

Travel Risk Management

Threat Trend Analysis and Risk Mitigation Strategies

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A Joint Venture between International SOS and Control Risks

Scope

- Threat Trend Analysis
- Risk Mitigation Strategies
- Duty of Care
- Travel Risk Management Planning
- Technology
- Panel Discussion

Risk Management Situations for Travellers

➤ **Accidental**

- ❖ Car Accidents
- ❖ Airline Catastrophes
- ❖ Loss of documents or equipment
- ❖ Issues with passports, visas and
- ❖ Hotel Fires

➤ **Criminal**

- ❖ Kidnap for Ransom
- ❖ Hijacking
- ❖ Piracy
- ❖ Organised crime
- ❖ Criminal 'scams'

➤ **Conflict and Instability**

- ❖ Political Upheaval
- ❖ Coups
- ❖ Civil Unrest
- ❖ Insurgency
- ❖ War

➤ **Terrorism**

- ❖ Bombings
- ❖ Armed Attacks

Risk Management Situations for Travellers

➤ Health

- ❖ Medical Emergencies
- ❖ Pandemics (SARS, Avian Flu, H1N1 etc)
- ❖ Travel related illness such as malaria, respiratory infections, hepatitis, typhoid, dengue
- ❖ Standards of health care and pharmaceuticals

➤ Operational

- ❖ Country of Origin Compliance
- ❖ Duty of Care
- ❖ Business Resilience
- ❖ Different Legal systems

➤ Environmental

- ❖ Natural disasters such as flood, earthquake, storm, tsunami etc
- ❖ Weather
- ❖ Isolation
- ❖ Language and Cultural estrangement
- ❖ Emergency Response

Threats to Corporations

- **Legal risk**
 - ❖ Duty of care/health & safety legislation
 - ❖ Data protection regulations
 - ❖ Failure to comply with tax laws
 - ❖ Illegal activity by travellers
- **Risk to personnel**
 - ❖ Security, Safety and Health
- **Risk to data / equipment**
 - ❖ Protecting data carried by employees
 - ❖ Protecting data collected about employee
 - ❖ Lost, stolen or damaged baggage, equipment and personal items
- **Reputational risk**
 - ❖ Failure in duty of care
 - ❖ Brand damage
 - ❖ Misuse of travel expenses
 - ❖ Unethical conduct by travellers
- **Financial risk**
 - ❖ Financial penalties of exposure to legal risk
 - ❖ Misuse of travel expenses
- **Risk to productivity / trip effectiveness**
 - ❖ Lost, stolen or damaged equipment and documents
 - ❖ Failure to meet immigration requirements

Threat Trend Analysis

- **Accidental**
- **Environmental**
- **Conflict and Instability**
- **Health**
- **Criminal**
- **Terrorism**
- **Operational**
- **Emergency Response**

Risk Mitigation Strategies - Ratings

Travel Risk Ratings

- **Insignificant**
 - Avoid complacency to ensure they do not inadvertently increase their exposure to risks such as crime.
- **Low**
 - Commonsense precautions and understanding principles of preventative security will help to minimise risks.
- **Medium**
 - Increased vigilance is warranted for travel or assignment, and precautions such as use of hotel car should be employed on arrival in country.
- **High**
 - There is a persistent risk to the traveller and expatriate and employment of security precautions is required to ensure personal protection.
- **Extreme**
 - Armed escort and stringent preventive security precautions are essential and may not be sufficient to prevent serious injury, kidnap or loss of life.

Risk Mitigation Strategies - Advice

Travel Advice

➤ **Normal Travel**

- ❖ No Travel Restrictions. Remain alert to your surroundings.

➤ **Essential Business Travel Only**

- ❖ Travel is essential for successful conduct of business operations. Business cannot be accomplished in another way or at alternate location.

➤ **Do Not Travel**

- ❖ All travel is highly discouraged. Armed escort, stringent preventive security precautions and detailed emergency response procedures and support are required for day-to-day operations. These measures may not be sufficient to prevent serious injury, capture, or loss of life.

Risk Mitigation Strategies – 4T's

Risk Mitigation (4 T's)

Treat

- This does not necessarily mean eliminating the risk but containing it to an acceptable level via internal controls:
 - ❖ Meet and Greet services
 - ❖ Close Protection
 - ❖ Travel Security Awareness Training
 - ❖ Crisis and Emergency Response Training (EG: evacuation planning etc)

Transfer

- Persuading or paying a third party to take the risk in another way:
 - ❖ Medical and Security Assistance
 - ❖ Travel Tracking
 - ❖ Travel Alerts and Information
 - ❖ Insurance

Risk Mitigation Strategies

Terminate

- The risk is only treatable, or containable to acceptable levels, by terminating or aborting the activity.
 - ❖ Travel Policy
 - ❖ Travel Advice
 - ❖ Do not Travel

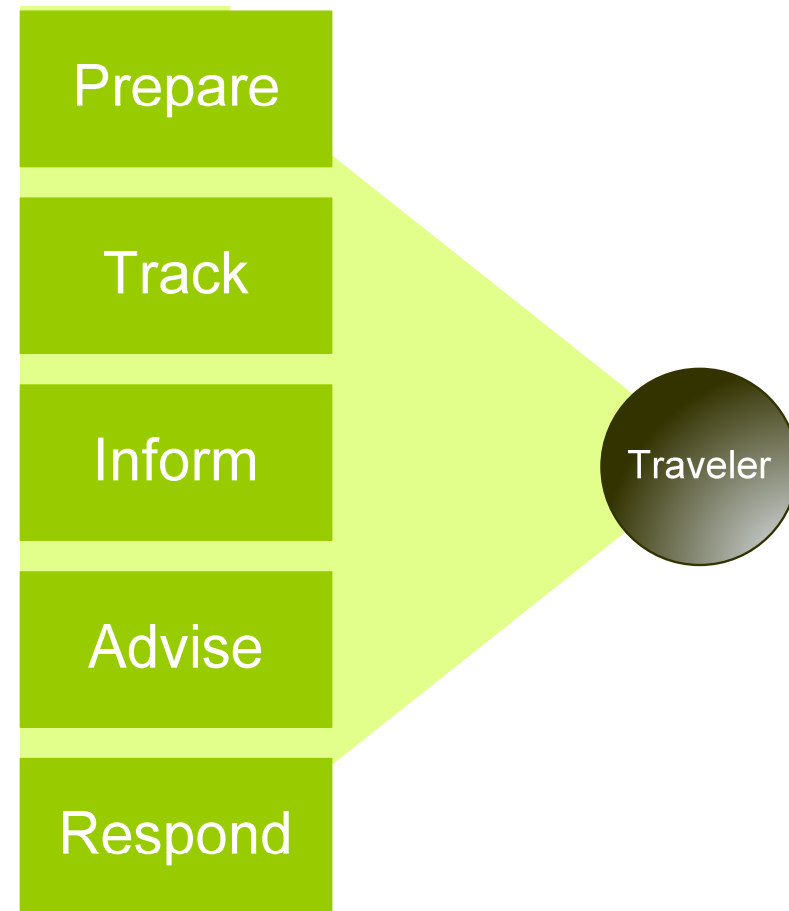
Tolerate

- Ability to mitigate the risk actively is limited, or the cost of taking action is disproportionate to the potential benefit gained. As a result, the response is simply to tolerate it.
 - ❖ Accept risks such as crime exist
 - ❖ Ensure risks tolerated though are not actually illegal or abrogating “Duty of Care”

Travel Risk Management Cycle

➤ **Best-practice in travel risk management means:**

- ❖ **Prepare** your people for travel and prepare the organisation to assess, authorise and implement travel effectively
- ❖ **Track** them and maintain the capability to identify where they are at any point
- ❖ Monitor risk and **inform** staff and managers in a timely fashion of relevant developing threats
- ❖ Providing **advice** and local support when necessary
- ❖ Being prepared to **respond** should you need to get them out of danger



Travel Risk Management Process

➤ Preparation and Planning

- ❖ Travel Risk Assessment
- ❖ Risk Mitigation
- ❖ Approval Process
- ❖ Travel Security Briefings
- ❖ Personal Security Training
- ❖ Health preparations

➤ Tracking and Informing

- ❖ Information Alerts (SMS or email)
- ❖ traveller tracking systems

➤ Advising and Responding

- ❖ traveller notification
- ❖ In country response assets



Technology

- Prepare
 - ❖ E-learning
 - ❖ Webinar
 - ❖ Websites
 - ❖ Automated Travel Advisories
- Track
 - ❖ Traveller Tracking (event based)
 - ❖ Active monitoring (event based)
 - ❖ Passive tracking
 - ❖ Active tracking
- Inform
 - ❖ SMS
 - ❖ Email
 - ❖ Smartphone
 - ❖ Crisis Centre

Duty of Care Obligations

- Travel for Work purposes
- Accommodation while travelling for work purposes
- Safety (tools, equipment etc)
- Security
- Fit for Work
- Insurance coverage
- Physical and Mental Health
- Work injuries and accidents
- Consequences of job workload and stress
- Spread of communicable diseases....etc

Panel Discussion

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