

CONNECT

Issue 14

The magazine for the risk professional

The Travel Issue

Talking comfort,
safety and training

Train the traveler

Why basic training
is a must

Self-care for business travelers

Stretches and advice
for busy travelers

WELCOME

Welcome to the travel issue. We don't usually do issue-based magazines. But this time we wanted to break free of the doldrums of the impending winter and head back to the beach for one last foray in the sun. Yes, we're doing travel.

Unfortunately, this issue won't consist entirely of me sunning myself in gorgeous Italian groves or among the traveler caravan in South East Asia. Apparently, the budget won't stretch, so instead, we'll just have to feature the usual mix of clever articles and educated takes on issues across the health and safety spectrum.

In all seriousness, when we discussed putting together an issue-based magazine we knew that it needed to be an inclusive set of articles that gathered reader-interests and reframed them in new and inventive ways under the rubric of travel.

Inside you'll find articles that talk about ergonomics, driver risk, health and safety compliance, wellbeing, health, and, as you might expect, travel safety.

From Andy Neal, Cardinus Security Director, talking about the need to establish general training guidelines for traveling employees (both home and abroad) through to David Crangle of Transpoco discussing the latest research in driver behavior, we've got plenty of actionable advice, thought-provoking reads, and new thinking.

As ever, thanks for taking the time to read Cardinus Connect. Send through any comments to info@cardinus.com and invite your colleagues to sign up to receive the latest issues at cardinus.com.

We hope you've got a Piña colada in hand as you dip your toes into the cool waters of our travel issue. Now, sit back in your lounge, take a sip and enjoy the red-hot rays one last time before the sun closes in...

Bill Pace

BILL PACE, Cardinus



CONTENT



MINDFUL ERGONOMICS FOR TRAVELING

04 **MINDFUL ERGONOMICS FOR TRAVELING**

08 **WHEN DISASTER STRIKES**

10 **THE POWER OF SLEEP**

13 **TRAIN THE TRAVELER**

16 **TAKING THE DISCOMFORT OUT OF TRAVEL**

18 **SETTING THE STANDARDS FOR TRAVEL RISK MANAGEMENT**

21 **DRIVER BEHAVIOR TRENDS**

23 **SELF-CARE STRETCHES FOR FREQUENT BUSINESS TRAVELERS**

25 **DIRECTION OF TRAVEL**



THE POWER OF SLEEP



MINDFUL ERGONOMICS FOR TRAVELING

Donna DeFalco, President of the Health Enhancement Company, gives 10 mindful ergonomics tips for traveling

HUSTLING from a long workday to catch the next train or flight to an early morning meeting, firing on all cylinders... sound familiar to you? Nothing about this type of travel seems remotely mindful or ergonomic- in fact, simply landing in your seat on time with a snack to sustain you might feel like the only relaxing moment of the whole trip

There is a place, however, where ergonomics, mindfulness, and travel can meet, and when put into practice, it can be an absolute game-changer.

Mindful ergonomics is a concept that I have been teaching and introducing to corporations for over 35 years. Simply put, it is the act of focusing on how your body is performing tasks, giving your brain a break from all the stories and chatter. Let's revisit our scenario from the beginning:

As you make your way from the office, are you bent over, sending a text from your phone, fingers gripping and autocorrecting, shoulders hunched up to hold your bag in place as you race to get in line for the next destination? Are you aware of your body and your breathing patterns only when

you reach the threshold where discomfort meets pain? How does this influence your reactions when the inevitable variables of travel come into play:

Long lines, delays, cancellations, the crying baby or the snoring seatmate? I think most of us believe that's just part of the travel experience, and we accept this stressful state as the norm when in most cases it is *actually preventable* – and not just when traveling. If you take a moment to breathe and focus on what is going on - internally and externally - the practical application of mindfulness can significantly reduce the stress, discomfort, and awkward postures and habits that are related to ergonomics. This allows you to become proactive in your responses, enjoying or accepting

the present moment wherever your travels may take you. Yes, this line is long. But if I take a moment to adjust my posture, put my phone away, take the bag off my shoulder, breathe, look around without judgment, simply accepting what is there? It instantly has a tremendous effect on me and what I am experiencing. I'll be waiting either way; **the better course of action is clear.**

Next time you're about to hit the road, give these exercises a try. You have nothing to lose and much to gain - who doesn't want to travel comfortably, feel focused, refreshed, and ready to work with no discomfort? (As an added bonus, you'll probably find you have the energy for a little "me time" upon arrival!)

“ If you take a moment to breathe and focus on what is going on - internally and externally - the practical application of mindfulness can significantly reduce the stress, discomfort, and awkward postures and habits that are related to ergonomics. ”

1. Unplug:

Take 5 deep breaths as you close your computer and head out of the office to your destination. Give your brain a rest and note how you feel, where you feel it, and reposition yourself before you throw on that heavy bag. Repeat when you arrive at your destination.

2. Present Moment:

As you are walking to your destination, notice each foot as it touches the ground, notice your knees lift, feel the air around you. No matter where you are, there is always a rich experience to be had (yes, even at the bus terminal in your least favorite city). Enjoy the sensations of being in the present moment.

3. Brain Chatter Challenge:

Allow your mind to wander, then inhale, close your eyes and bring yourself into the present moment. Focus on your breathing, breathe deep and inhale and exhale. Repeat this cycle: wandering, then focusing on your breath, at least 5 times.

4. Savor:

Before you eat a meal, a snack, or have a drink at a cocktail party, take a deep breath. Look at what you are about to consume and notice its color, notice the portion as you take your first bite or sip (make it a small one). Observe the texture, the flavors, and as you swallow, enjoy the sensation of sustenance.

5. Truly Relax:

Carve out a time with no schedule, no devices, no drinks with colleagues, just “me time”- you only need a moment. Melt into the present, look at a dark sky, watch the sun rise or set, really see a piece of art, whatever it is, absorb it. Place the image in your mind, reflect on the feelings it brings to you. Call the image back to relax and recharge whenever you need it in the future.



6. Observe You:

Mindful posture is beginning your day in neutral. Take a moment to engage the back of your chair, see if it feels comfortable on your back, if your feet touch the floor, if the armrests allow your shoulders to drop, if your head and chin are in line with your spine. As you begin your work day, notice if you are moving from this optimal posture to work with your tools. If you are, stop and adjust your tools to work for you. Pay close attention throughout your day.

7. Break Away:

On your break, instead of falling into a social media feed, close your eyes for a minute and change focus. Take 3 deep breaths, step away from your work area and move your body a little, a brief walk or a nice stretch. If you have the time, finish up with the Brain Chatter Challenge.

8. Get your ZZZ's:

Sleep is so very important. To prepare for a restful night, create a bedtime tea ritual in your hotel room: Steep an infusion of lavender, lemon balm, valerian

root and chamomile. (If you can't get loose tea, a bag of Sleepytime tea works as well). Place the warm cup in your hand. Take in the soothing sensation, breathe in the aroma and the steam, close your eyes and sip. Stay in the present moment and enjoy a good night's sleep in your home away from home.

9. Resilience:

Mindful ergonomics while traveling is a practice. We all have a bad day, or listen to our brain chatter about not having time, not even a minute. Not to worry: your tools are always there for you when you want to start again. For a quick reset on the go, simply **STOP**:

- Stop
- Take a deep breath
- Observe
- Proceed or change perspective

10. Apply the ABC's of Mindfulness:

- **Awareness:** Become more aware of what you are thinking and doing – what's going in your mind and your body.
- **Being:** Avoid the tendency to respond on auto-pilot and

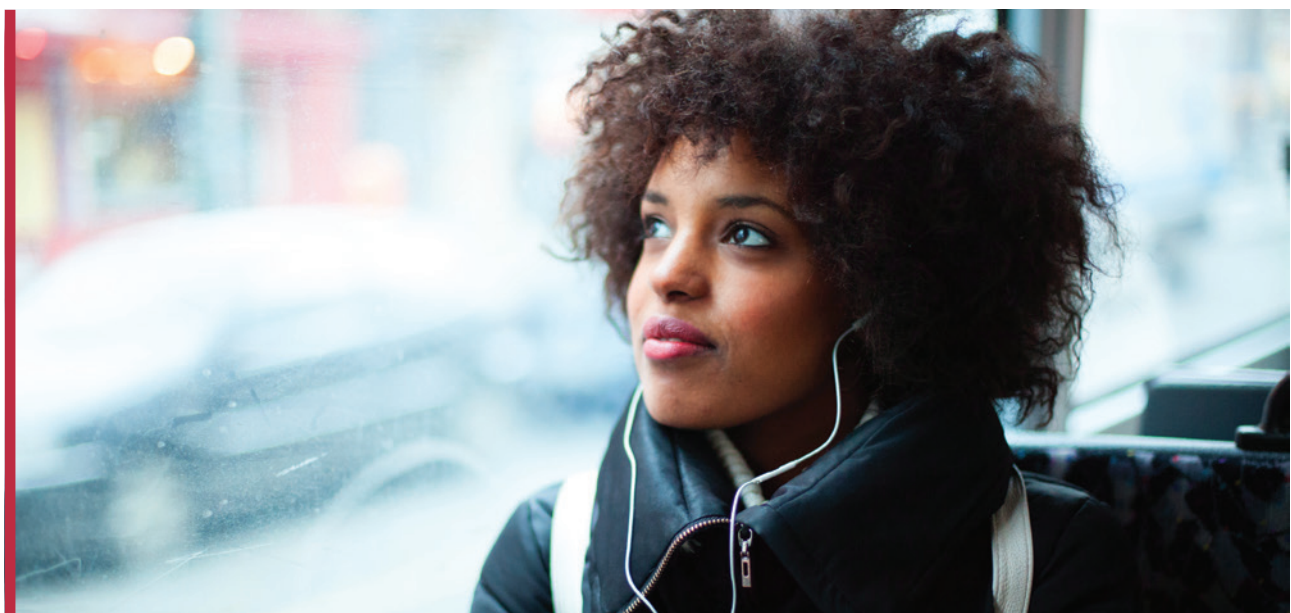
feed problems by creating your own story.

- **Clearly Seeing:** By creating a gap between the experience and our reaction to it, we can make wise choices and become more creative.

Remember, this isn't about "right" or "wrong" but finding ways on our journey to bring healthy balance into our lives, vitality to our bodies and richness into every experience. I wish you the very best of travels.

■ Donna Defalco is a consultant and wellness program developer with

over 30 years of experience in musculoskeletal health and stress-related disease. President of The Health Enhancement Company she oversees on-site wellness and development around ergonomics issues to national and international Fortune 500 companies.



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WHEN DISASTER STRIKES

Recent fires, tsunamis, and flooding have affected people, businesses, and economies – the price of devastation has been high. But, how can we plan for such emergencies? **Jon Abbott** shares some lessons learned.

THE catastrophic events that have, quite literally, shaken the world over the past decade have tested the way governments and organizations deal with emergency situations in the most awful ways imaginable.

The shocking devastation and loss of life as a result of the forest fires in California, the recent tsunamis and floods in Japan and Indonesia, plus continued unrest across the Middle-East

have reminded us all that we live an unpredictable and sometimes precarious existence.

All of these can cause not only threats to the safety of those working in the area, but as we saw with the volcanic eruption in Iceland in 2013, they can cause a severe degree of disruption to business activities owing to restrictions on travel. We even saw the same threat resulting from a pandemic, where Chinese officials

threatened to close all borders. Could we have coped with our senior executives being trapped for an indeterminate period in another country?

By the very nature of these events, they usually occur with little or no warning and their effects are likely to be catastrophic for people and businesses. Just because we can't predict these events, it doesn't mean we can't plan for them. Businesses have to ensure safety

is considered at the very heart of all operations. Despite this, some processes fail. It isn't because they don't have good management systems in place, they probably do. It has nothing to do with policies and processes, these are often clear and readily available. What causes the problem is the failure to test these systems.

During an emergency, whether it is a global catastrophe or a local incident, people do not always act the way we think they will.

A process may fail because an individual's instinctive reaction is to help, often disregarding any additional risk that creates. A process may fail because it is not easy to carry out; and, without testing, how would we ever know? Presumably, when it's tested for real, and fails.

Good leadership

Without clear communication strategies, there can be a failure in good leadership. This is especially true where communication has to cross timezones and territories. But, good leadership is critical at times of extreme duress, and I think we will see that it is the organizations with tried and tested disaster plans that emerge fastest and in better shape..

We feel great sorrow over the deep and lasting damage suffered as a result of a disaster. We also feel admiration and wonder at an organization's ability to emerge from the turmoil and get back to business. Did you hear about the earthquake that ravaged a Japanese highway, which was torn apart down the middle? It was rebuilt in three days. Great reputations are rebuilt that way. Badly prepared organizations may never recover; and, even those that do, they also carry a heavy reputational burden.

We expect our governments to take overall responsibility for disaster management. Governments, quite rightly, will be more concerned with current dangers and the immediate aftermath of a disaster: the clean-up, the support to society, re-instating the infrastructure. Companies also have huge responsibilities to their employees and to try to ensure the stability of employment and the economy. Employers are an important part of the longer-term recovery and, in partnership with governments, companies play a vital role in the return to normality. So, governments and companies need good plans in place; plans that have been tested and will work well together. Good safety systems help, however, they can only be successful if they truly help to protect our assets.

Lessons learned

Natural disasters come with no warning – they can occur anywhere, at any time. In the event of a disaster, will your business have the ability to pick up the pieces and get back to work, or will things grind to a halt? While it isn't possible to plan for every event, a solid disaster recovery plan can make all the difference. A disaster recovery plan is one of those difficult but necessary aspects of a successful business. With luck, you may never need to rely on your disaster recovery plan, but if you ever do, you'll be glad that you planned ahead.

The process of drawing up disaster recovery plans will need to address questions of leadership, authority, timeframes, deliverables and more. As a guide, you should seek to address the following:

1. Corporate buy-in, and commitment at all levels
2. Sponsorship from key stakeholders
3. Power and authority within regions and divisions

4. Appropriate resources
5. Timeframes for responses
6. Realistic frameworks for what needs to be done
7. Schedule of deliverables

As an addendum to this, I thought I'd share a few points on what a disaster recovery plan would generally cover. It will need to be amended, contextually, from organization to organization, but these questions will give a general rule of thumb for creating such a plan.

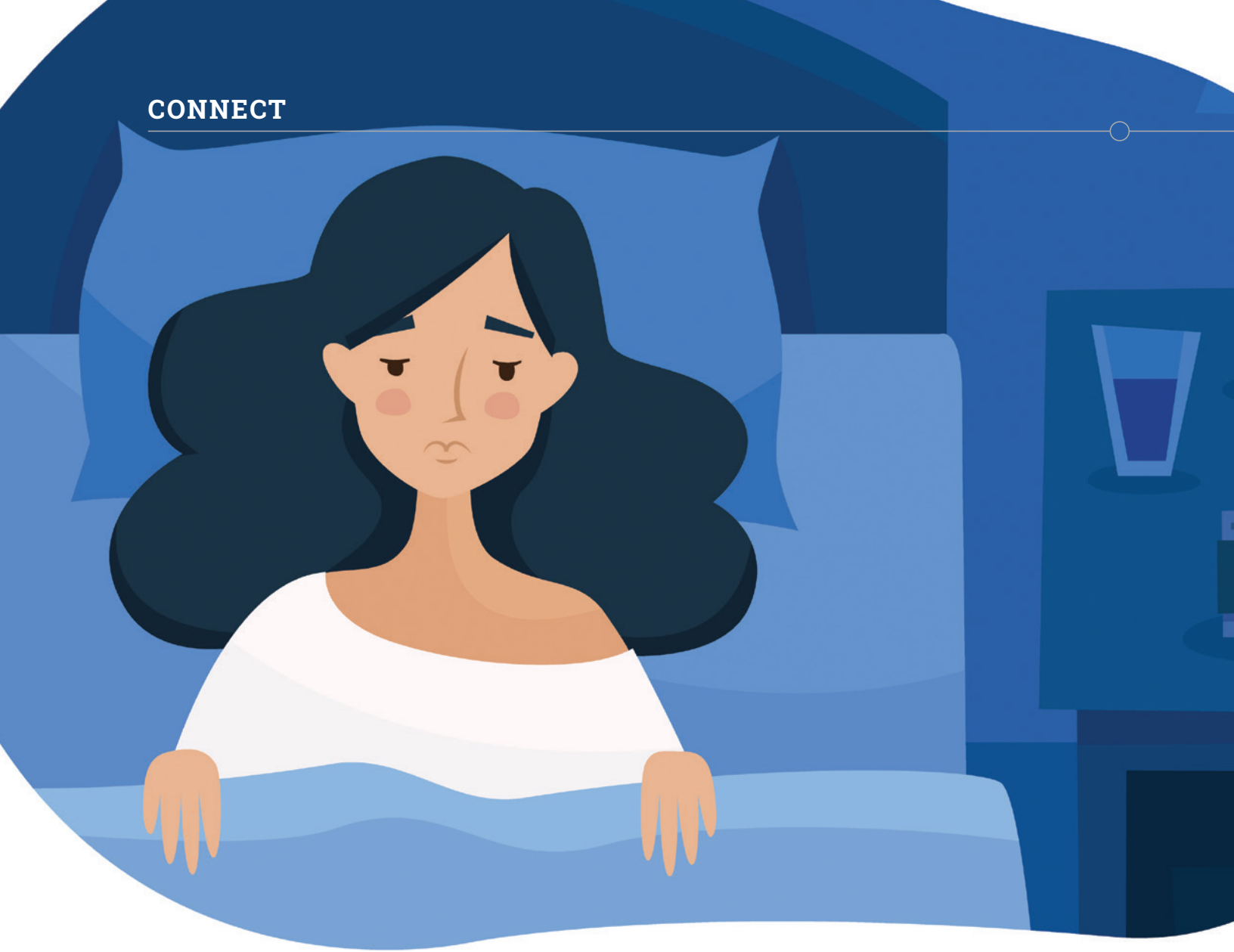
1. How you organize yourself during disasters
2. How your organization responds to an incident
3. How you manage what you do from the first hour to the 48th hour
4. How you communicate with any external audience
5. Staff and 3rd party contact details
6. Generic roles and responsibilities

I think that our experience and the experiences of our customers can prepare people and organizations for the unexpected; to help limit damage, speed up recovery and avoid the reputational risk of not being prepared.

■ Jon Abbott is a director at Cardinus Risk Management Limited, with more than 15



years' experience of ergonomics, safety and occupational health. Over that period he has worked with a wide variety of organizations in the private and public sector providing a full range of risk management solutions including software, e-learning and consultancy. Jon was instrumental in setting up Cardinus operations in America and Holland and is currently responsible for the sales and marketing strategy at Cardinus.



THE POWER OF SLEEP

Harry Bliss, Director of Champion Health, discusses the dangers of sleep deprivation to traveling staff and presents the WHEELS framework to help improve sleep.

THE highest volume of global heart attacks and car accidents occur on the same day, each year, every year. Specifically, they occur on the final Sunday in March when the clocks spring forward into daylight saving time. Scientists have studied this phenomenon in-depth and have concluded that there is a specific human behavior behind this. Sleep. A lack of sleep, to be more precise.

Losing just 60-minutes of shut-eye is detrimental to our health; raising the risk of suffering a heart attack or even experiencing a road traffic accident. Sleep loss places such stress on our cardiovascular system that it will accelerate heart rate and elevate blood pressure to dangerous

levels. Studies have evidenced that those of us regular sleeping 6-hours or less are over 400% more likely to suffer heart attacks in their lifetime.^[1]

Our brain function stalls with even the smallest amount of sleep deprivation and leads to momentary attention lapses called microsleeps. These occur commonly amongst those who sleep only six-hours or less. These microsleeps occur when we drive. We lose our ability to react, control steering and operate brake pedals. Road traffic collision risks rocket by 168% when fatigued behind the wheel^[1]. In the US, there are 1.2million annual road accidents attributed to sleepiness; more than the combined total for those found to be associated with drug and alcohol use^[1].

OPTIMIZING THE SLEEP OF THE WORKFORCE

Raising awareness of sleep across the workforce is a critical step towards helping:

1. Reduce fatigue
2. Improve safety
3. Enhance performance
4. Promote wellbeing

Sleep is a very personal behavior with our habits and routines occurring unconsciously. As employers, it is not your responsibility to enforce or insist upon employees making changes to their sleep behavior. However, it is certainly within the best interest of the company to facilitate and support employees to pursue positive changes to lifestyle health.

THE BUSINESS CASE:

1-2 nights of poor sleep per week increases the risk of absence by 171%, when compared to 'optimal sleepers'.^[2]

Employees who sleep poorly directly cost employers £2,160 p/yr in fatigue-related productivity losses.^[3]

Although you cannot force your team to sleep well, you can facilitate it. Feel free to use The WHEELS Framework™ to support you in this process and keep employees safe on the roads.

WHEELS™

- **W**ind down - This is a critical stage for preparing for bed. A warm bath or shower before bed can help the body relax and improve your sleep quality. Reading, listening to music or performing mindfulness activities can help build effective wind-down routines.
- **H**ydration - When fluids are consumed, and the type of fluids chose is extremely important for optimal sleep.
 - Caffeine temporarily blocks signals that start the sleep process and remains in the system for a while. Reducing caffeinated beverages and avoiding them beyond 2 P.M. is highly recommended.
 - Alcohol before bedtime leads to symptoms of sleep apnoea, snoring and disrupted sleep patterns. Drinking any fluids to close to bedtime can break the natural sleep cycle. Try and limit all fluid consumption to 1-2 hours before your bedtime to avoid waking during the night.
- **E**nvironment - Bedroom environments are a crucial component of sleep. Bedrooms should be quiet, relaxing, and clean. The temperature of the room is also extremely important; temperatures of 19-20 degrees-Celsius are recommended and can be complemented by seasonally appropriate bedding.
- **E**xercise - Being physically active is one of the best science-backed ways to improve sleep. Regular exercise during daylight hours is one of the most effective ways to help set up a good night's sleep. Explore ways to integrate

exercise into daily routines and around current commitments.

- **L**ight - Access to natural light during daylight hours helps regulate the natural circadian rhythm of the body. Ensure your workday routine allows access to natural light and time outdoors. In contrast, night-time light exposure confuses the brain into thinking it is still daytime. This makes it harder to relax and get to sleep. Consider reducing digital device use during the evenings and adjusting device settings such as *night shift mode* to filter and reduce blue light exposure.
- **S**leeping Pattern - Developing the habit of waking up and going to bed at similar times every day (including weekends) is highly advantageous. Irregular sleep patterns lead to poorer long-term sleep quality.

■ Harry is a young entrepreneur who founded

Champion Health, a cutting-edge workplace health company. Harry's focus is around the prevention and early intervention of health conditions within the workplace. He has special interests in the connection between sleep and employee performance. In his spare time, Harry is training to complete 4 marathons in 4 days to raise awareness for preventing male suicide.



Sources: [1]Matthew Walker (2017). Why We Sleep. The New Science of Sleep and Dreams. Penguin Books [2] Azor & Grandner (2015) <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4610176/> [3] Rosekind et al (2010). <https://www.ncbi.nlm.nih.gov/pubmed/20042880>.

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TRAIN THE TRAVELER

Don't underestimate the importance of basic travel safety advice and guidance for both business and non-business travelers says safety guru **Andy Neal**.



there were 23,857 instances of consular assistance, which includes everything from hospitalizations to drug-related arrests, stolen passports, and sexual assault.

One of the difficulties of installing a corporate travel policy is workforce perception of fear of terrorism, which is often out of proportion to the actual risk of incidents occurring. This creates barriers to adopting necessary skills such as the ability to read and evaluate risks as they appear less critical to the traveler.

However, business travelers should be provided with a training framework that seeks to provide a more applicable skillset in general situations and environments, such as on public transport, when shopping, when broken down in a car rental, when visiting tourist sites and other common business travel scenarios.

When working with organizations across the world, from logistics suppliers through to government workers, I often see people traveling to locations with little corporate support, and without the necessary resources, training, education or information.

YOU often see maps generated by various risk companies highlighting and ranking countries and destinations according to their perceived security and safety status. It has been a common media tool for decades. This is particularly so when public attention is focused on seismic events such as terrorist attacks, lone wolf shootings, kidnapping, aircraft crashes, sea incidents or natural disasters.

PERCEPTION OF RISK

In reality, such events typically claim relatively few victims among travelers. What these events achieve is a quick downturn in tourism to those destinations - even more so than the proportionately higher risk incidents such as common crime, car accidents, and health problems. Figures suggest that between 2011 and 2016,

ABOVE

The Metro used this map in an article following the 2015 Tunisia terror attack.



CONNECT



BEYOND BUSINESS

However, education, training and support is not just for business travelers. Travel is now on the agenda for everyone. The tourism industry is experiencing a growth of immense proportions and the projections are equally staggering, with even the remotest of locations now feeling the footsteps of the tourist. The Government's Travel Aware campaign site is a particularly good example of tourism advice, designed as it is for the common traveler, and with bite-size, easy digestible material in a variety of media.

It is no safer to be traveling as a tourist than it is to be traveling as a business person. Travel safety is becoming an integral part of an individual, family and company skillset.

For many reasons, however, travel now is less safe than in previous years (from 2011 to 2016 consular assistance cases rose by a huge 24%). The reason is that many criminal and terror-related factions see tourists and business travelers as a very opportunistic, soft target.

BE AWARE OF YOUR PROFILE

Some simple advice you can take on board is to be aware of your profile. The vast majority of us are what we can term **'low profile'** travelers. We are not famous, not wealthy beyond imagination, nor do we work in relevant government roles, and when we travel we can safely use our own name and company details.

However, the risks to travelers are clear and there are ways we can mitigate travel risks for our own safety.

BASIC TRAVEL SAFETY ADVICE:

- Ensure that details of your travel arrangements are known to as few people as possible and avoid setting patterns of movement and behavior. Routines are key to criminal attacks especially

if kidnapping plans are being looked at.

- Herein lies one of the biggest safety factors for the occasional traveler in that they are not in a location long enough for people who have criminal interests to be able to establish a pattern of movement and plan a kidnap or robbery attack. Therefore, the risk is largely spontaneous and unplanned.
- When you know the process of kidnapping you realize that it is seldom, if ever, a spontaneous affair. Offenders normally rely on catching pre-selected victims off guard using a mix of surprise and shock.
- A vulnerable victim is one who offers the offenders a quick and easy attack and safe getaway. This is a very basic requirement in practically all criminal attacks.
- Use a mix of common sense and trained skills when overseas. Be especially cautious in or avoid areas where you are likely to be victimized. These include crowded subways, train stations, elevators, tourist sites, marketplaces, and festivals.
- Avoid public demonstrations and civil disturbances.
- Keep a low profile and avoid loud conversations or arguments. Do not discuss travel plans or other personal matters with strangers.
- Avoid street artists, beggars, and street collectors.
- Be extremely cautious when you are bumped into, being asked for directions or the time, or if something is dropped or spilled near you. These techniques are often used to direct your vision.
- Try to seem purposeful when you move about. Even if you are lost act as if you know where you are going. If you need to only ask directions from individuals in authority.
- Walk with your arms and hand in the front of your torso, this shows awareness and vigilance.

■ Andy is the Director of Global Security Solutions at Cardinus, a strategic risk management partner, and a corporate safety trainer. With over 22 years of experience, he has a track record of delivering outcomes across regional, national, and international projects in partnership with government, military, and non-government agencies. Highly regarded in his field, Andy has extensive knowledge, specialist training, and a unique style of delivery that maximizes results. He is a frequent masterclass speaker on subjects including travel and personal safety, behavioral recognition, and conflict management. And, he continues to present at industry events across the world.



Among some of the advice that travelers can access, don't forget to ask your Cardinus account manager for a copy of Passport to Protection. It's a wonderful travel handbook we've put together that's packed with digestible chunks of information for business and non-business travelers alike.

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TAKING THE DISCOMFORT OUT OF TRAVEL

Nicholas Wujcik, Manager of Growth Strategies at ATI Worksite Solutions, discusses how to successfully utilize micro-breaks to minimize discomfort during personal and business travels

THE summer sports have ended. The days are getting shorter. You're trying to get your business travel out of the way. All the while you're on your way to spend time with friends and family for the holidays.

Fall is an interesting time when our schedules become busier than they've been throughout the year, yet our bodies become more sedentary. The negative effects of sitting for prolonged periods are well documented, including "sitting is the new smoking" campaigns; however, few modes of travel allow any deviation from long bouts in a seated posture.

This creates a perfect storm for both short-term and long-term discomfort stemming from a static posture. Long-term effects may include dysfunctions as

severe as muscle shortening, muscle atrophy or biomechanical abnormalities. Short-term effects typically present as acute soreness. Both can be curbed with proactive micro-breaks — in this case, short bouts of deviation from a static, seated posture.

STRETCH YOUR LEGS WITH MICRO-BREAKS

Some of the most common body parts affected by static, seated posture are the legs/hips, low back, and neck/shoulder complexes. Typical seated posture includes the knees and ankles bent at 90 degrees with little room to stretch either joint out. Most seats are now designed where comfort eliminates the need for our core to engage to support our upper body; this leads to relaxed lower backs resting in unnatural positions.

Lastly, the combination of our unsupported core and likelihood to be on our smartphones leads most people to a forward head and forward shoulder posture. All of which can cause discomfort in the short term and biomechanical dysfunctions in the long-term.

Micro-breaks for the legs may be the most difficult depending on the mode of travel. The best solution is to get up and walk around periodically. On a plane or in a car, it may be easy to walk down the center aisle or pull over and walk around, respectively.

On a bus or a crowded train, your options may be limited. In those instances, try straightening your legs and pulling your toes towards your shins. This will help to stretch your hamstrings, gastrocnemius, and soleus to varying extents.



“ A basic guideline is to utilize a micro-break for 20 to 30 seconds every 20 to 30 minutes ”

RIGHT

73% of London commuters think cramped transport contributes to back, muscle and joint pain



And while it's not the ideal remedy, it's better than nothing.

Low back discomfort may be the most common complaint when seated for too long. Similarly, to micro-breaks for your legs, getting up and walking around may be an effective change in posture for your low back because it requires you to engage your core.

WHEN SEATED...

A seated strategy would be to lean forward so that your back is not resting on the seat and sitting up as tall as you can. This will also engage your core and will likely begin to stretch your shoulders as well.

If you've ever watched a video on your phone while sitting in your chair, you've likely fallen into a forward shoulder and forward head posture. Your shoulders roll forward

and inward, which in extreme cases, can lead to impingement of nerves in the shoulder complex. Your head creeps forward and down, which can put unnecessary strain on the muscles in the back of the neck. A good micro-break to counteract this is sitting up straight, pinching the shoulder blades back and together and tucking the chin. When done correctly, you should look like you're getting a ceremonial pin put on your lapel and trying to create a double chin.

While these strategies require little investment, the results can pay dividends in preventing future soreness. A basic guideline is to utilize a micro-break for 20 to 30 seconds every 20 to 30 minutes.

Try these changes on your next trip feel better when you get to your destination.

■ Nicholas Wujcik is the Manager of Growth Strategies at ATI Worksite Solutions. His undergraduate



Athletic Training education led him to ATI as an onsite Athletic Trainer with an automotive supplier in the metro Detroit area. A couple years later, he moved to Indianapolis to work at the headquarters for ATI Worksite Solutions, aiding in Data Analysis and Business Development efforts within the organization. More recently, he has completed his Masters of Business Administration with a concentration in Data Analytics, and looks forward to helping more clients reduce musculoskeletal injuries onsite.

SETTING STANDARDS FOR TRAVEL RISK MANAGEMENT

A new project from the International Standards Organization (ISO) seeks to provide guidelines for organizations to address issues around travel risk. With plans to launch in 2021, ISO 31030 Risk Management, **Peter Kinselley** provides a framework for the acute risks of international travel.

THE health and safety industry has long had its eye on recognizing the risks associated with travel. This step by ISO, led by a national committee of UK specialists and supported by an international working group, represents a significant movement for the health and safety industry.

THE TRAVEL RISK STANDARD

Travel safety represents a unique set of dynamic risks that include massive environmental changes, and which can flip rapidly from safe to unsafe. The new ISO will encourage risk-based approaches to travel. Where some countries might be safe in normal circumstances, this can quite quickly change as new and unidentified risks appear without warning.

In an article in Health and Safety at Work, BSI Lead Program, Manager David Adamson suggests that the risks seen in international travel are not necessarily terrorism-related, but are more likely focused

on environmental, social, and political scenarios. The bottom line though is that this will seek to help travelers and “organizations with responsibility for them to exercise their duty of care”.

Certainly, we see the difficulty in managing this dynamic and complex risk for most organizations we meet. It is a lacuna in health and safety that is finally being addressed. Often this issue is created by a communication gap in risk management that fails to adequately address each step of the process that travelers go through, from packing through to checking out of the airport upon returning.

Do organizations understand or know the risk profile of the individual traveler and are they aware of the complexity of the situation they are about to enter?

For the international traveler on business, this can be both an exciting and confusing time.

While most organizations are aware of how to manage high-level risks, such as kidnapping or piracy in specific locales, the most common forms of travel risk can leave business travelers feeling isolated, unsupported and scared. A robust approach to managing this risk not only helps that specific duty of care aspect that so plagues the C-suite but also is the supportive, caring, and considerate approach that a ‘culture of health and safety’ so demands.

Risk management of travel should intend to be flexible and allow business travelers to have considerable latitude over their affairs but stresses adherence to particular points of procedure for the safety and security of staff.

MANAGING TRAVEL RISKS

Built upon ISO 31000:2018 Risk Management, a common approach to risk management across all sectors and industries, 31030 will provide a robust framework for travel management. ISO 31030 utilizes the flexibility of 31000 to provide contextual risk management where different industries and different destinations might elicit variegated risk management responses.

Organizations will need to account for the variety and abundance of risks in their traveling workforce, from the relatively low-level type risks associated with street crime, like pick-pocketing and mugging, to the high-level risks that might come from political unrest, economic deprivation or organized crime, and which appear in high-profile areas like oil production facilities in the Middle East or parts of Africa. They should also account for the risk profile of the individual, whether man or woman, trained or untrained, disabled or abled, and a multiplicity of other factors that create a changing set of risk characteristics.

Furthermore, while it's likely organizations will have steps to manage high-risks, those lower-level risks are likely to still be unaddressed. By adopting the contextual management framework of 31030 organizations can begin to limit exposure to those risks and support staff when traveling.

I applaud the ISO for attempting to combat this outstanding risk and am glad they've adopted such a considered framework, now we need to help organizations to listen to the advice and operate in a way that supports and keeps safe their traveling staff in a responsible manner.

■ Peter has extensive experience in developing bespoke health, safety, wellbeing, and environmental programs that are created to meet the risk management needs of each organization while complying with local legislative requirements. He has developed and implemented behavioral safety, competency-based training and wellbeing programs for a range of international companies. He utilizes his knowledge of fleet safety, emergency and business continuity planning as a Chartered Member of the Institute of Occupational Safety and Health (IOSH), former Chair of the IOSH Chiltern Branch, IOSH accredited Mentor, and regular public speaker.

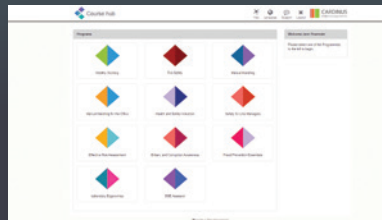


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DRIVER BEHAVIOR TRENDS: THE RISKS IN WORKPLACES THAT RELY ON VEHICLES

David Crangle of Transpoco tells us about behavioral trends of driving staff and how we can improve safety performance in vehicles.

DRIVER education is something normally associated with learner driver programs, usually as a precursor to obtaining a driving license. Through a theoretical and an in-vehicle approach, learners get ready to pass an exam to become drivers, and that's where the idea of education used to begin and end. In recent decades, though, the learning process of drivers has acquired greater emphasis and has become ongoing throughout life.

The fundamental aim of training is to improve the performance of drivers to decrease the chances of road accidents and mitigate the damage caused but is also undertaken to meet environmental targets, reduce vehicle wear and tear, and ultimately cut costs and increase the efficiency of companies dependent on vehicles. The starting point of successful training is the observation and management of behavior, which is today seen as the most effective strategy to create safer models of driver behavior as well as forming a solid base for the establishment of assistance and safety systems.

WHY FOCUS ON DRIVER BEHAVIOR?

Underpinning the importance of observing conduct behind the wheel of those who are expected to drive for work is the stark fact that this commercial activity has been identified as one of the riskiest. The chances of being involved in a crash while driving a company car is **29% higher** compared to driving a privately-owned car according to research carried out by Maycock et al (1996) or even **as much as 49%** according to Lynn and Lockwood (1998).

People that drive for work are influenced by a number of factors that impact on their driving style: stress and time pressure to meet deadlines or delivery times; fatigue and the tendency toward complacency or operating vehicles in a sort of "auto-pilot" mode; distractions—especially the ones brought on with the use of smartphones or tablets behind the wheel; last but not least—traffic and road conditions, or personality and health, can contribute to road rage that is potentially linked to infractions, minor collisions and erratic driving that is all part of the vicious circle leading to fatigue, stress and increased risks on the road as well as extra costs.





BEHAVIORAL RESEARCH

In one of the latest pieces of research about driving monitoring and assistance systems, published in June 2019, Khan and Lee identify the driver's attention as the key element to be maintained to ensure safe driving is practiced.

According to the same piece of research, some key driving behaviors, that can be summarized in the three categories of *distraction*, *fatigue* and *aggressive driving*, have been classified as contributing factors in more than **90% of total accidents**. If we consider the first category: common distractions might include eating or drinking; looking at other road users, pedestrians or something of interest; texting or listening to a phone, with visual and cognitive distraction having the most impact on vehicle control.

Fatigue

Regarding fatigue, according to the European Transport Safety Council, it is defined as something that "concerns the inability or disinclination to continue an activity" combined with a feeling of tiredness that compromises driving performance, caused by mental and physical fatigue, with drivers experiencing different symptoms.

Finally, aggressive driving includes types of improper behavior that is not necessarily practiced by an unhealthy or fatigued driver, such as speeding, rapid acceleration, harsh braking or cornering, and not using indicators when turning.

Technology

The studies of driver and modes of driving style are gradually addressing unsafe driving (and will continue to do so in the near future) through a variety of assisted driving devices and technologies that help drivers not only become more aware of road situations but also in making quick decisions and taking prompt action.



Driver behavior monitoring via specific software or in-vehicle data recorders has also proved successful in **decreasing accidents by 20%** (I.J. Wouters and John M.J. Bos, 2000), especially if followed up with driver training.

Vehicle and driver data and events are highlighted to foster driver improvement and positively influence driver behavior, with drivers getting an increased awareness of what their behavior behind the wheel means not just in terms of safety, but also in terms of fuel efficiency and the size of carbon footprint.

If both companies and drivers receive that information, they are given guidance on how to properly address risks and achieve safer standards. A sound driver behavior monitoring system combined with safe driving policies and supported by a strong safety communications program able to get the message across and engage with drivers will do the rest. Companies that operate vehicles will certainly see the benefits if they decide to actively monitor driver behavior.

Fleets and companies using vehicles for their daily activities now have the opportunity of controlling driver behavior to evaluate their risks and

global performance. Using that information to make the needed shift towards safer and more efficient driving is the way towards safer workplaces, safer roads and a more trustworthy generation of drivers.

Reference

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■ David Crangle is the Enterprise Sales Manager of Transpoco. For the last 4



years he has helped companies improve compliance and reduce operational fleet costs. Transpoco delivers vehicle tracking and fleet management solutions.



SELF-CARE AND STRETCHES FOR FREQUENT BUSINESS TRAVELERS

Kate DeMoss of DORN Companies describes some helpful stretching techniques to put into practice the next time you travel

DO YOU FREQUENTLY TRAVEL BY AIR?

THOUGH airplane seats seem to shrink every time and leave you with less room to stretch and relax, there are still a few things you can do to make the trip easier on your body. The type of luggage you carry, whether you're packing a suitcase for a long trip or traveling light with just a backpack, affects your body throughout your journey, while the flight itself can leave you feeling stiff, sore, and fatigued. Here are a few of my favorite travel tips for anyone in need of a little relief during those hectic hours in the airport and on the plane.

When it comes to luggage, wheels are your best friend. You've watched the pilots and flight attendants walking through the airport, their roller bags in tow. Follow the example set by the professionals—why carry what you can put on wheels?

For those who prefer to travel with a backpack or a shoulder bag, I strongly recommend investing in a good hiking-style backpack with multiple storage compartments, a backboard, and straps that attach around your chest and hips. If you're planning to use your bag as a carry-on, make sure it's small enough to fit under an airplane seat. This will take the weight off your shoulders when properly adjusted, putting the brunt of the effort on stronger parts of the body. There are models designed for all environments, from the city to the trail. I wish I had bought my current backpack several years ago—it would have saved me countless backaches and sore shoulders. Better late than never, I suppose!





Now let's talk about self-care. To start, make sure your seat supports your body contours—I recommend using a small pillow or folded jacket to support your lower back. Next, there are many stretches to help loosen your muscles and joints and improve circulation during the trip, both at the terminal and on the plane. I prefer to save standing stretches for the terminal unless the flight is longer than a few hours. However, I've been on many flights where there is little time or room to stand, walk, or stretch in the aisle, so having stretches or exercises that can be done in your seat is essential. On a long-haul flight, though, take some time to get up and move whenever you can. If possible, it's best to do these stretches every 30 minutes to an hour.

NECK ROLLS

Drop your left ear toward your left shoulder, keeping your shoulders relaxed. Gently roll your head from side to side 5 to 10 times. Finish by placing your left hand on the top of your head and stretch by pulling your left ear toward your left shoulder. Repeat on the right side.

SHOULDER ROLLS

Shrug your shoulders in a circular motion by hunching them forward, upward, backward, and down. Repeat 5 to 10 times. Reverse direction and repeat.

FORWARD BEND

Slowly bend forward from your hips with your feet flat on the floor. Take your chest as far toward your thighs as the seat and your body permit, with your arms reaching toward the floor. Slowly rock back to your original position. Repeat 5 to 10 times.

SIDE TWIST

Plant your feet on the floor. Reach your left arm forward and put your left hand on the outside of your right knee. Slowly twist your torso to the right. Repeat on the other side using your right arm and left knee.

HUG YOURSELF

Wrap your arms around your body, reaching as far as you can, and squeeze. Change arm position so the other one is higher and repeat.

KNEE LIFT

Alternate lifting your knees upward toward your chest, one leg at a time. Repeat 5 to 10 times.

KNEE HUG

Grab just below one knee while bending forward slightly. Lift the leg and hug it toward your chest for 10 seconds. Repeat with the other knee.

ANKLE CIRCLES

Raise one foot off the ground. Circle your foot at the ankle clockwise 10 times. Repeat counterclockwise 10 times. Repeat with the other ankle.

FOOT PUMP

Start with your heels on the floor. Raise your toes upward as far as they will go, then lower your toes to the floor and lift your heels as high as possible, leaving the balls of your feet on the ground. Repeat 5 to 10 times.

As you can see, there are many stretches you can do in your seat that will keep your blood flowing and your body flexible throughout your flight, resulting in less stiffness and a greater range of motion at the end of the trip. I hope you have a chance to try these stretches on your next flight.

Bon voyage!

“There are many stretches to help loosen your muscles and joints and improve circulation during the trip”

■ Kate has been with DORN for over ten years filling various roles. Her 30 plus years of experience in the therapy field and her years of training in and teaching martial arts give her a comprehensive understanding of body movement and musculoskeletal disorders. In 2018 Kate received a certification of Instinctive Movement Specialist which will allow her to deliver the DORN Biomechanics training and Safe Resident Handling services to industrial and Senior Care clients. She is also one of DORN's Certified Industrial Ergonomic Evaluators (CIEE).



DIRECTION OF TRAVEL

25 years is a long time in business. **Andy Hawkes** talks us through the journey we've taken and looks forward to 25 more years.



OK, so this isn't strictly a travel-related article. There'll be no tips on traveling, no stories of traveling nightmares or dangerous situations in far-off climbs. This isn't a travelogue. Instead, I want to tell you about the journey we have taken as an organization, about the external forces that affect the paths

we tread, and of our future direction of travel.

In 2020, Cardinus will have reached the grand age of 25. In business terms, we're no longer the sprightly young organization taking on all comers. We're survivors of the business boxing ring, with a few scars and bruises, a bit

of a cut above the eye, but with the right skills and staying power to have made it through the fight.

Data is scant on survival rates of UK 25-year old companies, but with just under half of companies making it past 5 years, it's quite something to have made it to this remarkable milestone.





THE 25 YEAR JOURNEY TO NOW

Back in 1995, we had no conception of the world 25 years from now. But we knew technology would make a big impact, and that's how our first foray into enterprise software came into being. Post-1992, when the DSE regulations were initially brought into law, the world of the workstation was in its infancy but becoming more and more de rigueur, slowly transforming the work environment.

When we introduced our first piece of software in 1995, Workstation Safety Plus, our sales team would invite beleaguered health and safety professionals to demo our innovation on 12 3.5" floppy disks. This was the future.

It seems ludicrous now to imagine a 12-disk program being such an innovation, but customers loved how simple it was to use compared to the alternative (an alternative still very much in play) of manually tackling DSE risk assessments.

Over the years, we introduced program after program to help our customers through similar issues, with our next e-learning program, Health and Safety Introduction, being swiftly brought in 1996.

A full ten years later, we began supporting THB Fleet, who eventually became our parent company in 2007. We then brought in our fleet risk division, providing driver and fleet risk support for thousands of drivers across the UK.

Expanding again in 2009, we were able to reach a whole new market with property assessments

and risk surveys. It brought to Cardinus a range of asset services beyond employee risk which we'd traditionally focused on.

Our first health and safety consultancy client came in 2010 and opened doors to providing expert tactical and strategic support for organizations. The culmination of this came in 2018 with the acquisition of Andy Neal, a security risk consultant and trainer. This expanded our health and safety provision to include personal safety, travel safety, and security risk.

The journey to now has seen Cardinus transform from a software provider to a full service, software-powered, risk management company.

AND WHAT OF THE NEXT 25 YEARS?

I don't pretend to be a futurist but every article these days impresses upon us that we're at the precipice of a new technological future. This future, powered by AI, automation, robotics, biotechnology, quantum computing and a whole lot more, will see the workplace changing again, just like the transformation of the office space at the beginning of the nineties.

So, what will the next 25 years look like, and how will that impact the health and safety industry?

The EU-OSHA Foresight on Digitalization report gives a good indication of the types of technological, cultural, and societal changes that are likely to occur that impact our industry.





The implications for the occupational health industry are split into 6 categories that cover the work people do, the tools they use, how we learn and train, the structure of the work environment, how we're managed, and how changes in wider society impact work.

Some of the key drivers that will impact our products are changes such as technology that allow employees to be unshackled from workstations with gestural, voice and even brain-to-computer interfaces, mobile autonomous robotics and exoskeletons that free employees from strenuous manual handling, an increase in lone workers and the dehumanization of the workspace, changing contractual relationships between employer and employee and much more.

“...what will the next 25 years look like, and how will that impact the health and safety industry?”

THE DIRECTION OF TRAVEL

It's a fascinating read that juxtaposes technological innovation against both dehumanizing and empowering outcomes. For OSH suppliers like Cardinus, the future must be a connected, integrated workplace that supports the health and safety outcomes of employees and organizations alike. Cardinus will no doubt be at the forefront of that discussion, providing the appropriate technological solution that enables workers and employers to benefit from innovations.

■ Andy has worked in the insurance and risk management sectors for 30 years. He is currently CEO of THB UK and



Cardinus Risk Management, part of AmWins, a global insurance and risk operation. He has operated at main board level of a FTSE 250 plc as well as an AIM listed entity and has founded and sold a number of companies in the insurance profession. He has written widely on insurance risk management issues and has specific expertise in speciality commercial insurance as well as compliance and governance risk. Andy is an IIRSM Council member as well as a Trustee of The Alchemy Charitable Trust and a Non-Executive Director of Risk Alliance Group.

1995 to 2020

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