

Produced in partnership by Anvil Group,
Uber for Business and GroundScope.

GROUND TRANSPORTATION

A Duty of Care Black Hole in Travel Risk Management

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INTRODUCTION

Every year, almost 1.3 million people lose their lives on the world's roads and many millions more are seriously injured. Shocking as the statistic already is, the number of incidents is actually increasing in some regions that are becoming regular business traveller destinations.

Add to this the risk of opportunistic crime, car jackings and assaults in many countries and the roads can be a very dangerous place indeed for today's business traveller.

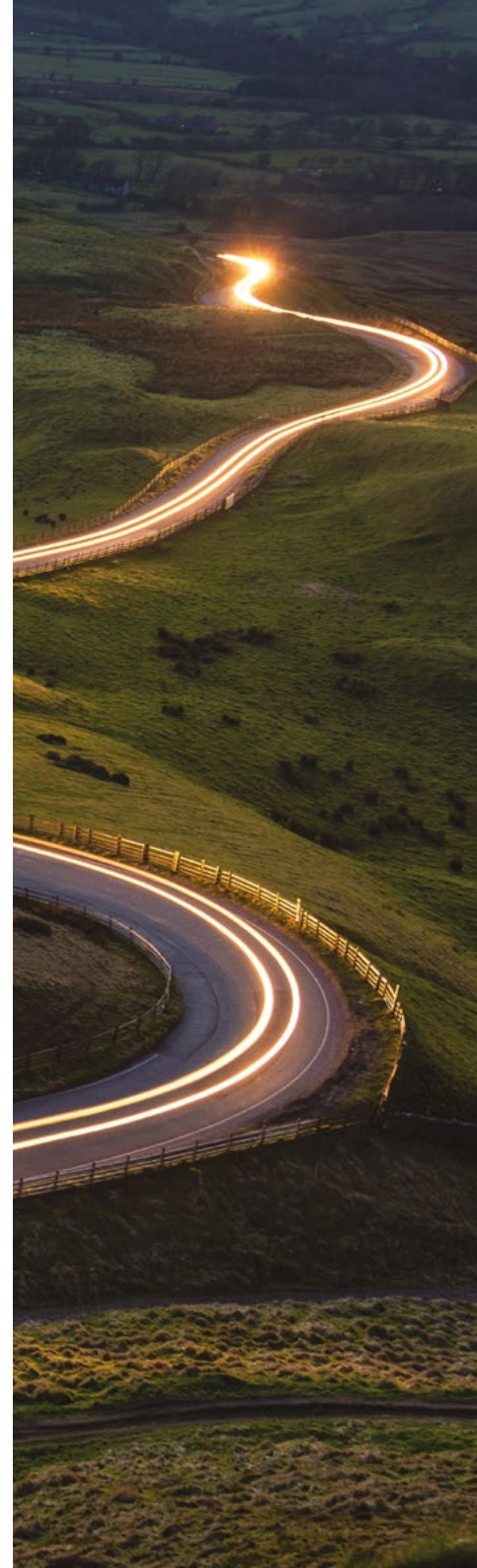
Each year, the Business Travel Show surveys travel managers on their biggest concerns^[1]. For the past two years, increased focus on duty of care and traveller risk has ranked in second place, just behind the perennial issue of cutting business travel costs.

Yet despite this focus on the safety and security of their travellers and despite almost every journey involving some form of ground transportation, it still remains, at best, an afterthought in many travel programmes. There's an underlying trend for companies to allow travellers to make their own choices about which ground transportation option they prefer in lower risk countries and domestic environments, and even when more formalised policies are in place they focus primarily on cost considerations and ease of booking.

This report looks to identify some of the main issues in ground transportation today, outline what can be done to increase awareness of the potential risks, set out some basic advice for those looking to enhance and mature their duty of care programmes, and consider the broader implications for organisations who fail to address this important issue.

Bringing together the views of experts from the corporate world, the risk management world and the world of ground transportation itself, the report seeks to address why ground transportation is not getting the consideration it deserves in many travel or risk policies and identify what can be done to change this.

Having met in London earlier this year at the inaugural Ground Transportation Risk Summit, attendees openly discussed the topic in more detail, shared their own experiences and brought a unique perspective to this complex subject area. ■



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Ground transportation covers many bases - from rail to rental cars, from licensed (and not so licensed) taxis to chauffeur driven vehicles, fleet cars and the ubiquitous ride-hailing services that are taking over the space at an exponential rate.

For the purpose of this report, attention will be focused on a subset of this market – namely those services providing a vehicle with a driver. Throughout the report we refer to a number of these providers as transportation network companies. A transportation network company (TNC), sometimes known as a mobility service provider (MSP) or ride-hailing service, is an organisation that pairs passengers via websites and mobile apps with drivers who provide such services.

The report does not look solely at TNCs but, as their popularity rises (as do the concerns around the potential risks they may pose in certain jurisdictions), they do form a major part of the discussion.

Taking a slightly broader perspective, it's also worth highlighting that the biggest risk to those on the roads actually comes from road traffic accidents. The report therefore touches on this area as this should be a major consideration for those considering ground transportation options and looking to keep their personnel safe on their business travels. ■

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THE SHIFT IN GROUND TRANSPORTATION

The popularity and usage of well-known TNC giants has not gone unnoticed in either domestic or business arenas. In 2018, Uber announced that it had completed over 10 billion trips across rides and deliveries in the eight years since its official launch. Uber also now has a service specifically tailored to the business travel market - Uber for Business - making it easier for travellers to expense their rides and easier for businesses to monitor and report on their usage.

Despite the headlines in some regions re safety concerns, the popularity of ride-hailing options continues to increase at a staggering rate. Data collated by expense software provider Certify, as part of their SpendSmart report^[3], shows that usage of these ride-hailing services in the business travel world has skyrocketed in recent years.



| | Q1 2014 | Q1 2016 | Q1 2018 |
|--------------|---------|---------|---------|
| RIDE-HAILING | 8% | 46% | 71% |
| RENTAL CARS | 55% | 40% | 23% |
| TAXI | 37% | 14% | 6% |

THE RISE OF THE RIDE-HAIL

Business travellers are now favouring ride-hailing services from the likes of Uber and Lyft over traditional ground transportation options (taxis and rental cars). According to the Certify Q1 2018 SpendSmart™ report, which analysed over 10 million US receipts and expenses from the first quarter, ride-hailing now owns more than 70% of the ground transportation market, up from less than 10% only four years ago.

While ride-hailing use has jumped more than 60% over the past four years and 12% in the past year alone, taxi and rental car use continues to decline rapidly. Taxis have taken the biggest hit, with their share of the market now in single figures for the first time.

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THE SHIFT IN GROUND TRANSPORTATION [CONTINUED]

CORPORATES TAKE HEED

No segment of the travel industry has been as dramatically altered over recent years as ground transportation. The disruptive force of the sharing economy and the meteoric rise of ride-hailing services and apps has definitely turned ground transportation on its head. For many business travellers, familiar with the use of these apps in their personal lives, these are now becoming a convenient and cost effective option in their business lives too.

58% OF TRAVEL MANAGERS ARE CONCERNED BY THE USAGE OF RIDE-HAILING APPS

For businesses, however, cost and convenience considerations are not enough. Businesses have to think through wide-ranging implications from safety and security, to liability concerns, to legal and financial considerations.

With the rapid growth in the number of different ground transportation options, particularly the usage of ride-hailing services, it can be an understandably complicated minefield for travel managers to navigate – but navigate it they must.

IGNORANCE IS BLISS?

Worryingly, many organisations are still keeping their heads rooted firmly in the sand when it comes to their policies around ground transportation providers and TNCs in particular. According to the latest GBTA Business Traveller Sentiment Index^[2], despite 58% of travel managers stating that they are concerned about the usage of app based ride-hailing services, 41% of policies do not address the usage of these apps at all.

Consider this alongside Certify's Business Travel Ground Transportation Report which states that between them, Uber and Lyft now represent 60% of business traveller receipts in the US market with Uber topping the list of most expensed brands (even ahead of Starbucks). Regardless of whether companies have included the usage of ride-hailing apps within their official policies or not, they can't be ignored.

But, ignored they remain in some quarters. Anecdotal evidence shows that a significant percentage of companies have 'don't ask, don't tell' policies around ride-hailing – not explicitly saying whether travellers can or can't use this type of service but reimbursing their expense claims as standard when they do.

41% OF TRAVEL POLICIES DO NOT ADDRESS THE USAGE OF RIDE-HAILING APPS

The fragmentation of the market and the differences in service and operating standards around the world make it almost impossible for corporates to implement a blanket policy – which is potentially why many have avoided the issue almost completely. Complicated as it may be, companies cannot continue to turn a blind eye. Businesses today that do not have a formal policy in place regarding TNCs need to seriously consider the pros and cons of these services and take proactive steps to protect both their travellers and their organisation as a whole. ■

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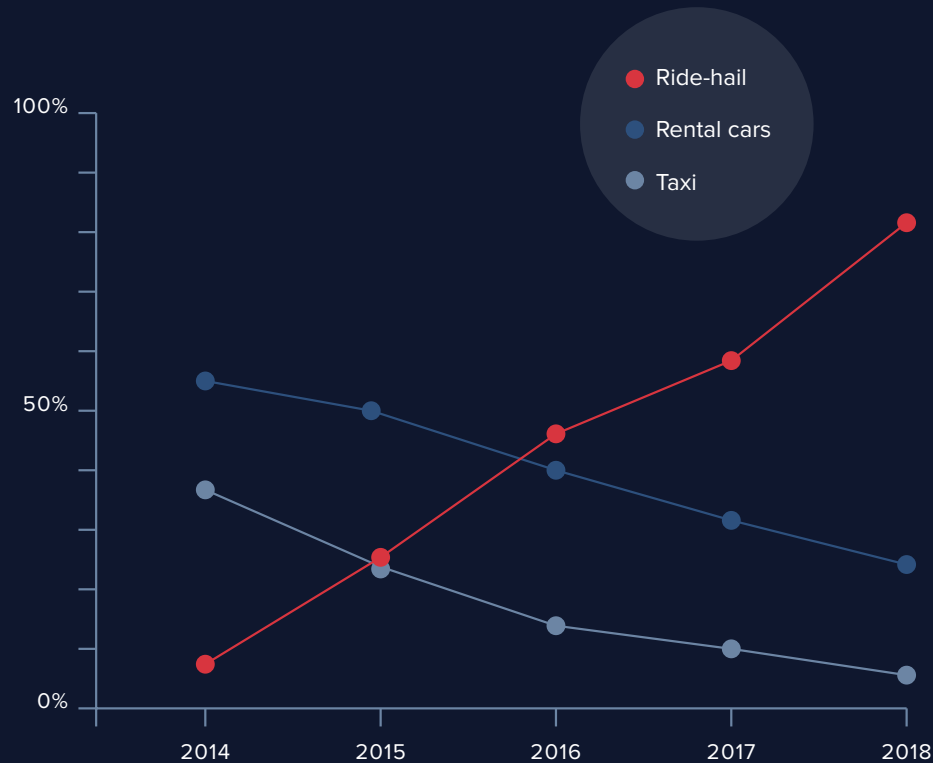
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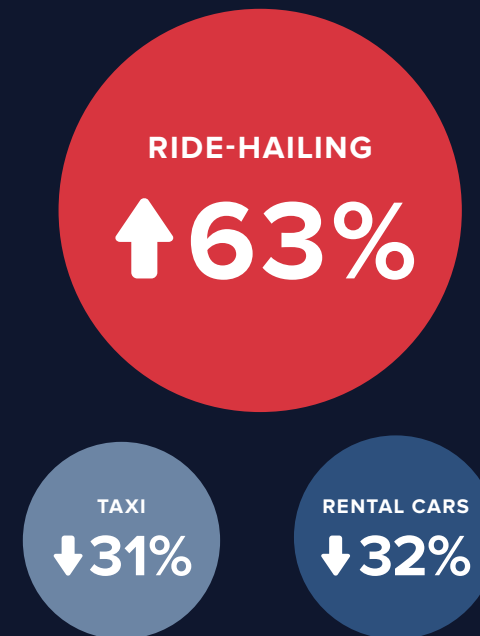
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Percentage change in ground transportation usage



Shift in ground transportation usage across four years



Source: US stats from Certify SpendSmart Report ^[3]

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GROUND TRANSPORTATION AND DUTY OF CARE

A LEGAL, COMMERCIAL AND MORAL ISSUE

Whether employees are driving themselves to a meeting across town or are utilising the services of an authorised TNC in another time zone, companies have a duty of care to ensure that everything possible has been done to ensure their safety throughout the duration of that journey.

Whether they've specified the mode of transport to be used and even pre-arranged directly with the provider, or have allowed the traveller to make their own choice, the legal responsibility is the same and does not waver.

A LEGAL REQUIREMENT

Legally, employers must abide by relevant health & safety and employment law, as well as the common law duty of care. Although legislation varies from country to country, duty of care obligations are typically consistent, with businesses needing to demonstrate that they have sufficient policies, procedures and monitoring in place to minimise the risks that those under their care remit may face whilst at work or travelling on business.

“Simply put, duty of care is an organisation’s obligation to protect its people from risk. In addition to looking out for employees in their regular workplaces, a company must also take ‘reasonable steps’ to mitigate risk for their travelling employees...whatever their destination or mode of transport.”

Although UK duty of care stems from the Health and Safety at Work Act 1974, UK legislation in particular has evolved over the years. The UK Corporate Manslaughter and Corporate Homicide Act 2007 changed the playing field considerably, introducing updates to this offence in UK criminal law. The offence of corporate manslaughter now removes the identification principle of liability, i.e. there is no longer a necessity to prove that any act or omission was the fault of a named individual within the company.

The company itself can now be held responsible and prosecuted if it is deemed to have fallen short in its duty of care provision.

Individuals have not escaped liability though. Directors and other responsible individuals within the company can still face prosecution under the old common law offence of ‘manslaughter by gross negligence’ and the Health and Safety at Work Act. These prosecutions can run concurrently with the corporate prosecution.

THE BROADER BUSINESS CASE

Demonstrating concern for the wellbeing of employees shouldn't just be driven by fear of the legal ramifications though - there's also a clear business case and huge benefits for those organisations that get it right. It can be a key factor in building trust and reinforcing commitment to (and from) employees and can help to significantly improve staff retention, boost productivity and pave the way for greater employee engagement.

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Conversely, failing to implement, and being able to demonstrate, that the appropriate measures are in place to effectively manage duty of care responsibilities can also have significant financial and reputational implications for an organisation.

A MORAL RESPONSIBILITY

Although duty of care is a legal obligation, many companies are striving to go above and beyond what's required of them, as a moral commitment. They really want to look after their people and create a great culture and a great place to work. Dave Morris, Security Intelligence & Contracts Manager, MBDA, summed up the views of many at the recent Ground Transportation Risk Summit – “We absolutely owe it to our people to ensure that they get to where they're going safely. They're representing the interests of the company, so the responsibility falls squarely on our shoulders both legally and morally.”

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*Dave Morris, Security Intelligence
& Contracts Manager, MBDA*

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TAKING OWNERSHIP

Although the responsibility for ensuring the safety and wellbeing of travellers will often fall at the door of the Travel Manager, especially in organisations without a dedicated risk or security function, duty of care is a corporate wide responsibility and should be seen as part of every stakeholder's remit. Everybody within the company, from the boardroom through to the individual traveller has a role to play.

From properly training and educating employees on the potential risks, to setting out official policies and procedures, to carrying out the appropriate due diligence on all official TNC and other transportation providers, the ultimate responsibility lays squarely with the organisation.

But individual travellers themselves can also reciprocate that duty of care and shoulder a certain amount of responsibility for their own wellbeing by ensuring that they avail themselves of the protective measures in place to safeguard them; that they are mindful of their surroundings and actions and that they behave in a way that does not expose them to additional risk.

Kenny Caldwell, Head of Group Security, Associated British Foods, agrees.

“Organisations need to have the right policies in place but, on a day to day basis, travellers need to take responsibility for their own personal safety. You can provide them with the backing, support and training that they need, and even track them from afar, but you can't physically be with them all 24/7.”

Individual travellers can also play a part in helping to keep their fellow employees safe by sharing their own experiences. Having a 'lessons learned' programme in-house and encouraging travellers to share their experiences, particularly the occasions when things haven't necessarily gone to plan, can really help to get the message across and prevent those same issues happening to others.

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DEALING WITH A COMPLEX MARKET

With the constant flux and global variations in the ground transportation market, it's not always easy for travel managers or others responsible for setting policies to know what the right course of action is. Having a blanket policy just won't cover all eventualities and it's simply not realistic to have an individual policy for each and every country or region. But in order to meet duty of care obligations, policies do need to be in place. John McCallion, CEO of GroundScope, is very clear that companies need to be prescriptive in what their travellers should be doing. "You can't prescribe what people must do re flights and hotels and then tell them it's OK to do whatever they like re their ground transportation. It's the most dangerous part of the journey. You don't want your travellers getting into a random taxi which has not been fully vetted and the driver's been on duty for 20+ hours and is falling asleep at the wheel."

Even with policies in place, they need to be easy for both the traveller to comply with and the travel manager to maintain.

Travellers are so used to the convenience of on-demand services in their personal lives, they're coming to expect the same levels of simplicity in their business lives too. Anything that makes the process difficult will merely discourage them from complying.

SIMPLICITY IS KEY

Scott Cawkwell, Travel Security and Risk Analyst, Rolls-Royce, outlines what he feels is one way to keep things simple while still providing the necessary framework needed to ensure appropriate coverage. "When we set ground transportation policies we do it on a country by country basis but we try to make it as easy as possible for the travellers by giving every country a risk rating on a RAG (red-amber-green) scale. If a country is classed as green, then it's down to the traveller whether they self-drive, arrange a taxi or use a ride-hailing service. We allow travellers to make their own choices but we also ensure that we've provided them with the necessary pre-travel training so that they're able to make educated decisions. When it comes to amber and red countries, then we take the responsibility out of their hands and very much prescribe what must be done in those regions."

EXPERT SUPPORT

Companies such as GroundScope and Anvil are certainly making it easier for organisations to deal with the complexities and make positive moves towards meeting the necessary duty of care requirements in this space.

John McCallion explains, "With the best will in the world, it's unrealistic to expect corporate travel or security managers to be able to vet all potential suppliers in order to say which ones are OK to use and which aren't. That's where companies like ours come in. We vet individual operators so that they don't have to. Booking a TNC via GroundScope or a journey management service via Anvil means that travellers will be met by a pre-vetted, trained, identifiable individual in a specified vehicle (make, model, colour, registration). Using a service like ours can't guarantee we eliminate risk completely but it significantly reduces it."

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TRAINING AND EDUCATION

Training the travellers

An area that the attendees at the risk summit agreed on wholeheartedly was the absolute necessity to have appropriate training throughout the organisation. Travellers themselves need to be provided with pre-travel training that will enable them to identify potential risks and take proactive steps to better protect themselves. Training should go much further though and empower travellers to challenge corporate decisions if needed. At the end of the day, regardless of what the official policy may stipulate, if an individual traveller feels uncomfortable with the advice they have (or haven't) been given or how they're being instructed to travel, then they should feel able to raise this with their line manager or those arranging their trip without fear of repercussion.

It isn't always easy though as business travellers, especially the more seasoned ones, can often become complacent to risk, worrying more about their connecting flights or arriving at their hotel at a decent hour. Kenny Caldwell, Head of Group Security, Associated British Foods understands this all too well: "A large proportion of our training

programmes around travel safety awareness are based on where it's gone wrong for others because there's no finer way to learn. You can teach all the theory you like, but the majority of people still start with the mentality of 'it'll never happen to me' so by showing how it actually does happen to people like them really helps to bring it home. It's not to scare or shock people but hearing about how other ordinary travellers have been scammed by rogue drivers or have fallen victim to opportunistic crime on the roadside, really brings it to life in a way that pure theory never could."

Training others

Training also needs to extend beyond the travellers themselves. Those who are booking travel and even deciding on the necessity for a trip in the first place need to be brought into the education loop. Another attendee at the risk summit agreed that training needs to extend to others in the decision making chain: "For us and many other businesses, it's very important to have an education piece for travel coordinators and senior managers. Often, the nature of our business means that trips need to be booked last minute and the travellers may feel they have no say in whether they

take that trip - after all, it's part of their job. Their senior managers and others involved in the decision-making process therefore need to be better educated, be aware of the potential for risk and be in a position to challenge business decisions if necessary. It shouldn't all fall on the shoulders of the individual traveller."

"By failing to address the issues, not only are you putting your personnel at risk but your organisation could also find itself facing legal and reputational ramifications."

Matthew Judge, Group Managing Director, Anvil Group

When it comes to ground transportation and duty of care, there's a lot to take into consideration and the lack of clarity within some organisations is, to some extent, understandable. There's a complicated and ever changing mix of factors to consider – the contentious battles about whether or not the cost premium of traditional 'black car' providers is worth it; whether or not ride-hail providers trusted in some parts of the world may be potentially falling short in others when it comes to passenger safety;

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the regional differences in transportation infrastructures; the ease of booking and use; the cost considerations. The issues may be complex but they need to be faced.

Matthew Judge, Group Managing Director, Anvil Group sums up. “By failing to address the issues, not only are you potentially putting your personnel at risk but your organisation could also find itself facing legal and reputational ramifications. As case law highlights, employers can be deemed to have breached their duty of care by failing to do everything that was reasonable in the circumstances to keep their employees safe from harm. Ground transportation may present complexities and challenges but organisations need to figure out how to overcome these. That’s one of the reasons that Anvil has come together with GroundScope and Uber for Business. By working in close partnership, we’re able to help organisations tackle the issues head on and ensure that they’re able to meet their duty of care requirements from both a legal and a moral perspective.”



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GETTING TRAVEL POLICY ISSUES IN ORDER

Even companies with a strong track record in travel safety and security can have gaps when it comes to ground transportation considerations. Whilst some of these may not seem significant in themselves, oversights, however small, could be perceived as negligence. Some key policy gaps to look out for include:



Does your travel policy omit safety and security considerations of ground transportation altogether?

It's all too common for travel policies that include ground transportation to focus purely on the cost implications and budget caps rather than the potential risks of the various options.



Does the policy differentiate between different levels of seniority with one set of considerations for senior management and a different set for other employees?

Although arguably there may be occasions when senior management, due to their public personas, may potentially be more at risk than other employees, on the whole, the same safety considerations should be made for all.



Does your company fail to inform and educate travellers on general and specific risks re ground transportation?

Despite the shocking statistics on the number of deaths on the roads each year, road safety is not something that will automatically spring to mind for many when considering their next business trip. Although travellers may be more aware of the potential risks of falling victim to crime or assault, without the proper education, the laissez fair attitude of 'it'll never happen to me' will often push this to the back of the mind.



Does your company document when they have advised employees on travel policy and safety and security?

An official policy is worthless if it's not clearly communicated to all, measures taken to demonstrate that this communication has taken place, and steps taken to ensure buy in.



Does your broader travel security programme focus purely on higher-risk foreign travel rather than including domestic travel and taking a door-to-door approach?

Ignoring factors such as the trip to the airport in an employee's own car or the transfer to the hotel after a long-haul flight can put travellers at risk.



Does your company authorise expense claims for ground transportation options that fall outside of official policy?

Turning a blind eye and authorising expense claims regardless is tantamount to approving the action.



Are safety and security considerations a fundamental part of the ground transportation procurement criteria?

These need to be prioritised over all other factors.

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CONDUCTING DUE DILIGENCE ON GROUND TRANSPORTATION PROVIDERS

The following pages provide a basic framework that can be used by organisations of any size to carry out the necessary due diligence on potential ground transportation providers and assess their suitability for usage.

Award each country a risk level according to your organisation's appetite for risk (or utilise the services of a travel risk management company to support you with this). Level 1 = low risk / Level 5 = high risk

List the countries in which your organisation operates or employees travel to routinely.



For higher risk level 4 and 5 countries, adopt enhanced due diligence measures to determine mitigation controls to be put in place, e.g. the use of secure journey management services.

For risk level 1, 2 and 3 countries - what is the minimum level of accreditation your organisation seeks from a ground transportation provider to ensure the safety of your travellers, satisfy your duty of care obligations and protect your reputation?

On the next page, we outline the types of questions you should be asking as part of your due diligence considerations. →

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Conduct due diligence on providers and be assured that they can deliver to your requirements, then you can list them as authorised vendors within your travel safety policy. Consider...



INSURANCE

THE RISK

There is an accident or theft of items from the vehicle, but who do you claim against?

DUE DILIGENCE CHECKS REQUIRED

- Does the transport provider have Company Liability insurance? Does it provide umbrella cover for the whole fleet or do drivers have to insure their vehicles personally?
- What if there is no company, who do you claim against then? Assuming the driver and vehicle are insured, is the cover in effect 24/7 or only active when certain criteria have been met?



DATA & CYBER SECURITY

THE RISK

Theft and misuse of personal and/or credit card information.

DUE DILIGENCE CHECKS REQUIRED

- Where is the data being stored, what is it being used for, who has access to it? Is it shared and if so, who with?
- Is the operator GDPR and PCI compliant?



PERSONNEL VETTING

THE RISK

An employee is attacked by a driver or injured in an accident due to the driver's incapacity to drive safely.

DUE DILIGENCE CHECKS REQUIRED

- Has the transport provider conducted CRB, biometric or equivalent testing and if they have, was it just done the once or do they routinely check or subscribe to a service that alerts them to a misdemeanour?
- Has the transport provider undertaken an Occupational Health check on the driver to ascertain that they are fit physically and mentally?
- Is the driver fully licensed to carry passengers and in what jurisdictions? How often is that checked?
- Who is liable for Workers Compensation or Personal Injury?

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CORPORATE GOVERNANCE

THE RISK

You sanction use of companies that could damage your reputation through their own lack of concern for important issues.

DUE DILIGENCE CHECKS REQUIRED

- How does the transport provider deal with discrimination, inequality, general behaviour?
- What about the environment? Are they concerned with rising emissions and congestion?
- And what about their profits? Do they entertain surge pricing and tax avoidance?

MONITORING

THE RISK

To fulfil duty of care obligations, you need to monitor the entire business trip, not just where the employee is travelling to and which hotel they're staying in. If you're approving an airline or hotel as a safe option, then why not the same for the ground transportation provider?

DUE DILIGENCE CHECKS REQUIRED

- Can you monitor this part of the traveller's journey through your tracking system?
- Are you able to provide the traveller with key information before they travel, such as driver name and photo, vehicle description and registration number?
- Does your system trigger an alert for you to prepare a risk assessment in advance of the trip?

Remember, there may be significant differences in the operating standards of the same TNC across different jurisdictions. Do they apply the same checks and controls in all jurisdictions in which they operate? If not, in which jurisdictions DO they apply them?

By following these simple steps and asking the appropriate questions, you'll be in a much stronger position to assess the suitability of any proposed ground transportation providers and ensure that your policies can better protect both your personnel and your organisation. ■

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THE NEED FOR JOURNEY MANAGEMENT

From opportunistic crime through to violent carjacking and even kidnap, there are many countries where a road journey can put travellers at significant risk. Due to the higher risk nature of some regions or possibly the profile of a particular traveller, there will be occasions where commissioning secure journey management services is a recommended option.

Assuming that the necessary pre-travel risk assessments have been carried out and journeys to these higher risk regions have been deemed absolutely necessary, then organisations need to consider how best to ensure the safety and security of their personnel whilst travelling through these risk hot spots.

SECURING THE JOURNEY

In higher risk regions, it's highly advisable to take additional precautions and only travel with appropriate safety measures in place – often referred to as **secure journey management**. Depending on the risk profile, this type of service can include anything from a trained driver meeting the traveller at the airport and ensuring that they reach their destination safely to highly skilled

close protection officers who accompany the traveller throughout the entire duration of their in-country trip, providing both the traveller and the organisation with the peace of mind that they are in safe hands.

Although these in-country elements are a vital part of the process, effective journey management starts well before the traveller's journey even begins with comprehensive pre-trip planning. This advance planning stage should look at pre-trip intelligence, risk assessments and route and venue reconnaissance to ensure that all parts of the journey have been fully considered. The pre-planning should also look at the individual traveller and their organisation and consider whether their profiles potentially put them at greater risk (e.g. VIPs, high profile individuals or organisations).

The outcome of this pre-trip planning and risk profiling will determine what active measures are required throughout the journey.

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JOURNEY MANAGEMENT SERVICE CONSIDERATIONS

When talking to a risk management company about the type of journey management services they can provide, the following are areas that should be considered:

✔ **Is pre-trip intelligence gathering, to assess potential risk, carried out as standard?**

✔ **Does this include:**

- Live, up-to-date location specific intelligence?
- Specific route and venue reconnaissance?
- Organisational and individual specific risk profiling?

✔ **Are the on-location security professionals and drivers that will be assigned highly trained and vetted, and do they adhere to rigorous operating procedures and a strict code of conduct?**

✔ **Is 24/7 operational co-ordination and monitoring undertaken by the provider's own in-house specialist team?**

✔ **Are situational updates communicated to all relevant stakeholders around the clock as necessary?**

✔ **Can the provider also offer, as standard:**

- Airport transfers including landside/airside meet and greet services?
- Executive airport services such as VIP check-in, fast-track immigration and customs clearance?
- Secure transportation?
- Live tracking, geo-fencing and proximity alerts?
- 24/7 emergency response?

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DELIVERING PEACE OF MIND

Aside from mitigating the physical risks, this type of journey management service can provide additional peace of mind for the traveller. Trips to higher-risk destinations can be stressful enough, and the more complex the journey, the more unsettling it can be. Journey management enables organisations to fulfil their legal obligations around duty of care but to also make sure that their travellers are well supported and at ease – wherever they are in the world.

Remember, there may be occasions when journey management is advisable even if the region in question is not deemed particularly high risk. It's always wise to consider whether an individual traveller's role may make them a potential risk magnet or whether the nature of your industry or the fact that your organisation may be well known may make your travellers more vulnerable.

If in any doubt, it's worth seeking advice from a professional risk management organisation who should not only be able to assess the need for specific on-the-ground support for particular journeys but should also be able to help contextualise this as part of the broader organisational risk and resilience framework. ■



Does the nature of your industry or the fact that your organisation may be well known make your travellers more vulnerable?

Does your organisation do business in higher risk countries?

Does an individual traveller's role make them a potential risk magnet?

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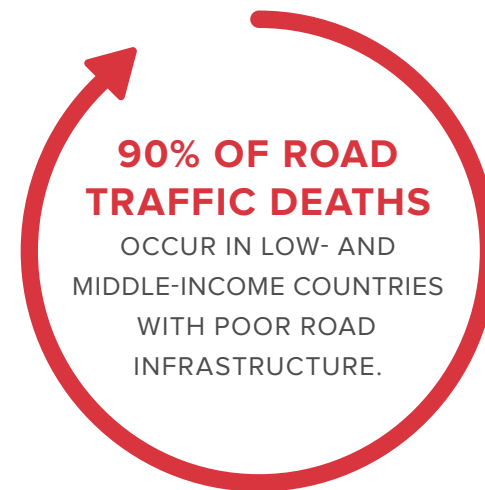
DANGER ON THE ROADS – TRAVELLERS BEWARE!

While stories of tourists and business travellers falling foul of carjackers abroad, and tales of personal assaults in taxis and ride-hails closer to home may hit the headlines, the biggest threat to personal safety on the world's roads often goes unreported.

Every year the lives of almost 1.3 million people are cut short as a result of a road traffic accident and up to 50 million more are injured or disabled. The statistics are staggering and show just how dangerous the roads can be. Poor infrastructure and general road conditions in some countries, unsafe vehicles, a lack of observance of basic road laws and inadequate emergency services cover can all heighten the risks for the corporate traveller.

Road traffic injuries cause considerable economic losses to individuals, their families and to their employers. These losses arise from the cost of treatment as well as lost productivity for those killed or disabled by their injuries, and for family members who need to take time off work to care for the injured.

Although it's easy for travellers to become blasé about the dangers, the poor road conditions and differing driving standards found in some countries can present them with a very different driving experience and can significantly increase the risks to even the most proficient of self-drivers. Organisations therefore need to be aware of the dangers and factor the potential risks into their travel policies.



ONLY 34 COUNTRIES, REPRESENTING **29% OF THE WORLD'S POPULATION**, HAVE DRINK-DRIVING LAWS THAT MEET WHO RECOMMENDED BEST PRACTICE.



ONLY 47 COUNTRIES, REPRESENTING **13% OF THE WORLD'S POPULATION**, HAVE LAWS THAT MEET WHO RECOMMENDED BEST PRACTICE ON URBAN SPEED LIMITS.

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VEHICLES SOLD IN
80% OF ALL COUNTRIES
WORLDWIDE FAIL TO MEET
BASIC SAFETY STANDARDS.



UP TO 50 MILLION PEOPLE
EACH YEAR SUSTAIN NON-FATAL
INJURIES AS A RESULT OF ROAD
TRAFFIC ACCIDENTS.

ON AVERAGE, ROAD TRAFFIC
ACCIDENTS COST COUNTRIES
**3% OF THEIR GROSS
DOMESTIC PRODUCT.**



Data source: World Health Organisation Global Health Estimates and the Global Status Report on Road Safety
<http://www.who.int/news-room/facts-in-pictures/detail/road-safety>

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Despite its often low profile, the ground transportation part of the journey is the one that poses the greatest threat to business travellers and is something that companies need to take serious steps to address. “It’s the lowest cost element yet the one with the greatest risk,” says GroundScope’s John McCallion.

One of the things that’s abundantly clear when addressing the duty of care concerns in the ground transportation sector is that one shoe certainly does not fit all and there is no magical panacea that will address all of the issues in this fluid and complex world. But companies need to be willing to accept the challenge and face the issues head on.

POLICIES, FRAMEWORKS AND DUE DILIGENCE

A key point that came out of the Ground Transportation Summit was the necessity to really focus in on the official policies and processes that organisations need to have in place in order to comply with duty of care legislation and better protect their people.

“The cheapest part of the journey is the highest risk.”

Rather than have informal and ad hoc procedures in place, businesses need to do their due diligence, determine what’s right for their company and create the policies to suit. This will ensure that their company is protected in the event of an accident, or worse. And most importantly, it will help ensure that their employees are safe and secure.

For policies to work, they need to provide a central framework but they also need to be flexible and give people options. It may be perfectly safe and acceptable, for example, to book a hire car and self-drive in many countries and some travellers will be perfectly happy to do so. But equally, there will be many travellers who won’t feel at all comfortable doing so. Policies therefore need to provide alternative options and allow individuals, when appropriate, to make the choices that work best for them.

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“In countries where the travel risks are lower, our rules do allow travellers to exercise some discretion in the ground transportation they select,” says Scott Cawkwell of Rolls-Royce. “This allows them flexibility on the ground when they need to make changes to their schedule. However, we do provide clear guidance within our training on where the boundaries are. In higher risk countries, our rules on ground transportation are far more prescriptive.”

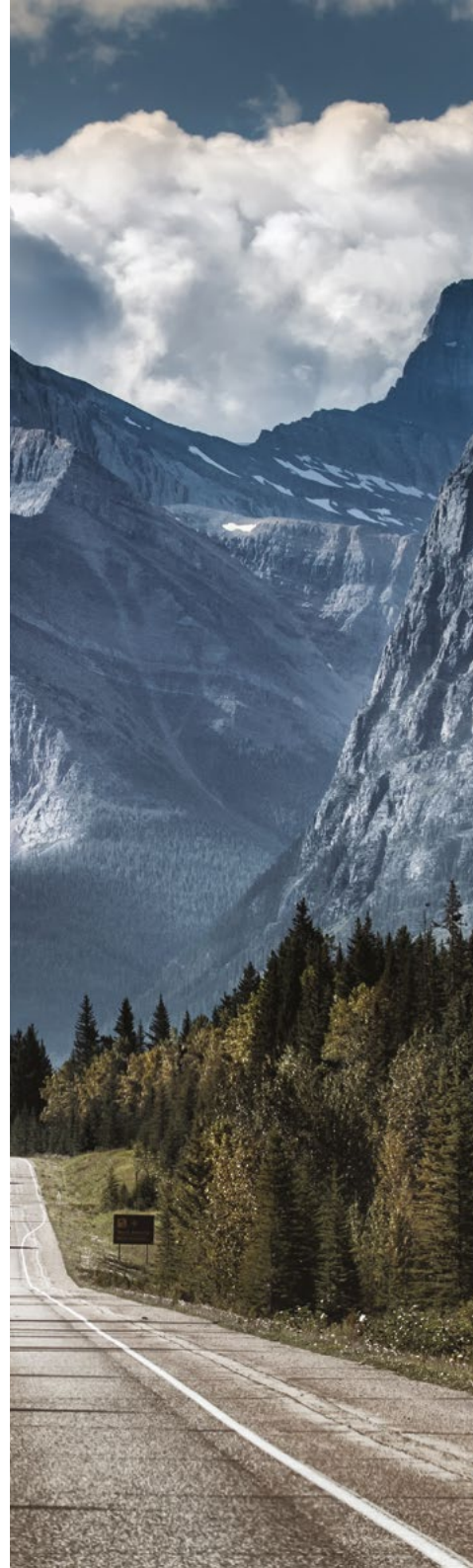
EMPLOYEE EMPOWERMENT AND A CULTURAL SHIFT

Organisational culture can definitely help with the empowerment of employees. “We need to create a culture within our organisations where people actively want to tell us when they’ve booked outside of the official channels and made their own arrangements,” says Dan Williams, Global Threat Assessment & Global Travel Security Manager, Uber. “Let them know it’s fine to do this, show them how to, and then show them what they need to do to allow the company to still support them.”

Others also agree that culture is a key part of the solution. “We have to create a security culture within organisations. Much as we can manage the threats and risks, it doesn’t work if we don’t have the buy in from the workforce,” says Dave Morris of MBDA.

COLLABORATION

As new collaborations develop, it’s becoming easier for companies to better manage the potential risks associated with their use of different ground transportation solutions. Ground transportation providers, booking platforms and risk management companies are investing in technology and coming together to develop solutions to help make this even simpler. Matthew Judge, Anvil Group, explains: “A lot of it comes down to the booking channels being used. Airline and rail booking systems, for instance, already feed into Riskmatics®, Anvil’s risk management platform. We therefore have total visibility of these parts of our clients’ journeys and can help them to mitigate the risk appropriately. It hasn’t previously been so straightforward with the types of ground transportation that we’re talking about today. By partnering with GroundScope and Uber for Business, we’ll be able to change this and provide our clients with far greater control.”



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Others at the summit agreed that collaboration is important. The sharing of information and ongoing communication around ground transportation is key and companies should feel able to open up channels of communication, not just with the various service providers but also with other organisations in their industries – their own peers. It's likely that they'll be having very similar issues and can learn from each other. Scott Cawkwell of Rolls-Royce is a strong advocate of the positive networking culture. "There should be no competitive advantage in personal safety. We all have the same objective, which is to protect our people. This simply isn't something we should be trying to compete on."

Scott also recommends that companies should use all the channels open to them to increase their awareness of ground transportation issues. "Read a lot, see what's going on, speak to your travellers and ask for their opinions. Most importantly, get some expert help."

FACING THE CHALLENGE HEAD ON

It's crucial that organisations pay very close attention to the ground transportation options that their travellers are using. Are policies in place to clearly define the company line? Are travellers being advised on potential options? Is usage of certain providers being 'authorised by ignorance'?

"There should be no competitive advantage in personal safety."

There are more deaths on the world's roads every year than there are casualties of all the natural disasters, medical epidemics and terrorist attacks combined. Ground transportation forms part of almost every single business trip. It's also the most dangerous part of every business traveller's journey. Complex as it may be, it cannot be ignored. ■

The safety measures taken by ground transportation providers are as important, if not more so, than those taken by airlines. According to the Insurance Information Institute, it estimates that the odds of an individual being killed in an air accident are **1 in more than 790,000** yet the possibility of being killed in a car accident is **1 in 8,000**^[4].

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Sponsored by Anvil Group, GroundScope and Uber for Business, the first ever Ground Transportation Risk Summit was held in London, September 2018.

Sincere thanks go to Rolls-Royce for hosting the event at their London offices and for all of the attendees who very kindly gave their time and shared their invaluable knowledge. The sponsors would also like to express their thanks to Mark Frary - independent journalist, author and business travel expert - for moderating the event.



Anvil Group is a global travel and operational risk company that delivers advanced technology-led resilience solutions which identify relevant threats, warn those affected and prescribe what action to take. Anvil works with a global client base to protect their people, property and performance against risk. Combining the automated Riskmatics® risk management platform with the unparalleled experience of their global analysts and direct on-the-ground security and clinician-delivered medical assistance service, Anvil puts clients firmly in control.

www.anvilgroup.com



GroundScope is a global booking service that lets travellers choose from over 600 local ground transportation services across the world – from taxi firms to coach companies – and book the safest, most reliable and cost-effective option for their trip. GroundScope brings together a powerful online booking platform available on web, App, GDS and mobile, an enormous selection of rigorously-vetted ground transport partners and a group of experienced staff offering 24/7 customer support.

www.groundscope.co.uk



Uber for Business is a travel management solution that helps more than 65,000 organisations across the globe run more efficiently with enhanced billing, reporting, and administrative tools. With service in more than 80 countries and 600 cities, Uber for Business delivers a consistent and cost-effective way to manage ground transportation programs for businesses of any size.

www.uber.com/business

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For further information regarding the content within this report or to express interest in attending a future Ground Transportation Risk Summit, please contact enquiries@anvilgroup.com

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