

# LOOKING AFTER YOUR MOBILE WORKFORCE IN A GLOBAL ECONOMY



A guide for  
Swiss organisations



International SOS  
*Foundation*



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Salary & allowances

**Checklist:**  
Preparing to  
send a  
collaborator  
abroad



In your organisation, are you well prepared to send collaborators on business trips abroad or on expatriation assignments?

This checklist is aimed at helping you to ensure compliance to Swiss and foreign laws and regulations on international mobility, as well as controlling the success of your international activities.

According to the Swiss Migration Law (LMD), the employer must obtain an official number (employment permit) issued by the Swiss authorities before sending a collaborator abroad.

This list is designed to help all international mobility. It does not constitute a legal opinion. In a neighbouring country who teams and is not necessary to know of the partner.

International SOS  
*Foundation*



soutenu par  
suva pro



# EDITORIAL

**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, the world's leading medical and travel security services company. It is a fully independent, non-profit organisation.

[www.internationalsosfoundation.org](http://www.internationalsosfoundation.org)

**Economiesuisse** : A thriving economy is the foundation of our prosperity and the foundation for a healthy and successful Switzerland. As a national federation campaigning for a business environment in which Swiss companies of all sizes can thrive, economiesuisse represents approximately 100,000 companies from all business sectors and regions of Switzerland with a collective work force of some 2 million people. economiesuisse cultivates an open, constructive, and solution-focused dialog with important economic policy makers and the general public. In referendums economiesuisse supports its partners in an effort to achieve common goals. Its commitment to business is guided by the principles of a free, market oriented system and of sustainable growth.

[www.economiesuisse.ch](http://www.economiesuisse.ch)

**Switzerland Global Enterprise** : Switzerland Global Enterprise (S-GE) guides its clients on the path to new markets. On behalf of the Swiss Confederation (State Secretariat for Economic Affairs SECO) and the Swiss cantons, S-GE promotes exports and investments by helping its clients to realize new potential for their international businesses and thus to strengthen Switzerland as an economic hub.

As the driver of a global network of experts and as a trusted and strong partner to clients, cantons and the Swiss government, S-GE is the first point of contact in Switzerland for all questions relating to internationalization. S-GE is represented abroad by Swiss Business Hubs. These local teams are based at a Swiss Embassy or Swiss Consulate-General. The Swiss Business Hubs support Swiss companies expanding their activities in their respective countries and inform foreign companies about the advantages of Switzerland as a business location. All hubs have a first-rate network of contacts abroad on account of their official status.

[www.s-ge.com](http://www.s-ge.com)

**The Swiss Employers Confederation** is the spokesperson par excellence of the Swiss employers, both in the economic and political world and the general public. As an opinion leader in the field of employers' policy, it is an important contributor to the creation of the best possible framework conditions for the Swiss economy and to the achievement of a liberal and social market economy. In its function as an employers' representative in the Social Partnership of Switzerland, the Swiss Employers Confederation is a member of the Federal Coordination Commission for Occupational Safety FCOS.

[www.arbeitgeber.ch](http://www.arbeitgeber.ch)

**Suvapro**: The Suva provides compulsory insurance for occupational and unemployed persons against accidents and occupational diseases.

The Suva model combines prevention, insurance and rehabilitation.

The Suva is self-sustaining; It receives no public money and returns profits in the form of lower premiums to the insured.

[www.suva.ch](http://www.suva.ch)

**r&associés**: Michel Chavanne is a partner in the law firm r&associés in Lausanne since 2005.

Specialist in Employment Law (SBA), having completed a MBA and with a large experience, he is strongly involved in Employment Law. He defends as well employers as employees, in the sphere of both private or public law. A particular emphasis is ensured for an effective coordination with social services and legal constraints in order to respond to the needs of the client.

[www.r-associes.ch](http://www.r-associes.ch)

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Schroder Adveq

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collaborator abroad





# 01

## FOREWORD

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The responsibility of protection  
in internationalisation



# INTRODUCTION



*It is a fact that Swiss organisations will need to enter new markets to do business and improve their competitive position. They constantly have to question themselves, adapt and innovate to remain competitive. In that process, internationalisation is a must. A company seeking to optimize its development and growth must look beyond borders and consider the global dimension of doing business.*

This growing need for globalisation has an impact on global mobility of staff. Moreover mobility is crucial in order to meet strategic business goals and attracting and retaining the best talent. A survey performed by PwC in 2014 reports an anticipated 50% increase in mobile employees by 2020<sup>1</sup>. One conclusion from this survey is that there is a marked shift away from the traditional use of mobility as a means of deploying for tactical business needs towards using mobility as a way to attract and develop top talent and create a more global mind-set in the company. Travel to and residing in other countries is not without risk. Natural disasters, epidemics (Zika, Ebola, SARS), traffic accidents, a sudden health problem and even a commonplace incident suddenly take on another dimension when they occur outside the home country.

Therefore it is a challenge for most international organisations to focus both on their business and on the wellbeing of their mobile workforce.

**This leads to the question: How, as an employer, do you take care of your mobile workforce?**

Of course, risk is a question of perception and each company has their specific appetite to risk. Implementing a plan depends on a risk analysis of the country of doing business and review of possible mitigation measures. In a traditionally insurance-based market, understanding that risk cannot be mitigated by insurance alone is essential for a company to be able to start the journey on a truly effective risk management program.

Furthermore, the recent events in Europe demonstrate that risk can also be closer to home than we think. Respecting the Duty of Care agenda, and accounting for employees and their wellbeing is essential. One could debate that it is a once in a lifetime event, however the direct and indirect financial and psychological impact is very real in our business environment. It cannot be ignored, nor can it be left to be covered by insurance products, as a companywide policy is required. A recent study by Prevent showed that prevention had a return on investment of 2.3USD for every 1USD spent for prevention programs<sup>2</sup>. This underlines not only the necessity but also the business 'sense' that risk prevention has for a company.

This document is intended to guide companies with international ambitions. Experts outline some of the concepts of Duty of Care and the legal environment. The document also provides a starting point for reflection on how to set up an effective risk management program. It brings testimonials of entrepreneurs sharing their knowhow, approach and real life experience. We hope this will contribute to a hassle-free realization of your international challenges.

1. PricewaterhouseCoopers, Talent mobility 2020: The next generation of international assignments, 2010.
2. Return on Prevention, Prevent, January 2015.

“

*Internationalization  
is a must.*



**MARCO TADDEI**

Head of International  
Affairs

**Swiss Employers  
Confederation**



**DR GÉRARD BLANC**

Regional Medical Director

**International SOS**





# 02

## TESTIMONIALS

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**ABB**  
**Georg Fisher**  
**Schroder Adveq**  
**STMicroelectronics**



**MR DANIEL KÜNG**  
*CEO*  
**SWITZERLAND GLOBAL  
ENTREPRISE**

As globalization increases, it's not just the large ones but more and more also small and middle-sized businesses which are expanding their activities to distant markets. This involves preparing employees which are sent abroad for possible health issues as well as identifying security concerns. This means a challenge for many SMEs with limited resources – this whitepaper provides them with a great overview of the questions that need to be answered to keep people and business safe and secure.



**DR. JAN ATTESLANDER**  
*Member of the Executive Committee*  
**ECONOMIESUISSE**

Nearly one out of every two Swiss Francs Swiss companies generate is earned outside of Switzerland. The ability to efficiently protect employees when deployed abroad is a crucial pre-requisite for Swiss businesses and a critical driver of their competitiveness on international markets. Therefore economiesuisse is happy to endorse this whitepaper which highlights best practices regarding the protection of the Swiss mobile work force into the global economy.

MARIE BAUER

## PROGRAM MANAGER TRAVEL SECURITY - ABB



“

*For ABB, Duty of Care principles translate into “awareness”, “preparedness” and “response”.*



As a multinational technology leader in industrial engineering, ABB operates in more than 100 countries with about 132,000 employees and a traveling population of more than 30,000 employees and contractors. The company has a long track record of Health, Safety and Environmental (HSE) initiatives to ensure the safety and well-being of its employees. In addition, the well-being of personnel and contractors on international travel or work assignments is of highest importance to ABB. The ambition has always been to go well beyond the minimum legal requirements and fulfil the company’s moral Duty of Care with the purpose of enabling business in challenging environments in a responsible way. “This is summarized in ABB’s value pair: safety and integrity” says Marc Vink, Group Head of Security. Reinforcement of ABB’s “employer of choice” positioning as well as liability and loss prevention are additional drivers for maintaining a robust travel risk management program.

Sponsored by the Chief HR Officer and the Head of HSE/Sustainability Affairs (HSE, Security, Corporate Responsibility and Sustainability Affairs), Duty of Care is internally driven by Group and Country Security with the

support of many stakeholders, including the Global Travel Team and Group Occupational Health Organization. Externally, ABB relies on the global reach and local expertise of its partner International SOS.

For ABB, Duty of Care principles translate into “awareness”, “preparedness” and “response”:

“Awareness” measures include security and medical information that can be accessed online, via the International SOS assistance app, by calling an International SOS assistance center or are received via email as pre-trip advisory and alert updates. Furthermore, e-learnings and face-to-face trainings are available and modularized based on the risk profile of the destination country.

“Preparedness” measures (like in-country security arrangements and travel risk approvals) are also risk based. ABB hereby allows a clear risk/cost balance approach. “For travel to high risk areas, sending management approval is needed. In addition, travel to very high risk areas needs to be approved by the receiving security organization”, explains Marie Bauer, Program Manager Travel Security. ●●▶

●► In terms of “response”, ABB aims to assist any traveler in need, whenever and wherever necessary, through their partner International SOS. Here two scenarios are possible: On the one hand, all travelers can reach out proactively to International SOS for 24/7 medical and security support. On the other hand, ABB can contact travelers at incident locations via SMS, email and text-to-speech using the communication tool that International SOS provides.

For the technical automation and integration of these processes, ABB has won the Duty of Care 2017 award from the International SOS Foundation in the category innovation for its newly implemented travel risk management process and travel approval system.



DUTY OF CARE 2017:

## INNOVATION AWARD:

*This category recognises new and novel approaches to identifying, managing and mitigating risk, including utilising advancements in technology.*



In photo (L-R): Andrew Kendrick, President & CEO Chubb Insurance, Europe; Christoph Bleiker, Security Manager Central America and Caribbean, ABB; Marc Vink, Chief Security Officer, ABB; and Dr Walter Eichendorf, Deputy Director of the DGUV (Head of the Awards Jury).

### THE JUDGES SAID:

“A well-documented, integrated approach addressing the issues of working globally in a world with increasing and changing risks.

“A thorough entry, revamp of arrangements, lots on stakeholder involvement, high marks.”

## CHRISTOPH LOCHMANN INSURANCE MANAGER - GEORG FISCHER AG

“

*Our mobile staff travels in confidence and very much appreciate their employer's care, including in challenging and remote environments.*

**+GF+**

Schaffhausen headquartered Georg Fischer AG (GF) employs 14.800 people globally. With its three divisions, GF Piping Systems, GF Automotive, and GF Machining Solutions, the organisation presently operates 131 companies in 33 countries. GF's business is truly global. 45.000 travel days (only counting air travel) are generated each year. The lead on travel safety at GF is with the corporate HR function and aims not only to fulfil legal Duty of Care responsibilities of an employer. For GF, it is evident to do everything possible to protect the companies' best asset, its employees. Feedback received by GF employees confirms that mobile staff travel in confidence and very much appreciate their employer's care, including in challenging and remote environments.

GF's setup builds around an insurance program provided by their partner Chubb, in combination with a dedicated security provider. The program covers all four elements of Duty of Care and



is designed to capture travellers to higher risk locations. Information about the program is provided to country general managers on a yearly basis. Travellers have access to online travel security information via the intranet, web and a dedicated mobile application. A list of country risk ratings expands to locations with travel bans. On the prevention side, travellers to higher risk locations may receive dedicated briefings or other appropriate services, ranging up to provision of GPS tracking devices. Additionally, the company maintains a list of approved hotels in major locations. Travelers to high risk locations are furthermore asked to register online with their security partner for monitoring purposes. A dedicated 24/7 hotline completes the system. Depending on the nature of an incident, calls are either directed to a medical team or a security specialist.



MANON BONFRANCHI

## TRAVEL MANAGER - SCHRODER ADVEQ



“

*The company's priority has always been to protect its people in any situation.*

### Schroder Adveq

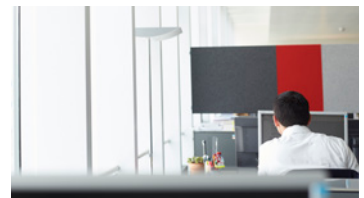
Schroder Adveq Management AG (Schroder Adveq) is a leading asset manager investing in private equity globally. The Zurich based company employs just over 100 employees in 7 locations around the world. Over 30%, or in other words, 34 staff members can be considered frequent travellers. The company's priority has always been to protect its people in any situation.

After in 2010 the famous Icelandic volcano Eyjafjallajökull suddenly stranded thousands of European travellers for many days, Schroder Adveq's management decided to review its global Duty of Care preparedness. The existing travel insurance setup was investigated by Schroder Adveq's HR and team assistants at a group and country level, with the main objective of harmonizing procedures and resources.

Schroder Adveq worked closely with “Expatripartners” to find a suitable travel

insurance provider and ultimately chose International SOS, a medical and security assistance specialist, as a partner for travel preparation and intervention. Today, Schroder Adveq offers its travellers access to travel safety information via web, mobile application or if needed face to face, in addition to a 24/7 assistance centre.

Driving awareness remains a key element of success to the program. That is why Schroder Adveq continuously invests in communicating the benefits of their TRM program to its employees, via flyers, eLearning programs and through its internal information meetings.



SANJA POPOVIC

## ANTI-COUNTERFEITING MANAGER - STMICROELECTRONICS



“

*At the heart of ST's Duty of Care program is the willingness to Care.*



STMicroelectronics (ST), headquartered in Geneva, is Europe's largest semiconductor chip maker. More than 40.000 employees work for the firm. ST's corporate security department looks after more than 6000 international corporate travellers globally. ST today has operations and sales activities in more than 20 countries. Although the firm has little activity in substantial risk locations, ST is convinced that it is their responsibility to care about their employees wherever they are, especially these days. While corporate security looks at the security impact of travel, HR oversees medical preparedness and incidents. At the heart of ST's Duty of Care program is the willingness to Care. Every employee can rely 24/7 that everything will be done to assist them should they find themselves in a tricky situation. Awareness regarding the program, on who to contact and on what to do is a key achievement of the companies' approach. ST's employees

understand that the companies' travel risk policy is designed to help them. A key to success of the program is close involvement of the local ST management, e.g. ST site managers.

The four elements of Duty of Care are fully covered by ST's travel risk management process. International SOS' TravelTracker, alongside its online portal helps to proactively inform travellers on existing threats and mitigation measures. TravelTracker additionally monitors ST's travel risk footprint and assists in applying its travel risk management policy. Regular reporting through TravelTracker allows identification of risks and staff applicable to additional preparative measures, such as detailed briefings or additional training. Last but not least, all of ST mobile staff has access to 24/7 assistance through International SOS.



# 03

## LEGAL RESPONSABILITIES

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The rights and responsibilities of Swiss companies and organisations vis-à-vis their travelling and expatriate staff

# PREVENTION MATTERS

## WHY INSURANCE IS NOT ENOUGH



### *How to position a business in the face of the health and safety risks in the travels of their employees.*

It is necessary to understand that all employers are not equally exposed to the risks and do not have the same global experience when it comes to protecting the health, security, and well-being of their mobile workforce. The exposure to risk varies according to the type work, the sector of activity, the profile of the employees and the location where they operate.

The response of the employers varies in accordance with this issue. Some of them are still ill-informed on their duty of care responsibilities towards their employees travelling abroad, some completely ignore them. They do not recognise their duty, expect that nothing will occur, and are unable to tackle the question or consider that their insurance company is enough.

Other organisations having experienced an incident to do with their duty of care responsibilities concentrate their efforts on the reduction of the costs associated with the repetition of incidents, and the eventual legal consequences of the disregarding of such obligations.

Finally, some organisations focus on the health, safety and the wellbeing of their mobile workforce and deliberately attach themselves to their social responsibility, as employers, on top of a strict respect of their Duty of Care responsibilities. To them, looking after their employees abroad is the norme. They have also understood that in accordance with their risk management procedures, prevention partly protects the reputation of organisations, and preserves the continuity of their activities.

Prevention improves the sensitisation to risk and reduces costs. Several studies led to this conclusion. In 2016, an analysis by International SOS in Germany on more than 1300 cases of medical assistance during travels abroad demonstrated that organisations benefited from a considerable reduction in costs falling on the enterprises and their insurance, on top of a reduction of the risks threatening the health of their mobile workforce. The average costs per person covered by insurance reduced from €127 to €62 in a study Deutscher Ring-International



SOS<sup>1</sup>, and over 50% of the reductions per medical assistance cases (study Barmenia- International SOS<sup>2</sup>), thanks to prevention measures implemented by the employer.

Similarly, a study led by Prevent<sup>3</sup> and International SOS in 2015 calculated that the cost of the implementation of a strategy of prevention is compensated by operational costs. The cost return of each dollar invested in prevention is between 1,34\$ et 2,53\$ as illustrated in the infographic here below.

1. Study by Dr. Jean-Bernard Carbonnel - Return on Prevention/avoidable medical incidents, June 2015
2. Study by Dr. Jean-Bernard Carbonnel - Return on Prevention medical cases, June 2015
3. Return on Prevention, cost-benefit analysis Prevent, January 2015

## RETURN ON PREVENTION

### COST OF FAILURE



**\$950,000**

The cost of failed assignment ranges between US\$570,000 and \$950,000.

## MEDICAL CHECK PROGRAMME : COST-BENEFIT



o . . . **\$2,53 return**

Cost-benefit analysis showed that US\$1 invested returns a benefit ranging from US\$1.6 (minimum scenario) to US\$2.53 (maximum scenario).

## MALARIA PREVENTION: COST-BENEFIT



**70%**

Reduction in occurrence of fatal cases of malaria.



o . . . **\$1,32 return**

Cost-benefit analysis showed that US\$1 invested returns a benefit of US\$1.32.

# DUTY OF CARE OWNED BY COMPANIES IN SWITZERLAND TO ITS OVERSEAS OR TRAVELLING WORKFORCE

*Duty of Care for Swiss organizations means looking into contractual arrangements in terms of job content, working conditions and work organization and taking care of the wellbeing of workers wherever they are performing their job. This is a responsibility that is not only legally embedded, but also constitutes a moral obligation towards collaborators.*

First and foremost, it has to be said that deciding which law is applicable to a work relationship is not easy, especially in international situations.

The parties to an agreement – i.e., the employer and the worker – may agree, on certain conditions, to apply certain national rules. Where the parties have made no decision, Swiss law provides that in principle the law that applies is the law of the State in which the worker habitually carries out the work in question.

In any case, it should be pointed out that foreign law can never be applied if it would produce an outcome that is absolutely incompatible with the Swiss legal system.

## THE APPROPRIATE COURT

Generally speaking, the Swiss courts will claim jurisdiction in legal actions taken in the place of the defendant's domicile or the place where the worker's tasks are usually performed.

## AN EMPLOYER'S OBLIGATIONS ARISING FROM THE DUTY OF CARE

In Switzerland, employment law is made up of **a set of rules from private law and public law**. When dealing with any particular case, all these rules must be examined. With cases relating to work outside Switzerland, extra care must be taken when examining the duties of an employer. By virtue of Article 328 of the Swiss Code of

Obligations (CO; RS 220), which is the main point of reference in Swiss law, an employer's overall duties are as follows:

- duty of information;
- duty of prevention;
- duty of monitoring / ensuring the rules are followed;
- duty of intervention.

How an employer intervenes, and how strongly, will depend on a range of factors (the organisation's aims, the employee's ability and experience, the work environments, the knowledge of the organisation and the other enterprises involved in the same sector) and will have to be judged against the principle of proportionality.

Thus the higher the risks for the employee, the more the employer's intervention will need to be resolute and determined, perhaps even intrusive, for the employee, who will have to comply with their employer's instructions.

Generally speaking, it must be assumed, obviously, that an employer does not have responsibility for an employee's spouse or children. There are situations, however, in which an employer must act on their behalf, especially in sensitive international settings where the physical or mental wellbeing of the spouse or children might be jeopardised. Most probably this will also apply to any other partner the employee lives with.

Among the risks employers are often not aware of, and which deserve mention, are their responsibility for travelling employees and the application – albeit partial – of the Duty of Care after the work relationship has ended. Where they have failed in their Duty of Care, employers and their representatives – especially decision-making bodies – must face various penalties. In civil cases, this will mainly entail making reparation for the damage and intangible harm caused. Penalties may also be imposed not just by the administrative authorities but also under the criminal prosecution system, and in fact after accidents, incidents or even harassment, it is not uncommon to see the prosecution authorities conducting enquiries that can lead to criminal penalties.

### THE EMPLOYER'S RIGHTS

The main article dealing with the rights of an employer in Switzerland is Article 321a CO, the counterpart to Article 328 CO, its mirror image.

Workers must carry out the work entrusted to them with care, and must loyally safeguard the employer's interests. This duty of diligence, like the employer's Duty of Care, can and must be specified in the contract, taking into account the professional risk, training, technical know-how, the job in question, the level of responsibility and the objectives stated in the contract.

Depending on the circumstances, employees are themselves bound to comply with the measures to ensure greater safety and reduce risk, in the same way as with precautions on building sites. Failure to comply with these measures may force an employer to impose sanctions up to and including dismissal with immediate effect (Art. 337 CO). ●●▶





## ••► CONCLUSIONS, RECOMMENDATIONS AND OBSERVATIONS

**In conclusion**, it should be noted that employers have probably broader responsibilities than some of them would expect, in particular in international environments and where partners and next of kin are concerned.

**Among our recommendations**, we would like to stress the prevention that every employer must demonstrate: employers must seek legal advice, get information about working conditions, analyse operating environments so that they can both take preventive measures and respond appropriately if there is an accident or a problem. Greater prevention means fewer disputes and, therefore, less involvement in court cases.

To make action plans more effective, and to defend its rights as strongly as possible in the event of a dispute, an employer must at all times be able to show that it has taken the appropriate measures, if necessary through full documentation and the drafting of suitable measures.

Finally, it should be said that the Duty of Care is more than a moral or ethical duty: it is a legal obligation and probably the foundation stone on which the representatives of an enterprise can build a human resources policy. Not surprisingly, this policy will be based on conducting a thorough risk analysis, deciding on the steps to be taken, and monitoring of them, and having the capacity to respond appropriately should these risks materialise. Therefore these steps exceed by far the conclusion of a simple accident- or travel insurance.

Given these requirements, it is easy to understand the emergence, in enterprise circles, of employees with responsibility for hygiene and health in the work environment.

### R&ASSOCIÉS AVOCATS, 2017

Michel Chavanne  
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r-associes.ch



# 10 RECOMMENDATIONS FOR GOOD PRACTICE IN THE DUTY OF CARE TO TRAVELLERS AND EXPATRIATES<sup>1</sup>



01

Increase awareness at all levels within the enterprise



02

Involve all the key stakeholders in planning the duty of care



03

Expand policies and procedures for Travel Risk Management



04

Audit service providers from the duty of care perspective



05

Communicate, educate and train staff and stakeholders



06

Assess risk prior to every employee trip



07

Track travelling employees at all times



08

Implement an employee emergency response system



09

Implement additional management controls



10

Ensure that service providers are fully involved and coordinated

1. Duty of Care and Travel Risk Management Global Benchmarking Study, International SOS, 2011.

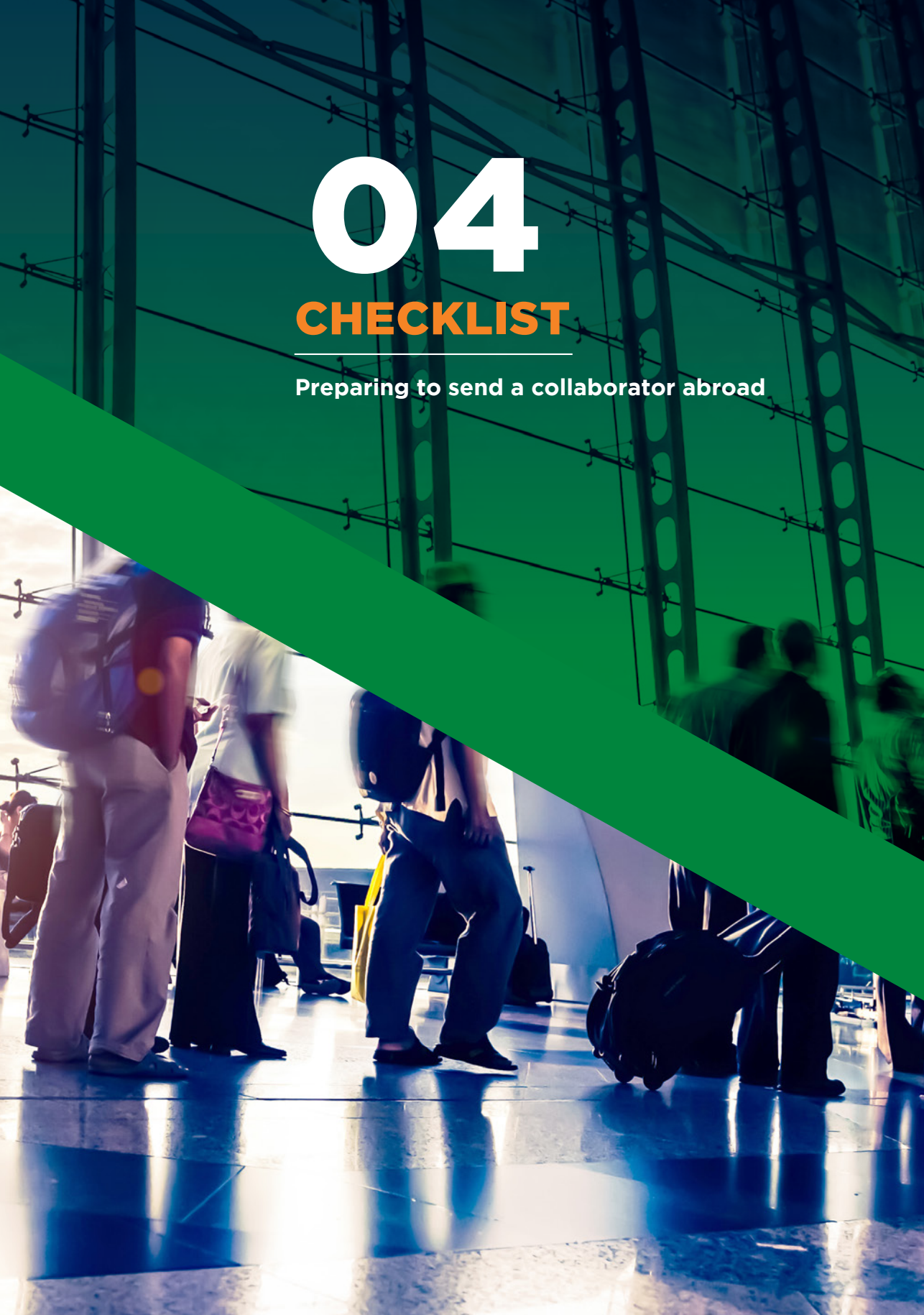


# 04

## CHECKLIST

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Preparing to send a collaborator abroad



# Checklist: Preparing to send a collaborator abroad



**In your organisation, are you well prepared to send collaborators on business trips abroad or on expatriation assignments?**

This checklist is aimed at helping you to ensure compliance to Duty of Care towards your collaborators on missions abroad, as well as continuing the success of your international activities.

According to the SSAA statistics dated July 2, 2015, « 8% of accidents occur abroad » and their number « has progressively increased up to 50% and currently represents around 60,000 cases per year »; therefore, it is essential to be thoroughly prepared before sending a collaborator abroad.

This list is designed to span all destination countries. If sending a collaborator to a neighbouring country with health and security standards comparable to those of Switzerland, it is not strictly necessary to answer all the questions.

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**Foundation**

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**suva**pro



You will find hereafter a series of questions concerning the prevention of dangers linked to the topics on this list. Should a question not apply to your company, please simply skip it.

If you tick  « no » or  « partially » to a question, action is needed, so please elaborate on the last page of this list.

It is however difficult in practice to satisfy all these requirements. Therefore, when preparing for travel abroad, it is necessary to take into account all relevant information.

### Guiding principles, security objectives

1	Does the internal security policy for the employees going abroad exist in writing and is it reviewed regularly and made accessible to all concerned people?  (e.g.: « Is the level of security of collaborators at headquarters identical to those sent abroad»)?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
2	Does the security policy take into account all people involved? (e.g.: possible accompanying persons)	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
3	Is a competent person (e.g.: a safety officer) in charge of the implementation of the security of the collaborators sent abroad?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
4	Have you defined success objectives and key indexes?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no



The internal security policy also concerns all actions and collaborators (and accompanying persons) when travelling outside of Switzerland.

### Security organisation

5	Concerning health and security protection, is the coordination with the client abroad ensured?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> yes
6	Is an efficient communication, in a language understood by the collaborator, maintained between all the parties involved, both for working practices and prevention, in addition to control and the emergency procedures?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
7	Are the on-site safety duties and tasks concerning the collaborators going abroad well defined in the job description?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
8	Does the organisation have access to adequate information and health and security assistance on-site abroad?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
9	Is a system in place that would allow collaborators to be localised should an unexpected event occur? (e.g.: an evacuation procedure/travel plan, telephones, etc.)	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
10	Does an adequate safety/security system cover the particular risks linked to the work environment abroad (e.g. travel between work and residence)?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no



A professional mission abroad must comply to the same safety criteria as in Switzerland.

### Training, instruction, information

11	Does a training and information program exist that guarantees that collaborators and contractors are competent to successfully execute their mission in safe and secure conditions, respecting their health in, among others, the following domains:	
11a	– local labour laws	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
11b	– health and safety risks, particularly in the workplace	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
11c	– administrative preparation (visa, insurance, assistance, etc.)	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
11d	– medical: fitness, vaccines, medical care local procedures, etc.	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
11e	– local communication procedures with headquarters, particularly in case of emergency	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
11f	– procedures in case of emergency, accident or incident	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
12	Does the company propose regular trainings on emergency situations?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no



Information and training of collaborators sent abroad is highly important for their safety and the success of the mission.

#### Information available within SUVA (in French and German)

- Temporary professional activity abroad.  
Réf. 1673/19.f – 1673/19.e
- Collaboration with third party collaborators: Is the coordination ensured?  
Réf. 66092.f
- Lone workers  
Réf. 67023.f
- Safety during external missions, part 1: outside the office.  
Réf. 67172.f
- Safety on external missions, part 2: at the client's office  
Réf. 67173.f
- SuvaCare's medical assistance: you are far away, she is so close  
Réf. 2823.f

### Safety rules

13	Are the responsibilities for the health and safety/security of the collaborators of all the involved parties well defined, dispatched between all parties and acknowledged by everyone?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
14	Has it been verified that your collaborator knows the safety rules of his/her job well and his/her right to say STOP? (cf. <a href="http://www.suva.ch/regles">www.suva.ch/regles</a> )	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
15	Support documentation:	
15a	– Are all the system documents drawn up clearly and in a language easy to understand by all the people involved?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
15b	– Are they also available abroad?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
15c	– Do the collaborators at headquarters know where they can find these documents?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
15d	– Are they revised regularly?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no

## Determination of dangers and risk assessment

16	Has the risk assessment been accurately updated, completed and adapted to identify any dangers for all travel destinations, taking into account the following elements (non-exhaustive list):	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
16a	– the geographic and climatic conditions	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
16b	– the global country environment (political, security, etc.)	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
16d	– the environment of the job location (labour laws, professional processes and activities, machines, equipment, workplaces where asbestos is present, etc.)	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
16e	– local trips	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no

## Planning and implementation of the measures

17	Are the prevention, safety and protection measures concerning collaborators' health, implemented in the respect of Swiss laws and of those of the destination country when they are more binding?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
18	Administration: have the points listed below been verified (non-exhaustive list, to be adapted to the situation)?	
18a	– validity of the passport and visa (sometimes expiry must be for 6 months after the return)	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
18b	– validity of the vaccination certificate against yellow fever if required	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
18c	– recognition of the driving licence by the visited country	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
18d	– your insurance, medical insurance and assistance cards carried with you permanently	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
18e	– availability of Customs forms	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
18f	– permanently holding medical insurance and assistance cards on the person	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
18g	– knowledge of the local laws (e.g., driving rules, regulations regarding alcohol and drugs, etc.)	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
19	Social cover: have you...	
19a	– subscribed to a complementary medical insurance, if necessary?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
19a	– subscribed to a complementary medical	<input type="checkbox"/> yes



### A FEW WEB SITES TO INFORM YOURSELF

#### General information

- Federal Department of Foreign Affairs (FDFA):  
<https://www.eda.admin.ch/eda/fr/dfae/representations-et-conseils-aux-voyageurs.html>
- With your assistance company if providing security services.

#### Medical Information

- "Santé-Voyages" by the Federal Office of Public Health (FOPH):  
<http://www.bag.admin.ch/themen/medizin/00682/00685/03062/index.html?lang=fr>
- Medical advice (SAFE TRAVEL, recommended by the OFSP) :  
<http://www.safetravel.ch/safetravel2/servlet/ch.ofac.wv.wv201j.pages.Wv201AccueilCtrl?action=init>
- With your assistance company

insurance, if necessary?	<input type="checkbox"/> partially <input type="checkbox"/> no
19b – subscribed to a medical assistance (and a security one if necessary)?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
19c – obtained the certificate of detachment of the employee from the Swiss Compensation Office (SCO)?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no



Medical and security assistance plateau.

### Organisation in case of emergency

20 The company emergency plan is in place.	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
20a – Is it well adapted to collaborators travelling and working abroad?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
20b – Can it be activated 24 hours/24 (with the necessity of an on-duty assistance, of specifically allocated phone lines, etc.)?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
20c – Does it cover all the involved people, including the accompanying persons?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
20d – Is it easily and concretely available to all (e.g.: via emergency cards)?	<input type="checkbox"/> oui <input type="checkbox"/> en partie <input type="checkbox"/> non
21 Is the list of the people to be informed in case of emergency up-to-date and immediately available at all times?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
22 Is the emergency plan regularly tested (e.g. by test calls on the emergency line, with your assistance company, etc.)?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
23 Is essential emergency equipment always with the collaborators when they are abroad (e.g. first aid kits, emergency cards, communication means, etc.)?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no



To implement a crisis cell, even reduced to an on-duty assistance around a dedicated phone line, is an essential element of security at all levels.

### Participation

24 Do the collaborators cooperate actively in order to guarantee that the health, safety and security policies are respected for travel and missions abroad?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
25 Do your collaborators inquire at their place of work abroad before beginning their activity linked to specific risks, on how to prevent these and the use of safety equipment?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
25a – location of the first aid equipment	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
25b – fire detection and suppression systems	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no



The Swiss and local safety rules are to be followed. If these differ abroad, the most protective one for the collaborator must be followed.

25c – telephone sets for emergency calls and emergency numbers	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
25d – emergency exits	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
25e – alarm, evacuation and rescue plans	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
25f – meeting points	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
26 Do the collaborators report to their employer any change of situation they feel could potentially affect their health, safety or security?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
27 Are the concerns and good practice suggestions raised by collaborators and other concerned people reported?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no



To ensure that any collaborator sent abroad has the means to communicate with his base at any time and from any place participates to his security and to the success of the project.

### Health protection

28 Does a process allow a medical fitness check before a departure?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
29 Are the necessary medications (e.g. anti-malarial drugs) recommended?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
30 Are all vaccinations valid, particularly for yellow fever, if required?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no



Take care! A person fit for a job in Switzerland can be unfit abroad because of different geographic and climatic conditions and the distance to adapted care in the case of decompensation of a chronic disease.

### Control / audit

31 Has the company implemented a system which allows them to control and audit the efficiency of the health and safety measures concerning the collaborators abroad?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
32 Does a system exist which attests that the collaborators and contractors have been sensitised to the risks linked to a travel and stay abroad and know the necessary measures to take for avoiding or mastering them?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
33 Are the health and safety incidents and accidents linked to travel and missions reported and investigated?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no
34 Are corrective actions implemented when necessary and are the concerned collaborators informed of them?	<input type="checkbox"/> yes <input type="checkbox"/> partially <input type="checkbox"/> no



The control and the audit of health and security measures are all the more important as the impact of the incidents is increased by the distance from the traveller's home country.

**SOURCES: Collaboration between SUVA and the International SOS Foundation.**

It is possible that more dangers related to the topics of this control list may occur in your organisation. If so, note the necessary actions (cf. page 7).

Checklist completed by: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

**Plan of measures : preparing to send a collaborator abroad**

N°	Measure to be implemented	Deadline	Person in charge	Measure taken		Remarks	Control		
				Date	Visa		Date	Visa	



# LOOKING AFTER YOUR MOBILE WORKFORCE IN A GLOBAL ECONOMY

It is a fact that Swiss organisations will need to enter new markets to do business and improve their competitive position. They constantly have to question themselves, adapt and innovate to remain competitive. In that process, internationalization is a must. A company seeking to optimize its development and growth must look beyond borders and consider the global dimension of doing business. Travel to and residing in other countries is not without risk. Natural disasters, epidemics (Zika, Ebola, SARS), traffic accidents, a sudden health problem and even a commonplace incident suddenly take on another dimension when they

occur outside the home country. Therefore it is a challenge for most international organisations to focus both on their business and on the wellbeing of their mobile workforce.

This document is intended to guide companies with international ambitions. Experts outline some of the concepts of Duty of Care and the legal environment. The document also provides a starting point for reflection on how to set up an effective travel risk management program.



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