Duty of Care Case Studies
How High-Performing Organisations Protect Their Global Workforce
Preface

On 16 June 2016, the International SOS Foundation hosted its inaugural Duty of Care Awards (www.dutyofcareawards.org) in Hong Kong. This gala event was the first-of-its-kind honouring organisations making a significant contribution to protecting employees working overseas and in challenging locations.

Many of our award entrants have made sizable progress towards meeting their Duty of Care responsibilities. We were encouraged by the number of award entries. In our first year, we received more than 100 awards applications from more than 18 industries in 29 countries. Entries were submitted from diverse job roles including Human Resources, Occupational Health & Safety, Travel, Legal, Risk and Security functions.

Our nine distinguished judges volunteered their time, assessing each entry according to stringent criteria: Leadership commitment, employee involvement, innovation, performance improvement and stakeholder engagement. The winning entries had to demonstrate measurable, objective results.

From these entries, our jury chose the top five 2016 global winners whose case studies are included in this publication. Additionally, the judges selected 13 more highly commended global winners with exceptional Duty of Care programmes. In Hong Kong, together with the Employers Federation, the jury nominated five highly commended local winners that were recognised at the awards evening.

The case studies within this publication demonstrate the ground-breaking, innovative work to mitigate risk, improve organisational resiliency and protect workers worldwide. We hope that readers find these examples inspirational as they look to enhance their Duty of Care programmes.

The International SOS Foundation

Above United World Cottage of SE Asia, Highly Commended in the Innovation Category.
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Introduction

The 2016 Duty of Care Awards were established to help identify and promote best practices in maintaining the health, wellbeing, security and safety of people working worldwide. More and more organisations are adopting measures to protect their workforce and avoid the risks of injury or exposures leading to ill health.

We are pleased to share five case studies from our category winners with you. These include:

**SAP SE**, winner of the Communications category, who used a variety of practical and efficient methods to communicate with its workforce on the availability of travel safety and security resources.

**Alcoa**, winner of the Partnership category, who helped prevent the spread of Ebola in Guinea by working with its employees, community leaders, NGOs, academic institutions and key public health agencies.

**Thomson Reuters**, winner of the Innovation category, who developed a web-based Intelligence Management System to improve its ability to process information and make risk-based decisions.

**OCBC Bank**, winner of the Thought Leadership category approached Duty of Care from the standpoint of business continuity. The bank adopted a holistic, enterprise-wide approach to strengthening its risk culture, operational resiliency and mitigate health and security threats to employees.

**Dow Chemical**, winner of the Resilient Care category developed an extensive range of services to ensure the health and wellness of 1,500 staff and their families relocating to Saudi Arabia.

These winners help advance the International SOS Foundation’s mission to promote leading practices in mitigating risks linked to global mobility. The examples highlight how Duty of Care is tackled by a variety of industries. Common to all is a scalable, dynamic approach. The winners established systems, processes and partnerships taking into account the fluctuating nature of risk and threats to health and security.

Finally, Kai and I would like to congratulate the 2016 Duty of Care Awards winners. We are appreciative of those who participated in this event and their support to further the availability of educational resources that ultimately help protect people and save lives.

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Laurent Fourier  
Co-Executive Director  
International SOS Foundation

Kai Boschmann  
Co-Executive Director  
International SOS Foundation
2016 Duty of Care Winners

Communication Award Winner:
SAP SE

Highly commended:
• Nippon Steel & Sumikin Eng. Co Ltd.
• Sony Pictures Entertainment

Partnership Award Winner:
Alcoa, Inc.

Highly commended:
• English Schools Foundation (ESF)
• Johnson & Johnson
• Walgreens

Innovation Award Winner:
Thomson Reuters

Highly commended:
• United World College of SE Asia
• CBM

Thought Leadership Award Winner:
OCBC Bank

Highly commended:
• BOSAL
• Chinese International School
• CGIAR Consortium

Resilient Care Award Winner:
The Dow Chemical Company

Highly commended:
• Environmental Resources Management (ERM)
• Harris Corporation
• Samsung Engineering Co. Ltd

Above 2016 Duty of Care Awards winners.
Case Study One: SAP’s Travel Safety & Security Awareness Campaign

SAP’s practical approach to communicating with its global workforce

SAP SE, winner of the International SOS Foundation’s 2016 Duty of Care Awards in the Communications category, used a variety of methods to communicate with its workforce on the availability of travel safety & security resources. As part of its global security communications, the company provided preventive education and raised awareness on how to get assistance on trips abroad at SAP.

It often takes a catalysing event for an organisation to consider enhancing its approach to Duty of Care for its workforce. In 2009, the Swine Flu pandemic triggered health concerns worldwide. In response, many employers activated their infectious disease preparedness plans to reduce the spread of influenza.

As a result, SAP, a world-leading enterprise software provider, realised it could do even better to communicate with its employees for more effective crisis management. With 82,000 employees in 190 countries worldwide, the company had put substantial resources behind its workforce to mitigate travel safety & security threats. The challenge was communications: How could the company better inform employees about which services were available and how to use them? How could they raise awareness to complement day-to-day operations?

Find executive sponsorship

“Executive sponsorship is very helpful in driving internal initiatives. The more senior the buy-in, the more likely the initiative will receive the focus it needs to thrive,” says Mathias Braje, Head of Corporate Continuity, SAP SE.

With the Chief Financial Officer and the Chief Security Officer behind its new travel safety & security campaign, the programme had a strong start. The goal was to educate SAP’s global workforce on travel safety & security incident prevention and how to get timely assistance.

This campaign was an important component to strengthening the company’s awareness related to travel risks. From the start, the programme owners set clear KPIs to measure effectiveness. These metrics were practical and included the numbers of employees taking training, viewing relevant intranet pages, receiving travel briefings and downloading Apps.

Partner with your internal communications team

As a secondary step, SAP looked to promote its travel safety & security programme. The company set up an interdisciplinary steering committee with the HR, security and internal communications departments. Mathias says: “Our internal communications team knew which channels: email, intranet, social media, events and so on would be best suited to our campaign.”

The company set up a jam page (a company-owned social media tool) where employees could chat and navigate to training links. SAP also issued stickers that could be put on mobile phone cases and laptops advertising a 24/7 traveller hotline. Face-to-face communications were also used. “We included a one-page guidance on travel security in all line managers’ quarterly information packs. They could then share and discuss this information with their direct reports.”

Learn what works best

SAP has an iterative approach to improving communications. KPIs play a strong role in determining which methodology is most successful. The company examines a variety of statistics including the number of employees interacting on
Top Arnaud Vaissié, Mathias Braje and Andrew Sharman. Above Smartphone Apps can facilitate travel risk awareness.
the jam page, requesting security briefings and downloading the Assistance App. Some approaches, like including information on travel security resources in internal conference packs (for large events with 5,000 participants), were often more engaging than others like email blasts.

**Pick your moments**
Anticipating events such as natural disasters, terror attacks and infectious health threats is part of enterprise risk planning. SAP prepared communications and reporting templates ahead of time to be responsive to enquiries when incidents occur. In the weeks following the Brussels and Nice attacks, the security team issued communications to all employees on the travel security resources available to them. “Choosing the right moment to communicate is crucial. Timing is everything. When events are in the news, employees are often most receptive to receiving information about their safety & security.”

“Reducing travel safety & security risk is critical to our global operations. We have robust resources in place for employees wherever they work. This is often a differentiator for us in recruiting talent. Employees want the reassurance that their employer is going to protect and support them wherever they travel for work. We can communicate this message clearly.”

**About SAP**
As a market leader in enterprise application software, SAP (NYSE: SAP) helps companies of all sizes and industries run better. From back office to boardroom, warehouse to storefront, desktop to mobile device – SAP empowers people and organisations to work together more efficiently and use business insight more effectively to stay ahead of the competition. SAP applications and services enable approximately 335,000 business and public sector customers to operate profitably, adapt continuously, and grow sustainably. For more information, visit www.sap.com.

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### STEPS BEST PRACTICES IN COMMUNICATIONS

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<td>Examine KPIs and adjust your campaign according to what media, messages and timing are most effective.</td>
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Case Study Two: Alcoa Partners to Fight Ebola in West Africa

How Alcoa set out to protect its employees, its business, the local community and beyond

Alcoa, winner of International SOS Foundation's 2016 Duty of Care Award in the category Partnership, worked with many others to safeguard its employees and their families, as well as the wider community, in the face of the Ebola outbreak.

The largest Ebola epidemic in history began in West Africa in December 2013. As the cases and deaths mounted, the gravity of the outbreak became vividly clear to Alcoa, a company with operations in West Africa. At risk from the disease were Alcoa’s 13 Guinea-based employees, their families and communities in Conakry and Boké and 2,500 employees at Alcoa’s partner Compagnie des Bauxites de Guinée (CBG). The supply of bauxite to the company’s alumina refineries in San Ciprian, Spain and Point Comfort, Texas was also at risk. Plus, there was significant potential for further downstream business disruption.

Quick action was needed. Not only to protect employees and their communities from contracting Ebola but to bolster the local and country-level response. Making the most of existing partnerships was at the heart of these activities.

A cross-functional team
To meet the extreme challenge posed by the Ebola outbreak, Alcoa established a cross-functional, global Ebola Monitoring Team. These experts represented core disciplines including Security, Government Affairs, Communications, Business Operations, Medical and Health, and the Alcoa Foundation, Alcoa’s charitable arm.

The team’s charge was to monitor the epidemic, advise on local health protection measures, address communications needs, engage with public health authorities and NGOs and assure business continuity as far as possible. This all had to be achieved in a culturally-sensitive manner.

The team took quick action to train all Alcoa Guinea employees and their families on Ebola prevention practices. The training materials and best practices were then shared with CBG.
Identify key partners
The Stop Ebola Campaign went well beyond the immediate Alcoa and CBG businesses. This showed both Alcoa’s ongoing commitment to the local communities in which it operates and the realities of the Ebola outbreak.

Dr James Wesdock, Alcoa Health Director, was the team leader. He says: “Given the nature of the disease and its methods of transmission, enhanced and sustained community engagement was essential. We worked through existing community development programmes to deliver vital training on sanitation and Ebola prevention.”

The team forged relationships with a range of reputable and experienced NGOs, academic institutions and key public health agencies. Another ongoing partnership was with International SOS, who provided further access to pandemic preparedness, specific resource materials and expert guidance.

The team worked with other multinational corporations in the region via the Ebola Private Sector Mobilization Group (EPSMG). This created a focal point for private sector coordination, advocacy, and information sharing, thus promoting best practice.

Develop materials from reliable sources.
An early challenge was obtaining credible information about the disease. In first months of the outbreak, there was much disarray and misinformation. Against this background, the team pulled together accurate and up to date information to assist in the identification, tracking, and prevention of Ebola. It used both its internal resources and a wide range of external materials from leading experts and organisations.

Deliver extensive training
The Alcoa Foundation partnered with international health NGO, Jhpiego, to provide infectious disease preparedness training for health care workers in the Boké Region. A series of five-day training sessions were conducted in several local languages. These took place at three local health facilities, serving more than 200,000 Guineans. Follow-up training provided coaching to improve hand washing practices, waste management and remove of protective masks and clothing.

Other initiatives delivered training in 13 literacy centres in the Boké region of north-west Guinea, train-the-trainer sessions for representatives of 9 villages and a Fishing Port Sanitation Programme held at 18 fishing ports near Kamsar. These reached thousands of people, both directly and indirectly.

All objectives were achieved. There were no Ebola cases among Alcoa employees or family members. The bauxite supply to Alcoa’s refineries remained uninterrupted. Long-term healthcare capacity was bolstered. More broadly, the Stop Ebola Campaign helped ensure economic continuity for Guinea at a time of severe crisis. The President of Guinea publicly acknowledged the contribution made by Alcoa and the Alcoa Foundation.

Dr Wesdock summarises: “Alcoa is well-connected, keen to collaborate and openly share solutions to improve public health. In response to the Ebola outbreak, we used our existing partnerships for the betterment of both our employees and the wider community.”

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<td>Deliver training using existing community partners and resources.</td>
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<td>Step 5.</td>
<td>Share information and best practices.</td>
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Top Arnaud Vaissié, Dr James Wesdock and Andrew Sharman. Left Training public health workers. Right Engaging local communities in Ebola prevention.
Case Study Three: Thomson Reuters Develops an Innovative System to Aid Horizon Scanning and Incident Management

How the Thomson Reuters Intelligence Management Dashboard helps protect its people and assets

Thomson Reuters, a global information company, operating in over 100 countries and winner of International SOS Foundation’s 2016 Duty of Care Award in the category Innovation, wanted to increase the safety of its people and assets by improving its global 24/7 situational awareness. It developed a web-based Intelligence Management System to improve its capacity to absorb and process relevant information streams and in turn, enhance the risk-based decision-making process.

With the immense volume of information about travel and security incidents available to Thomson Reuters, determining the events which potentially affect its people or assets becomes a challenge. This need fuelled an internal project to find a consistent and systematic way of analysing the information. Also, there was a requirement to streamline the process of taking the right actions to support Thomson Reuters staff and protect assets in all locations. At the same time, this had to be achieved without requiring additional resources.

An expansive approach
The first step for Thomson Reuters was to restructure the way it handled travel and people risk. This responsibility was given to its Corporate Security Department. In the past, Corporate Security had focused more on physical security within the workplace. Now it was to adopt a holistic risk management approach, leveraging strengths of internal resources and existing partnerships and by doing so, managing all aspects of risk faced by their people.

Making the most of intelligence
It helped that Thomson Reuters already had good information resources, both internally, as well as through external partners. This included access to real-time or near real-time information about the latest protests, strikes, terror attacks, weather alerts and more. In addition, Thomson Reuters used International SOS’ TravelTracker to track and communicate with travellers, and handled hundreds of alerts per month. Having this information at hand was a great start. The fact that there would be no additional costs in acquiring such information had the added benefit of gaining buy-in from senior management.

To make the most of this information, a new framework was needed. A web-based programme was developed to include a questionnaire and mapping functionality linked to a database. It is called the Intelligence Management Dashboard (IMD). Each Security Analyst must answer a number of short questions on each incident within 10-20 minutes of receiving an alert. It only takes a few moments to do so. Questions clarify aspects such as the time, date and location of the incident, including its proximity to Thomson Reuters offices. Other parameters that are established include incident classification: is it a protest, natural disaster, terrorist attack, a transport strike, etc. Any Thomson Reuters Assets affected (people or property) are recorded. Security Analysts are prompted to describe further events in their own words. They also classify the level of risk posed to the company and its assets. The Analyst then chooses what action to take. Options range from seeking more information to triggering existing crisis management procedures.

The questionnaire process is flexible to the type of event. If an incident is not near Thomson Reuters assets or where travellers are located,
then the questions are abbreviated. Events with the potential to affect assets require more robust documentation and follow-up. This consistent, yet streamlined analytical approach allows Thomson Reuters to not only to effectively manage and process incoming feeds, but also ensures that the output is actionable and reliable.

A broad perspective
As well as reporting current events, the database covers thousands of incidents occurring globally in the last three years. The result is a wealth of data plotted against Thomson Reuters assets and people. Users can quickly view dashboard charts and other data to help them analyse any incident. For example, they can quickly measure the trends in frequency, seasonality and type of incident, by region, or over a set period.

IMD has led to increased performance on a cost neutral basis; Security Analysts can quickly process 300% more information feeds than before. At the same time, the quality of their work is consistent across the entire team, and the tool’s web-based nature allows users to collaborate to eliminate any potential inaccuracies.

Other benefits
The IMD brings other benefits too. It can help support new business opportunities. It can be used to analyse optimal locations or risk mitigation strategies for offices, events, and projects. Again, using both current and historical data. For example, if deciding where to locate an office, the information can be used to determine if the area is frequently subject to disruption caused by protests or has a higher rate of security-related incidents. The IMD also acts as a management tool. Managers can standardise job performance and set KPIs for Security Analysts according to how well they use the IMD system. For example, they can check the timeliness and accuracy of each report and compare results between different individuals. They can then review the competency of decision-making based on the information received and provide more targeted and bespoke training if warranted.

Daniel Salomonsson, Director, Risk & Compliance, EMEA & APAC who invented the Intelligence Management Dashboard summarises:

“The Intelligence Management Dashboard creates global situational awareness and allows desk officers to mitigate threats to the business quickly and effectively. It’s great to know that nothing is missed. We can also review incidents retrospectively to see how they were handled and what can be improved. We believe this system has made a real difference.”

Above Arnaud Vaissié, Daniel Salomonsson and Andrew Sharman.

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<td>Use existing sources of information.</td>
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<td>Assess information to establish relevance.</td>
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<td>Step 4.</td>
<td>Deepen analysis with historical data.</td>
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<td>Step 5.</td>
<td>Optimise opportunities to use the information.</td>
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Case Study Four: OCBC Adopts a Holistic Approach to Crisis Management

How OCBC developed a centralised system to better respond to events

OCBC winner of International SOS Foundation’s 2016 Duty of Care Award in the category Thought Leadership forged a new path to adopt a holistic, enterprise-wide approach to dealing with crises and other events. The financial institution was better able to improve business continuity and meet Duty of Care obligations to employees.

Risk management is a crucial business function. Employers need to assess, prioritise and mitigate threats to their operations and people. OCBC recognised that it is critical to identify and manage these risks effectively to enhance resiliency. In much of the financial sector, risk management has been siloed; physical security, intelligence and business continuity functioned independently. At times, this could lead to slower decision-making, when rapid responses were required.

A fresh approach was needed: an end-to-end approach to detecting, monitoring and responding to any incident or crisis situation. This, in turn, required cooperation across the business and innovative thinking.

Integration and collaboration

The first move was integrating Physical Security (PS) and Business Continuity Management (BCM) into a single organisation. Its task is to provide governance and an oversight function to ensure business units are engaged and aware of the prevalent risks.

John Francisco, Head of Corporate Security explains: “With the integration of PS and BCM, OCBC is able to manage the full lifecycle from the initial response to business continuity. Its strength lies in having a barrier-free exchange of information and responsiveness during crisis situations.”

This active governance role extends to risk assessment. A robust programme is in place to ensure regular assessments across the business to identify any risks or threats that employees or the company could face. It is again the process of collaboration — between business units and corporate security — that makes the difference.

Centralised operational systems

Next, a Global Incident Management Centre (GIMC) was created to detect, monitor and respond to crises or incidents. It actively examines a range of online information sources to spot emerging threats. Various security systems covering ATMs, individual branches, data centres and office locations are monitored centrally at the GIMC as well.

Information is assessed, tracked and updated at each operator’s console and projected onto a video wall. This enables the GIMC team to understand the current threat situation holistically.

GIMC also maintains the Health and Safety dashboard where employees obtain information about travel classifications, air pollution information, contact numbers and all travel advisories.

Leading edge communications

Another key feature of this centralised system is the Incident Response Information System (IRIS). IRIS is linked to the HR database for up-to-date synchronisation of employee contact details. It can activate real-time crisis communication with all employees and perform employee roll-call health checks; communications can be targeted at specific groups (for example, staff in a particular location) and seek their responses. The status of the sent message, its receipt and the recipient response is tracked so employee wellbeing can be monitored in real-time.
Communications and instructions can be sent through various channels. These include SMS, voice messages and email to staff registered mobile, office phone and email accounts. IRIS has the capability to send 600 SMS messages and more than 300 emails per minute.

IRIS enables GIMC to communicate with multiple incident response teams, coordinate and track multiple complex tasks, collate and provide real-time updates to the Crisis Management Team and provide an auditable trail of actions.

IRIS takes away the need for CMT members to be physically present. It can initiate a Virtual Command Centre connecting CMT members by a conference call bridge and provide visual information on the status of the crisis via smart mobile devices.

**Strengthened risk culture**
Corporate Security has put in place awareness programmes and operational risk accreditation programmes to ensure employees are always ready to manage an incident or crisis. This is vital as OCBC expands into new territories. OCBC also organises Corporate Security Seminars to raise employee awareness of security, travel and medical risks in different countries.

The involvement of Corporate Security subject matter experts in this process is another example of this mindset change aimed at enabling broad collaboration throughout the business.

As John Francisco concludes: “In the past, we had numerous manual processes which were time-consuming and slowed our response time during crises. The GIMC and IRIS provide real-time information so that the responsible stakeholders can make informed decisions in a coordinated fashion. We can reach out to targeted employees quickly and in certain circumstances, locate them when required. This provides our people and our organisation peace of mind that the entire lifecycle of an incident is managed effectively.”

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Case Study: Dow’s Resilient Care Initiative in Saudi Arabia

How Dow supports employees and their families in a challenging location

Dow, winner of International SOS Foundation’s 2016 Duty of Care Award in the category Resilient Care, faced many challenges when relocating 1,500 staff and family members to Saudi Arabia. It developed an extensive range of services to ensure the health and wellness of all employees and family members before and during the relocation. The established programme continues for current relocated staff and family members.

In 2011 The Dow Chemical Company and Saudi Arabian Oil Company (Saudi Aramco) announced the formation of Sadara — a major joint venture in the Kingdom of Saudi Arabia (KSA). To build and start up the new integrated manufacturing hub and company would involve relocating around 1,500 Dow employees and family members.

As Johanna Söderström, Dow corporate vice president, Human Resources, points out: “Recruiting, relocating and retaining that many people is never easy; but this relocation was even more challenging than usual. It involved 30 different nationalities, many individuals who had never travelled abroad, and going to an unfamiliar location. Our commitment was to provide expats with a positive life experience and productive work environment.”

The location itself brought further challenges: developing country conditions, culture shock, security risks, a harsh climate (heat, sand), health concerns (MERS, Ebola), high risk of vehicle accidents, and the challenge of being in a vastly different environment in general.

To manage these many concerns Dow developed a comprehensive programme to ensure the well-being of its expat community. This contained a number of key elements.

An appropriate organisational model
At the very start of the project, an Executive Steering Committee was formed. It provided ongoing guidance and oversight of the whole process of selecting, relocating and supporting those employees who went to KSA. A series of support teams then carried out individual tasks. For example, a Mobility Team was formed to focus on relocating employees. These support teams were dedicated solely to the KSA project. This particular approach means employees receive excellent attention from functional experts with local knowledge.

Further ongoing support was provided by a Cross-Functional ‘SWAT’ Team of Human Resources (HR), Health Services, and Safety/Security. Functional Liaison Roles were established to collaborate with Sadara on employee issues.

Beyond the work environment, Guest Relations Offices were created for each compound to interface with compound management, to support the expat community and encourage social engagement. Also, a 24/7 KSA Support Centre provides concierge services, emergency support and issue resolution.

Comprehensive Assignment Readiness and Fitness Programmes
Pre-departure and post-arrival training and support were offered to employees and families to help them settle in their new environment. These were supplemented with monthly ‘Ask the Saudi Expert’ meetings, and a Buddy Programme.

On the social side, company-sponsored activities were held regularly, and special events
Top Arnaud Vaissié, Joseph Brewer, Ava Johnsey, Dr Ashish Mishra and Andrew Sharman. Above Johanna Söderström, Dow Corporate Vice President, Human Resources.
Top Sadara plants, Jubail Industrial City, KSA. Above Local and assignee cultural exchange.
hosted at the compounds. These range from sporting contests to dinner/dance parties and local tours.

**Enhanced Safety and Security**

Again the challenges were unique. As Söderström says, “The regional security concerns in KSA required a more robust programme than Dow had ever implemented elsewhere.”

All living compounds were subject to security vulnerability assessments. Periodic inspections, training and drills were regularly conducted at each one. Security was also a key factor in the selection of schools, hotels and malls for employees and their families to attend and patronise.

Another challenge in KSA was transportation. Road safety and legal issues in the event of an accident could have presented problems, and there were restrictions on women driving. To address this Dow worked with a local transportation company to provide solutions. All contracted drivers participated in defensive driver training and safety classes. All accidents and near misses were investigated. Emergency panic buttons, GPS tracking equipment, speed regulators and tinted windows were fitted in all vehicles to promote safety. For any emergencies, a smartphone application called ICE (In Case of Emergency) Bridge was designed whereby users press a button to connect immediately with the KSA Support Centre for assistance.

**Health and Wellness**

As well as carrying out pre-assignment medical checks, significant medical support was arranged within KSA. A network of suitable hospitals was identified, supplemented by on-the-ground Dow Health services support to deal with acute health conditions. An Employee Assistance Programme offered confidential advice on personal, financial, legal and other matters.

The Dow KSA Crisis Management team conducted pandemic preparedness planning and employees received regular updates on MERS-CoV and other conditions. Ongoing health and wellness were encouraged with a variety of initiatives. There was no MERS infection of anyone in the Dow programme.

**Communications Plans**

Effective communications addressed the inevitable concerns felt by expats in KSA. Quarterly sessions at each compound provide updates on HR, health services and safety/security issues. If threat levels are elevated, or significant events occurred, ICE Bridge provided immediate updates via SMS/text messaging.

More general health, cultural, security, travel, and immigration matters were reported in an expat newsletter sent to all employees, including information to be shared with their spouses. To help employees feel more connected with the corporate home location, ‘Townhall Sessions’ were held when senior Dow executives visited.

As Söderström concludes: “By addressing the concerns of the expat community, Dow created a caring and supporting environment for individual success and fulfilment. Our expats responded with resiliency and dedication to challenging life and work situations. Outstanding results, such as low attrition rates, high employee satisfaction and a high acceptance rate for assignment extensions, speak to the programme’s success.”

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**STEPS BEST PRACTICES IN RESILIENT CARE**

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<td>Communicate with expatriates and assignees.</td>
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2016 Duty of Care Judges

Andrew Sharman (Chair)
CEO, RyderMarshSharman

Andrew is the Chief Executive Officer of RyderMarshSharman, a global consultancy specialising in organisational safety culture and leadership.

Andrew holds Masters degrees in Occupational Psychology, Organisational Behaviour and International Health & Safety Law. He is Vice President of the Institution of Occupational Safety & Health (IOSH), the world’s largest body for health and safety professionals. Andrew is a Chartered Fellow of IOSH, a Fellow of the International Institute of Risk and Safety Management, a Fellow of the Institute of Leadership & Management and a Member of the Health & Safety Lawyers Association.

Far from being risk-averse, he loves adventure sports including climbing, free flying, sea kayaking and swimming with sharks. He uses these pursuits to re-energise the language, perceptions and functions of safety and risk management and align the disciplines with broader organisational issues driving positive impact and enhancing the performance of individuals, teams and businesses. Andrew’s book From Accidents to Zero is the fastest-selling book on safety culture of the 21st century, find out more at www.fromaccidentsstozero.com.

Mr Wong was admitted to practice as a solicitor in Hong Kong and England & Wales in 1985 and 1989 respectively. He is currently the principal of Fried, Frank, Harris, Shriver & Jacobson in Hong Kong and Shanghai.

Mr Wong is the Chairman of the HKTDC Professional Advisory Committee. He is an active arbitrator and mediator, being a member of the Panels of Foreign Arbitrators of CIETAC, SCIA and SHIAC and many other Arbitration Commissions in China, an accredited mediator and a Special Adviser of the Hong Kong Mediation Centre.

He has extensive knowledge of Corporate and Commercial law, and his practice areas include a broad range of fields such as investments, joint ventures and licensing, corporate and securities, building and construction projects both in Hong Kong and in the region. More information can be found at https://ipba.org/.

Yuhong Hu, PhD, Professor
DDG, National Centre for International Exchange and Cooperation of SAWS

From 1989 to 2003, Professor Hu served as Division Chief and expert at the Energy and Safety Division of the China Coal Information Institute where she completed more than 20 research projects in energy, the environment and work safety. She received an award for her contribution to the Nobel Peace Prize in 2007 for her involvement with the IPCC. Professor Hu was also recognised by the World Bank, the Asia Development Bank, IEA and UNPD for her work as a project specialist in the international energy and environmental arena.

In 2004, she was promoted to be Deputy Director General of the National Center for International Exchange and Cooperation of SAWS. She is a member of the Technical Commission of SAWS and the National Safety Expert Group. Professor Hu also served as director of a China-EU project for four years in occupational health and safety in
high-risk sectors. She was a team leader heading a China-USDOL project to improve mine safety for four years, and also participated in a China-USDOL occupational health project for two years. She worked with DuPont, Dow Chemicals, and others to conduct HSE studies, develop policy and determine best practices. Professor Hu also managed the China International Safety Forum, the China International Rescue Conference as well as the China-US Occupational Health Symposium.

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

Mr Wang holds a Bachelor Degree in Law and a Master’s Degree in Financial Management. He began his career as an executive management trainer in a large state-owned steel company gaining a wealth of experience in enterprise operations and management. He joined the Employer Department of CEC-CEDA in 2003 as a labour relations specialist before being promoted to be the Chief of Research Division.

Mr Wang is a fellow at the Office of National Tripartite Mechanism for Coordinating Labour Relations. He represents Chinese enterprises in the development and continued improvement of regulations including labour contract, labour dispute and employment promotion law. He also helps develop national policy related to labour contracts, collective contracts as well as the paid vacation and social security system. He is responsible for supervising the regional branches of the CEC/CEDA to promote the Tripartite Mechanism for Coordinating Labour Relations.

As Deputy Secretary General of the Working Committee for Protecting Enterprises and Entrepreneurs’ Legitimate Rights and Interests, Mr Wang devotes himself to providing support and service to a wide range of people. On the basis of his research and practice in labour relations, he was elected to be the Standing Director of the Labour Relations Branch of the China Human Resources Development Association, and also, Standing Director of the Labour Relations Department of Beijing Vocational College of Labour and Social Security.

Louis Wustemann  
Managing Editor of Regulatory Magazines and Journals, LexisNexis, UK

Louis Wustemann is head of the regulatory magazines and journals portfolio at LexisNexis UK. He edits IOSH Magazine (www.ioshmagazine.com) and manages a portfolio of risk management and environmental journals and websites including The Environmentalist, Facilities Management, along with the websites, healthandsafetyatwork.com and environmentalistonline.com.

He was formerly editor of Environment in Business and has written and edited on health and safety, environment and employment issues for more than 20 years.

As a consultant he has provided advice to the British Council, the Office of the Deputy Prime Minister and local government. He is the author of the Butterworths Absence Management Handbook and the IRS Handbook of Flexible Working.

Kevin Myers  
President, IALI (International Association of Labour Inspection)

Kevin Myers is one of the most renowned figures in the health and safety industry. He joined HSE in 1976 and has held a range of operational posts with the organisation, as a front-line inspector and manager regulating a wide variety of industries, as well as various policy and strategy postings, including a three-year secondment to the European Commission in Brussels.
Between 2000 and 2005, Mr Myers was HSE’s Chief Inspector of Construction. From 2005 until 2008 he was Director of HSE’s Hazardous Installations Directorate with responsibility for the regulation of various ‘major hazard’ sectors, including the offshore oil and gas industry, the onshore chemical and explosives industries, and mining. He was appointed HSE’s Deputy Chief Executive in October 2008.

In 2014, Myers was elected the President of the International Association of Labour Inspection (IALI). He is on International Advisory Panels for the China and Singapore Governments and is a Trustee of the British Safety Council. More information can be found at www.iali-aiit.org.

Toby Latta
Regional Director, Control Risks, Asia-Pacific
Toby Latta is the Regional CEO of Control Risks in Asia Pacific. He is responsible for the company’s operations and continued development in the region, including its offices in Beijing, Delhi, Hong Kong, Jakarta, Mumbai, Seoul, Shanghai, Singapore, Sydney and Tokyo. He is a member of the Control Risks’ Executive Committee.

Mr Latta’s previous role was as Regional Director of Control Risks in Europe. He joined Control Risks in the early 1990s, building its investigative and business advisory practice in the former Soviet Union based in Moscow. He subsequently directed the Corporate Investigations business in Europe, Middle East and Africa, and then the risk consulting and client services team for the region.

Before joining the company, Mr Latta spent five years living and working in Russia, initially as a journalist covering privatisation, oil and gas and organised crime. He collaborated in researching and writing a book on organised crime called Comrade Criminal.

Mr Latta graduated with first class honours from Oxford University, where he studied Russian and French language and literature. He speaks fluent Russian, French and German.

Brian Friedman
Founder, The Forum for Expatriate Management (FEM)
Brian Friedman is the Founder of The Forum for Expatriate Management, the premier online and real-world community for all global mobility professionals. Founded in 2008, The FEM now reaches out to over 50,000 global mobility professionals worldwide and holds local meetings in over 40 cities across Europe, the U.S. and Asia Pacific. A 25 year plus veteran of global mobility, Brian was previously CEO of Ernst & Young’s Human Capital Practice. He is triply qualified in Human Resources, Accounting and Taxation and holds a Master’s Degree in economics from Cambridge University. More information can be found at forum-expat-management.com/

Franck Baron
Founding Chairman, Parima
Group General Manager, Risk Management & Insurance, International SOS
Since September 2011, Franck Baron is Group General Manager, Risk Management & Insurance at International SOS, the world’s leading medical and travel security services company. Previously, he spent over twenty years in senior risk management roles at AXA Corporate Solutions, Firmenich, Groupe DANONE, MARS, Aon and Marsh. Franck is based in Singapore and is the founding Chairman of PARIMA (Pan-Asia Risk & Insurance Management Association).

Mr Baron served as Vice-Chairman, Board Member and Head of Education for AMRAE, Management des Risques et des Assurances de L’Entreprise until 2003. He was also a Board Member of SIRM (Swiss Risk Managers Association) from 2004 to 2009 and a Board Member of FERMA (Federation of European Risk Management Association) until August 2009. More information can be found at http://parima.org/.
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Above Photos of the 140 guests at the 2016 Duty of Care Awards held at the Mira Hotel, Hong Kong.