



# Managing Global Security Risks: Care for Traveling and Mobile Employees

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# Overview

Employees are not confined to static locations:

- Global Business Travel Association, international business travel spend has doubled in the last 15 years and is projected to reach \$1.6 trillion by 2020.
- The number of associates in alternate work environments is growing exponentially – some statistics reflect more than 140% increase in less than 10 years.
- The World Economic Forum called flexible work, “one of the biggest drivers of transformation” in the workplace (<http://reports.weforum.org/future-of-jobs-2016/employment-trends/>)
- Gallop reported 43 percent of employed Americans said they spent at least some time working remotely.



# Sampling of Problems to Solve

1

Associates are more at risk when mobile, than the locations in which your validated countermeasures are deployed.

2

Associates are less likely to want to share the personally identifiable information -- both contact information and persistent presence -- due to data breaches with trusted entities.

3

There are increasingly more stringent -- and arguably draconian - - codes/regulations/standards that global organizations in which compliance is required.

4

The interpretation of legal tenets of Duty of Care can be widely varied. Defining the risk handling technique -- transfer, acceptance or mitigation -- is a complex problem solving matter for organizations.



# Q: Greatest Challenge to Protecting Traveling and Mobile Associates?

1

Educating Associates about risks while traveling or remote

3

Tracking the location of Associates while traveling or remote

2

Communicating with Associates about critical incidents while traveling or remote

4

Other



## Learning Objectives

- Risk and security challenges facing global enterprises
- How to help locate and protect employees during critical events
- Leveraging security strategies and technologies to help meet business objectives in frontier and emerging markets and other regions
- Other strategies for demonstrating security leadership and extending the value of your critical communications tools



# Understanding the Risk Topology and Security Implications

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# Risk Trends

## 01

Duty of Care is evolving into highly-developed bodies of legislation -- at the civil and *criminal* levels. For security practitioners with associates operating globally, it is not safe to assume that home country laws will prevail.

### **Security Implications:**

Ignorance of the applicable law is not defensible. Security and safety practitioners must leverage all internal (Legal, HR, Communications, local management) and external (associations, peer, strategic partners) relationships to maintain applicable legal registries for the locations you operate.





# Risk Trends

## 02

Workplace is synonymous with on the job and at work. A workplace in 2018 is any location -- permanent or temporary -- where associates perform their duties.

### **Security Implications:**

With a dispersed workforce, assessing who is the impacted area of a natural, man-made or even technical disaster is a daunting task. Security and safety practitioners must leverage all available processes and technologies to identify the presence of their associates.





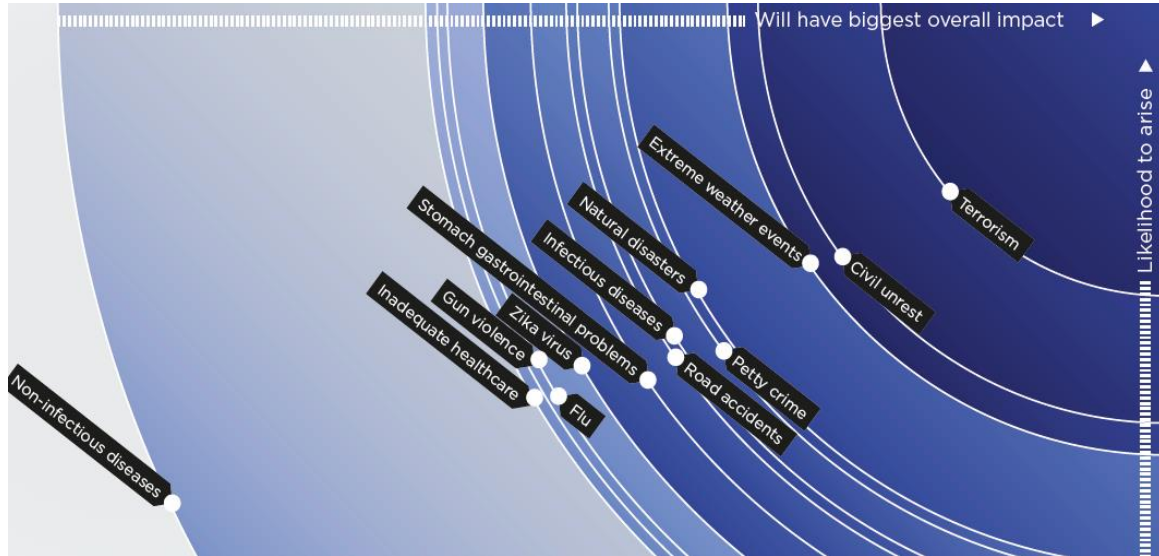
# Risk Trends

## 03

Mobile associates, travel volume and risk exposures are all rising which correlates to increased an increased risk profile to the organization.  
Probability X Criticality = Profile

### Security Implications:

Security and safety practitioners must develop with their stakeholders (including Associates) consistent, repeatable, and scalable processes to address the increasing risks.



From: IPSOS Mori Study for International SOS

<https://www.ipsos.com/sites/default/files/ct/news/documents/2017-11/travel-risk-perceptions-2017.pdf>



# Generally Required Elements

Several key elements are consistent across geographies and jurisdictions:

- 01** | Documented Program - Policy, Standard, Guideline
- 02** | Risk Assessment
- 03** | Training
- 04** | Risk Avoidance and Mitigation
- 05** | On-Going Organizational Support





## Q: In Last 12 Months, Response from You to Protecting Traveling and Mobile Associates?

1

Reinforced or updated policy

3

Reinforced or updated risk training

2

Reinforced or updated risk assessment process and reporting to Associates

4

Implemented technology solutions to locate or communicate with Associates during a critical incident



# Process



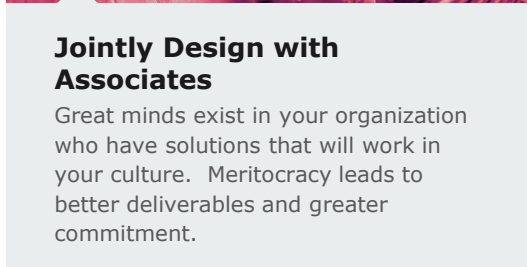
## Leverage Proven Practices and Strategic Partners

Benchmark those in your industry and those in your location. Gather best in client base from partners.  
*Intelligence-Led Security*



## Associate Engagement Should Be Location Agnostic

Avoid the myopic focus on an office or country specific risk assessment process or solution. Find ways to reach the increasing number of alternate work location associates.



## Jointly Design with Associates

Great minds exist in your organization who have solutions that will work in your culture. Meritocracy leads to better deliverables and greater commitment.



# Locate

Persistent presence (location awareness)

- 01** | Travel management company(ies)
- 02** | Corporate credit card/travel and entertainment (SAP)
- 03** | Airline carriers (SWA)
- 04** | Travel check-in (Everbridge)
- 05** | Lodging (Marriott, Airbnb)
- 06** | Considerations: Facebook, WhatsApp
- 07** | Consideration: Managed service offices (WeWork, Regus)
- 08** | Consideration: Work address is home address (Oracle)



# Protect

Coordinated response and recovery

- 01** | Single Associate emergency communication-all pathways; e.g., chat
- 02** | Single source documents for action plan and roles
  - 02.1** | Global, regional and local
  - 02.2** | Incorporate functional (Insurance, Benefits, Finance)
  - 02.3** | Response checklists
- 06** | Consideration: Availability of document repository



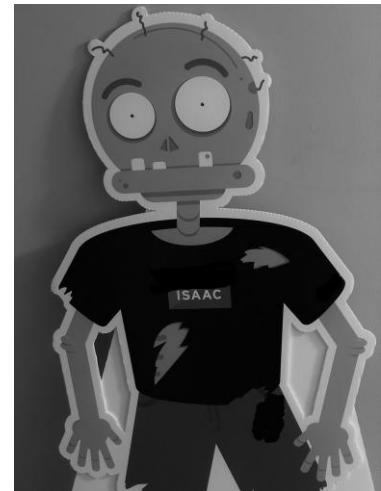
# Engagement Exercise

## *WHY TO THE AUDIENCE:*

- Teaching Associates how to communicate for help so all company resources can be mustered and involved as quickly as possible.
- Give Associate “peace of mind” that company resources are available and on call waiting to support them during an emergency and/or critical incidents.

## *WHAT'S IN IT FOR THE ASSOCIATE:*

- Learn how to interact with the company during emergency situations for their life safety.
- Have fun.
- Enter into drawing to win prizes.





# Exercise Goals

- Increase Associate awareness of how to interact and contact the Fusion Center.
- Fulfill the global testing and audit requirements for our operations and external customers of emergency notification system.
- Build a baseline for metrics of emergency notification system adoption and use.
- Do something fun







## Exercise Deliverables

Fulfill annual testing/auditing of Fusion Center and Fusion Center Alerts communication pathways and enhance associate awareness and confidence in Security

48%

Of total Associate population, engagement throughout a week long testing exercise

53%

Increase week over week in Everbridge app download

10%

Of total Associate population, not only received and acknowledged alerts, but provided bi-directional communication (app check-ins; email) for selfies



# Exercise Add

## Voice of The (Internal) Customer

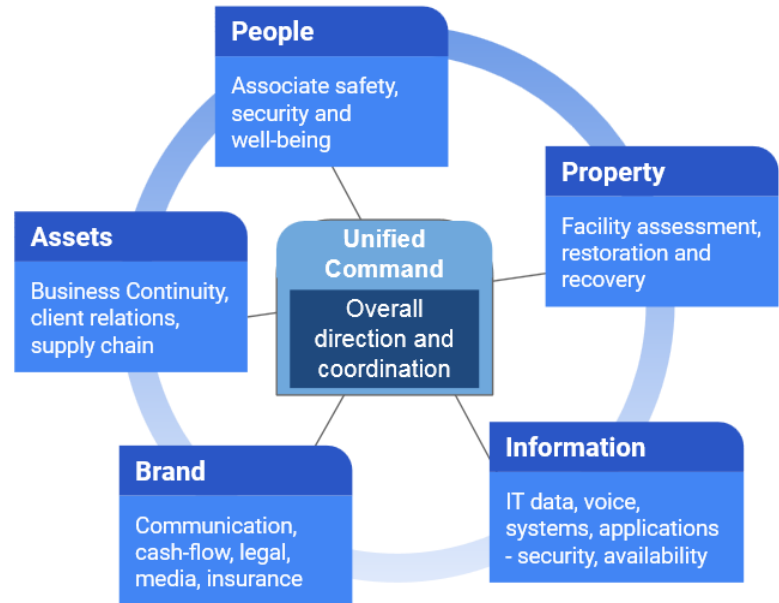
“We also appreciate those that provided candid feedback and thoughts about COMPANY X Alerts. In fact, we’re looking for voices like yours to join a more in depth ‘voice of the customer’ discussions. The goal is to gather ideas to help improve associates’ experience using the Fusion Center and your safety and security services. Time commitment will be about one hour. If you’re interested, please email [FUSIONCENTER@COMPANYX.COM](mailto:FUSIONCENTER@COMPANYX.COM)”.



# Exercise Add

## All Incident Response Team Framework

- Crisis Communications
- Product Releases
- Supply Chain
- IT Incident, Major Incident and Disaster Recovery





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# Thank you.

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