effective communications maintained between all parties – addressing work practices as well as prevention, control and emergency procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
46.	Are workers encouraged and regularly consulted on travel and assignment safety, health and security issues?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
47.	Is there a mechanism to gather, consider and share ideas, concerns and good practice suggestions from workers, visitors and dependents?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Implementing: Threat and hazard identification and risk assessment					
48.	Has the scope of threats, hazards and assessed risks been defined, taking into account elements such as the following? <ul style="list-style-type: none"> • The geographic perspective • The environment • Travel and work-related processes and activities, such as commuting from a hotel to a work site 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

		Yes	No	Priority	Comments
Implementing: Threat and hazard identification and risk assessment					
49.	Are up-to-date threat and hazard identification and risk assessments carried out and appropriate for every travel and assignment destination?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Do they include measures to prevent, eliminate or control travel and assignment risks for workers and their dependents?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
50.	Has a determination been made during the risk assessment who could be harmed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
51.	Have the risks been evaluated?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
52.	Is there a system to establish types and categories of risk levels and protocols that require specific actions, including measures to address high-risk locations and escalating risks?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
53.	Are risk prevention and control measures implemented in the following hierarchical order? 1. Eliminating the risk 2. Controlling the risk 3. Minimising the risk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
54.	Have the risk assessments been regularly reviewed and updated as necessary, taking into account significant changes impacting the risk?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Implementing: Emergency Management					
55.	Are global and local arrangements in place to manage an emergency or crisis, including preparedness, mitigation, response and recovery?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
56.	Does the organisation have a written emergency action plan which describes the authorities and responsibilities of key personnel, including the emergency/crisis management team?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

		Yes	No	Priority	Comments
Implementing: Emergency Management					
57.	Does the emergency/crisis plan cater for all workers including travellers, assignees, dependents and local employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
58.	Does the organisation have a multidisciplinary emergency/crisis management team, led by the senior manager and supported by a designated crisis coordinator and a communications professional (or their designates)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
59.	Can the emergency/crisis management team call on other functions (as needed)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
60.	Has the organisation assessed its capacity to respond to a critical incident including emergency medical plans?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
61.	Does the organisation have access to information and adequate medical and security support on location, including local or deployable dedicated resources, local medical, security and emergency services, and external providers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
62.	Do workers and their dependents on work-related travel or international assignments have access to adequate health care and medical emergency plans (including 24/7 medical contact)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
63.	Are information and communications protocols in place factoring in the above-mentioned response components?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Implementing: Procurement					
64.	Does the organisation provide regular training for emergencies, including exercises in preparedness, mitigation, response, and recovery procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
65.	Are goods, equipment materials or services for use prior to and during travel or assignment specified to incorporate safety, health and security requirements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

		Yes	No	Priority	Comments
PART 5: EVALUATING AND ACTION FOR IMPROVEMENT					
66.	Are these specifications in compliance with national legislation, and the organisation's policies and procedures both in the organisation's home country, as well as in other locations where workers may travel or be assigned?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
67.	Are arrangements made to see how effectively the organisation is carrying out travel and assignment safety, health and security policies, arrangements and procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
68.	Are reports submitted and evaluated on achieving key performance indicators?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
69.	Are travel and assignment related incidents including accidents, ill health, and security events reported according to a fixed reporting matrix and investigated?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
70.	Does the organisation require the contractors to undertake performance reporting, including reports on incidents such as accidents, exposures, injuries, illness, near misses and security considerations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
71.	Are travel and assignment safety, health and security arrangements internally and externally audited?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
72.	Is there a provision for management to review the arrangements, procedures and evaluation reports for travel and assignment safety, health and security?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
73.	As a result of the evaluation mechanisms, are corrective actions implemented where appropriate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Evaluating and action for improvement: Continual improvement					
74.	Is there a dynamic cycle of continuous improvement addressing the needs of stakeholders?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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