

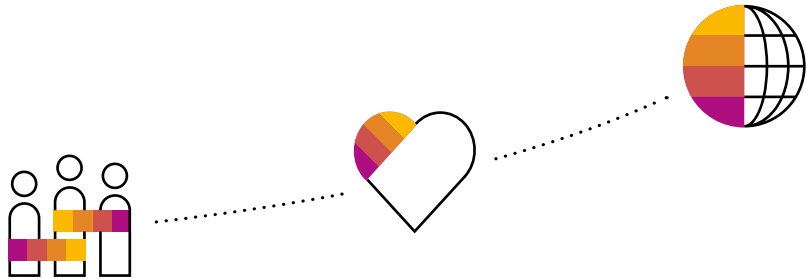
Tackling the Fundamentals of **Duty of Care** with Excellence

Facilitate Traveler Safety and Provide
the Experience Employees Want



Duty of Care Is for **Everyone**

Travel is complex. Your employees may be traveling in different time zones, outside of business hours, and on the other side of the globe. As a business leader, you have a moral and legal obligation to proactively care for all of your employees – including those traveling for business. But do you have all the travel risk management tools you need to ensure your duty of care obligations are met?





In an SAP® Concur® solutions survey of 200 professionals responsible for travel management, most reported they thought they had duty of care covered.

While respondents genuinely believe they are fulfilling duty of care obligations, it's likely that major blind spots exist, remaining hidden only because their current program has been good enough. When you dig a little deeper, it becomes clear that they're missing steps to effectively predict risk and ensure employee security in today's increasingly risky global landscape.

The data clearly revealed significant gaps in their approach.

Enhancing your travel tools to account for duty of care – and in such a way that you establish a robust and complete travel management solution – can help ensure all the gaps are covered. The scope of duty of care responsibilities is significant. For example, executing on them can mean:

- Directing corporate travelers to quality healthcare services wherever they might be
- Providing for the quick, safe return of travelers from a location where a dangerous event or natural disaster occurs
- Meeting special safety concerns of female travelers

At the same time, research shows that ensuring traveler safety – the primary objective of duty of care – is taking more time than ever.



According to a 2018 Global Business Travel Association (GBTA) report, 60% of travel managers are spending more time on duty of care and traveler safety processes compared to five years ago.¹

1. [“Lost in Translation: Changing Landscape, Familiar Challenges,”](#) GBTA Report, August 2018.



THE BENEFITS OF CLOSING YOUR TRAVELER SAFETY GAPS

The benefits of closing these kinds of gaps – and demonstrating care for the physical and mental health of your employees – go beyond ensuring legal compliance. When employees feel safe, it cultivates employee trust and loyalty; this, in turn, drives employee engagement and retention.

What's often overlooked is the fact that duty of care is for all of your employees – wherever they are.



Across the country or the globe:

Whether travelers booked through your booking tool, travel management company (TMC), or outside of managed travel programs (through a conference hotel block, for example), preparing them before they go is vitally important. This can mean providing them with automated education about safety and security, preparing ahead of time for emergencies so the right stakeholders can be pulled in quickly, and ensuring you always have accurate traveler location data.



In the office: Your duty of care obligations extend to all employees, even those coming into your offices every day. Don't forget to look out for them too. This requires creating and practicing a master action and communication plan for common and severe events, keeping employee profiles up to date with emergency contacts, maintaining clear emergency contact information, and implementing two-way messaging tools.



On the road: Employees who work in home offices or are always out in the field, driving from client site to client site, are often the hardest to track and support. But it's vital that you be able to assist them. This involves implementing mobile tools to reach employees on the go (such as SMS, e-mail, and text-to-voice service) and providing access to round-the-clock support so they can access help quickly if and when they need it.

Managing Traveler Safety Is **Harder Than Ever**

Changes in the travel sector have pushed once-centralized corporate programs further apart, creating distance between the experience that travelers want and the business outcomes that their organization needs to grow.



What business executives are saying:²

46%

said that **health and travel security** incidents had an impact on business continuity

43%

said the greatest challenge in mitigating travel risk during a crisis was **access to information about the situation**

43%

said the greatest challenge was **communication**

70%

plan to improve communication this year to **mitigate the risk** to their mobile workforce

2. Tom Newcomb, "Poor Communication Hits 'Ineffective' Risk Programmes," *Buying Business Travel*, February 20, 2017.

THE ROOT OF THE PROBLEM

What's making duty of care so difficult to manage today?
It's a complex, multipronged problem.

Employees have more ways to book business trips than ever before. Your employees are being targeted on a daily basis with advertising by hotels, airlines, and other travel providers who promise better deals by booking directly. So, while they might be using your booking tool, they're likely not using it for every travel-related booking. In practical terms, this means you probably don't have a complete itinerary for every employee. And if you don't know where they are, how can you keep them safe?

If you don't know where employees are, how can you keep them safe?



On average, **37%** of hotel bookings and **15%** of air bookings are made outside of a TMC or an online booking tool.³

3. ["Lost in Translation: Changing Landscape, Familiar Challenges,"](#) GBTA Report, August 2018.

It's hard to understand and predict the risks employees may face on their business trips.

For example, do you have near-real-time access to data on travel delays, severe weather, and global incidents? Without this knowledge, how can you keep travelers safe?

In the event of an emergency, it can be difficult to quickly establish two-way communication with employees and assist them. This is essential. Two-way communications can help you determine if they are safe – and allow you to tell them what to do next if they need assistance. To do this well, you need expertise in managing a travel crisis – expertise you and your travel management team may or may not have.



One-third of travel managers still do not know how long it would take to confirm every employee's safety during an incident.⁴

4. [“Lost in Translation: Changing Landscape, Familiar Challenges,”](#) GBTA Report, August 2018.

While duty of care is always top of mind to both travel managers and business travelers, they may not fully understand the unique challenges that women, minorities, and the LGBTQ populations face while traveling for business. These travelers face very different concerns when it comes to travel safety. For women, the major travel safety concern is remaining physically safe given the location they need to visit and the type of travel lodging they stay in. For the LGBTQ community, the concern is traveling to safe destinations where sexual orientation and gender identity are not criminalized or marginalized and laws are in place to protect and recognize their equal rights.

According to the International Lesbian, Gay, Bisexual, Trans, and Intersex Association (ILGA), there are 72 countries where homo-sexuality is illegal. That's over a third of the world. In eight of those, homosexuality is punishable by death.⁵

Over half of organizations provide no traveler safety or travel risk training to their employees.⁶

5. "State-Sponsored Homophobia," ILGA, May 2017.

6. Julie Sickel, "Taking on Travel Risk Management," Business Travel News, April 19, 2017.

A **Simple Plan** for Effective Duty of Care

So what's a travel manager to do? Tackling traveler safety effectively – and in a way that creates the travel experience employees want – requires a three-pronged approach.

1 Confidently deliver duty of care for every employee **>>**

2 Put the traveler experience at the center of the process **>>**

3 Employ innovation that cuts costs and reduces risks **>>**



1

**Confidently deliver duty
of care for every employee**

Put the traveler experience
at the center of the process

Employ innovation that cuts
costs and reduces risks

Today's travelers want choices in how and where they book travel – and you need a way to give them these choices without sacrificing their safety or limiting your ability to support them. To achieve this, **you need accurate, comprehensive, and timely employee location data** that's aggregated from diverse sources of data. This data must be combined with real-time data that lets you proactively monitor weather, violence, system disruptions, or other risks that may impact your entire team, as well as tools to communicate with them and connect them to expert support.

2

Confidently deliver duty
of care for every employee

Put the traveler experience
at the center of the process

Employ innovation that cuts
costs and reduces risks

Your business travelers expect to have a best-in-class customer experience that gives them access to top-rated travel apps and automated connections to top brands such as Uber, Marriott, and Airbnb. And you need to **deliver it in a way that gives you visibility and control**, complete with all travel-related data flowing directly into your systems and their expense reports, no matter where they booked. Connected data flows help you manage policy compliance and run your program well – all while providing employees with a quality, consumer-grade experience at every step.

3

Confidently deliver duty of care for every employee

Put the traveler experience at the center of the process

Employ innovation that cuts costs and reduces risks

When you connect travelers to more choices – and connect your duty of care to a traveler risk management strategy – you can be strategic about caring for employees. For example, you'll get more spending data from lots of third-party sources. The key is **accessing this data and putting that data to work** – for example, by using it to populate tailored dashboards and in-depth reports. Data can also flow to software used to manage targeted areas of spending. Spending data can also help you address issues you've never been able to tackle before, from taxes and compliance risk to mobile phone expenses and fraud.



When powered by the right technologies and integrations with third-party travel providers, this approach enables you to:

- Easily locate your employees
- Prepare for and predict emergencies
- Communicate with anyone, anywhere

In other words, you can take control of traveler safety in a way that works for your business – and your employees.

At the same time, you'll realize even greater success when you incorporate proven best practices that ideally are supported by the functionality built in to your travel management solutions.

Here are some of the most important – and highest impact – recommendations from the experts behind SAP Concur solutions.

ASSESS

It's not called “**duty of care**” because it's optional. Predicting risk and protecting your employees when they travel is critical. And when 46% of executives say that health and travel security incidents had an impact on business continuity (2017 Business Impact of Travel Risk), you know it's taking a toll.

DEVELOP

Develop a clear policy that provides guidance to your employees around safety and security. Make sure employees know they have a responsibility to themselves to be aware at all times, no matter where they are.

ESTABLISH

Know your global travel destinations and establish a country risk rating scale – low, medium, and high. Develop a collaborative approach internally to impose travel restrictions – country or region-specific restrictions, as necessary, in partnership with your security department and senior leadership. Allow travel to high-risk countries only when deemed business critical.

IMPLEMENT

Implement a traveler and employee tracking application or system in partnership with your TMC or a third-party duty of care service provider. Make certain it has an integrated communication solution to enhance communications and alerts in the event of a disaster. This should include two-way communications with the employee and location triangulation.

INVESTIGATE

Investigate if aligning with a global medical support service provider is necessary, especially if your travel program is servicing a multinational company. These service firms, such as HX Global, typically provide medical support for your employees when traveling outside their host country, as well as evacuation services, risk ratings, and more.

Additionally, consider outsourcing all of your duty-of-care responsibilities to a service provider that is able to monitor, locate, communicate with, and assist your employees on your behalf. Outsourcing these activities to an expert is especially important for organizations that don't have the time or resources to effectively fulfill their duty-of-care requirements.



74%

Of organizations retain the service of a third party for response and recovery⁷

7. [“How to Close Risk Management Loopholes,”](#) Global Travel Business Association, July 2017.

EDUCATE

Educate your travelers as much as possible about their safety and security. Share company expectations and helpful tips and tricks about safe travel overall as well as in specific countries, and tailor sessions for travelers by gender and LGBTQ status. Use apps that provide up-to-date information on country customs, proper protocol on ways to conduct business, and more. And host security briefings for those traveling to high-risk countries.

IMPLEMENT

Implement the right communication tools. Some customers use communication tools to reach employees on the go, such as SMS, e-mail, and text-to-voice services. Consider adopting a mobile application or tool that enables your employees to check in so you can improve duty of care.

ENCOURAGE

Encourage employees to share travel plans with their team. Encourage managers to have their teams share travel plans with each other. This allows them to share cabs and keep track of one another in case of an emergency.



Harnessing the Right Technology

The good news is, there are new technologies available that can vastly simplify implementation and management of every aspect of duty of care. For example, an integrated set of SAP Concur solutions supports comprehensive duty-of-care operations – and because they also integrate with other SAP Concur software you may have in place, you can get even greater value from them.

EASILY LOCATE YOUR EMPLOYEES

SAP Concur solutions are unique in their ability to consolidate all employee location data from a variety of sources. Our solutions can combine booking, expense, credit card, and mobile data in real time.

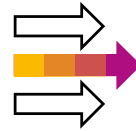
As a result, you have an accurate view of where employees are and where they're headed.

PROACTIVELY MONITOR RISKS THAT MAY AFFECT YOUR EMPLOYEES

We use specialist third-party information to keep businesses informed on real and potential risks. You will know about everything from travel delays and severe weather to violence and unrest. We also coordinate risk data with traveler locations – on an interactive map – so you can pinpoint where employees are and who might be affected. We also offer a full operations center and an Active Monitoring Web service, enabled by HX Global, to support your duty of care. So you can have industry-leading risk management experts looking out for your employees.

COMMUNICATE WITH EMPLOYEES AND CONNECT THEM TO EXPERT SUPPORT

SAP Concur solution services will make your employees aware of potential problems before they travel, so they can be prepared. We will also make sure you have multiple ways to reach each employee once they're on the road so you can share information, offer advice, and, when necessary, move them to safety. If there is an emergency anywhere in the world, these services are connected to experts at HX Global (including Healix in Europe, Middle East, Africa, and Asia Pacific regions) who specialize in tracking, alerting, and assisting business travelers every day of the year.



For more information,
visit www.concur.com.hk.

Studio SAP | 59845enUS (18/11)

© 2018 SAP SE or an SAP affiliate company. All rights reserved.

No part of this publication may be reproduced or transmitted in any form or for any purpose without the express permission of SAP SE or an SAP affiliate company.

The information contained herein may be changed without prior notice. Some software products marketed by SAP SE and its distributors contain proprietary software components of other software vendors. National product specifications may vary.

These materials are provided by SAP SE or an SAP affiliate company for informational purposes only, without representation or warranty of any kind, and SAP or its affiliated companies shall not be liable for errors or omissions with respect to the materials. The only warranties for SAP or SAP affiliate company products and services are those that are set forth in the express warranty statements accompanying such products and services, if any. Nothing herein should be construed as constituting an additional warranty.

In particular, SAP SE or its affiliated companies have no obligation to pursue any course of business outlined in this document or any related presentation, or to develop or release any functionality mentioned therein. This document, or any related presentation, and SAP SE's or its affiliated companies' strategy and possible future developments, products, and/or platforms, directions, and functionality are all subject to change and may be changed by SAP SE or its affiliated companies at any time for any reason without notice. The information in this document is not a commitment, promise, or legal obligation to deliver any material, code, or functionality. All forward-looking statements are subject to various risks and uncertainties that could cause actual results to differ materially from expectations. Readers are cautioned not to place undue reliance on these forward-looking statements, and they should not be relied upon in making purchasing decisions.

SAP and other SAP products and services mentioned herein as well as their respective logos are trademarks or registered trademarks of SAP SE (or an SAP affiliate company) in Germany and other countries. All other product and service names mentioned are the trademarks of their respective companies.

See www.sap.com/copyright for additional trademark information and notices.