

# CBM Global Policy: Health, Safety and Security

March 2022



# Rationale

---

The key to effective Health, Safety & Security risk management is the creation of a culture of health, safety and security. CBM Global works to create such a culture and environment.

While CBM Global recognises that no working environment can be made risk free, much can be done to mitigate risk and possible threats when all parties recognise their roles and responsibilities within our organisation's health, safety and security framework. In addition to adherence to organisational policies and procedures, individuals must be committed to promoting a healthy workplace culture, be sensitive to their environments and willing to adapt to changing threats. For this reason, health, safety and security is necessarily a cooperative effort between the organisation and all its employees.

## Purpose

---

The purpose of this policy is to create a culture of well-being, safety and security, to enable continuity of our work, and ultimately to uphold the well-being, health and safety of staff.

**Health** can be defined as a state of physical, mental and social wellbeing (not just the absence of illness). **Safety** can be described as the freedom from risk or harm resulting from unintentional or accidental acts, events or hazards. **Security** can be described as freedom from risk or harm resulting from intentional acts of violence, aggression and/or criminal acts against staff, assets or property.

This policy is designed for the welfare of staff and for the protection of all. In CBM Global, we place the health, safety and security of staff first.

Therefore, employees that do not comply with the policy and so put their own or other's health and safety at risk will face disciplinary action that could result in dismissal. This is enforced for all staff, irrespective of their position in the organisation.

## Scope

---

CBM Global's Health, Safety & Security policy is applicable to all staff of CBM Global and all its related offices. It also governs the health, safety and security principles that apply to travelling Member staff, CBM Global Board members and third parties (e.g. personal assistants, donors, celebrities, free-lancers, volunteers, consultants and media teams) to CBM Global Country Offices or programme countries on CBM Global related business. Members are invited to adopt the policy if they do not have in place a policy of a similar standard, and are requested to ensure that existing policies align with this policy.

The policy is to be implemented in conjunction with CBM Global's policies on Safeguarding, Protection from Sexual Exploitation, Abuse and Harassment, Accessibility, Programme Feedback and Complaints, Whistleblowing and other relevant policies.

# Statement and Principles

---

## Statement

CBM Global has both a legal and a moral obligation to take all possible and reasonable measures to reduce the risk of harm to those working for, or on behalf of, CBM Global and to uphold and promote the physical and mental wellbeing of staff. This includes carrying out regular risk assessments across health, safety and security areas and defining and pursuing associated mitigation measures.

CBM Global's primary strategy to mitigate the risk of harm is that of acceptance by the individuals, communities and authorities with whom we work. By its nature, there may be environments in which we carry out our work that may pose certain risks, and the impact of CBM Global's activities that can be achieved should always outweigh the risks taken. CBM Global will not undertake any missions, field visits or project activities that CBM Global management believes will jeopardize the safety and security of staff, partner organisations including Organisations of Persons with Disabilities, the programme participants or the local community. In consequence, CBM Global will suspend its operations where the security risks are disproportionate to the potential programme benefits. Therefore, CBM Global commits itself to continuously analyse and understand the context and the risks that result from working in that context, and to promote mental wellbeing.

## Principles

### 1. Primacy of Life

For CBM Global, life is of greater value than assets and therefore no staff should endanger their own life, or the lives of others, whilst attempting to protect CBM Global property, equipment, financial resources, documents or infrastructure. This also means that CBM Global will consider primacy of life the priority when dealing with any crisis.

### 2. Right to withdraw and right to decline

CBM Global upholds the right to withdraw an employee or a group of employees from an area or country at all times. Refusing to follow CBM Global instructions to leave an area or country will be addressed as a disciplinary issue. Likewise, a CBM Global staff member has the right to decline travel (eg. a project trip) or deployment if s/he deems an unacceptable level of risk is involved to their personal health, safety, and security, should this situation ever arise.

### 3. Principle of non-partiality and neutrality

CBM Global adopts the principles of non-partiality and neutrality. These principles are the foundation of a strategy based upon acceptance by the host community. This is the security strategy that CBM Global considers most appropriate.

### 4. Mental health and psychosocial support

Mental health is core to overall wellbeing and quality of life, and staff health, safety and security includes protecting mental health. CBM Global will seek to promote a culture that encourages wellbeing and a healthy work-life balance, and will maintain services that offer emotional support to staff who may require additional assistance.

## **5. Acceptance as the primary security strategy**

A security strategy based on acceptance means building a safe operating environment through consent, approval and cooperation from programme participants, persons with disabilities, communities and local authorities.

## **6. Protection measures as a secondary strategy**

A secondary component of the security strategy is protection by reducing the vulnerability of CBM Global staff to a possible threat, for example, by hiring guards, or ensuring secure perimeter fences or walls around offices. Improving practices through standard operating procedures (SOPs) is also a protective measure.

## **7. Deterrence as last resort**

Under certain circumstances, generally as a last resort, deterrence measures can be adopted in order to further reduce the risk by containing the threat with a counter threat, for example: armed protection, diplomatic/political leverage or temporary suspension. CBM Global avoids deterrence measures as much as possible; they are often counter-productive and may increase risk. CBM Global will avoid the use of armed protection. In exceptional situations, where recognised, armed protection may be non-negotiable for operational access. This requires escalating to the Global Security Management Team for a decision.

## **8. Do no harm**

In keeping with the acceptance approach, CBM Global upholds the 'Do No Harm' principle. This means being inclusive, to respect and promote human rights within its organisational structure and to ensure that the programming is not doing any harm, be it directly or indirectly, intentionally or unintentionally. In taking this approach, the acceptance strategy is further enhanced.

## **9. Minimum standards**

In programme countries where the legal minimum standards of occupational health and safety regulations are lower than the standards upheld by CBM Global, the higher health and safety standards should be applied to those working for, or on behalf of, CBM Global.

## **10. Staff training and learning**

As part of CBM Global's duty of care, Health, Safety & Security briefing and training will be provided to staff and mechanisms put in place for reflection and learning, in order to support continuous awareness raising and improvement of Health, Safety & Security practices.

## **11. Networking**

CBM Global will participate in relevant national and international security fora and networks to facilitate the sharing of information and learning and further strengthen CBM Global's security management plans and procedures.

## **12. Security management by partners**

CBM Global partners are encouraged and will be supported to develop their own security risk management plans and procedures, as well as to participate in the security trainings that are implemented through CBM Global. CBM Global staff who are travelling

with or staying at partner organisations follow the security plan of the partner. In case the directives outlined in the security management system of CBM Global are more stringent, CBM Global staff must follow CBM Global's security plan. Whenever there is any doubt, the relevant Security Focal Point should be contacted for advice.

### **13. Delegated security decision making**

Decisions regarding the health, safety and security of staff should be made in close proximity to where the staff are working, with decision making delegated through the management line to the Country Director. The Country Director has the authority to raise the security level for their country and make on the spot decisions where necessary e.g., withdrawing staff from a volatile region, revising travel plans etc. These decisions need to be upheld by staff and visitors.

### **14. No Ransoms Principle**

CBM Global will do everything ethically possible to secure the release of detained or kidnapped staff. However, CBM Global will not pay ransom for the release of staff.

### **15. Diverse profiles and security risk**

While CBM Global strives for equality and non-discrimination in its security approach, CBM Global recognises that individuals may face different risks or be more vulnerable to certain threats because of their nationality, ethnicity, religion, gender identity, sexual orientation, age, or disability. Under certain circumstances, the prevailing security context or specific risks to an individual, because of their profile, may require CBM Global to take additional security measures. For this reason, individuals shall be informed of specific risks they may face and be advised how to minimise risks.

## **Monitoring and Compliance**

---

### **1. CBM Global Board**

The CBM Global Board approves the Health, Safety & Security Policy, monitors risk and holds Executive Management responsible for compliance with the policy.

### **2. Executive Management**

The Executive Management of CBM Global is ultimately responsible for health, safety and security risk management for CBM Global. It is accountable to the CBM Global Board in defining the level of the acceptable risk threshold, ensuring resourcing of security risk management and carrying out of regular health & safety risk assessments, informing and advising the CBM Global Board on health, safety and security matters. Executive Management is responsible to ensure the policy is periodically reviewed and revised as needed.

### **3. Country Director**

Each Country Team must have a Security Focal Point and a Security Management Team in place. The Country Director by default serves as the Security Focal Point unless this function is delegated to another senior staff member. Where the operating environment requires it, additional staff capacity within the Country Team or consultancy support should be secured. The Country Director is responsible for safety and security risk management at country level:



- Appointing a Security Focal Point or assuming this responsibility as Country Director;
- Ensuring a security risk assessment is completed and regularly reviewed;
- Undertaking health & safety risk assessments in the workplace;
- Establishing and maintaining an appropriate country security plan and arrangements for country-based staff and visitors. Responsibility for visitors to the country, including consultants and other third parties, rests with the Country Director.
- Implementing contextualised minimum operating security standards (MOSS).

The advice of the CBM Global Executive Management should be sought, if necessary where the security risk assessment indicates a need for mitigation measures outside the normal scope of responsibilities or experience of the Security Focal Points.

#### **4. Individual staff**

Each CBM Global staff member bears a significant responsibility for their own health, safety and security and needs to be aware that their personal and professional conduct can have an impact on others' health, safety and security as well.

Where CBM Global does not have a permanent presence in a country, the individual responsible for activities in that country (often held at Member level) must take measures to ensure that staff and others visiting the country adhere to this policy, are briefed in advance and safeguarded throughout their journey.

Any staff member of and visitor to a CBM Global Country Office is required to understand, accept and adhere to the country health, safety and security plan, rules and regulations.

### **Procedures**

The Health, Safety & Security Policy is to be implemented through a range of related Health, Safety & Security procedures and guidelines which are available to all staff, including but not limited to:

- Security Risk Management Procedures
- Crisis Response Guidelines
- Country Security Plans
- Media Crisis Communication Guidelines
- Guidelines on travelling with a disability
- Relevant Standard Operating Procedures
- Comprehensive Travel information

#### **CBM Global Disability Inclusion**

[hello@cbm-global.org](mailto:hello@cbm-global.org) [www.cbm-global.org](http://www.cbm-global.org)

+49 (0)6201 472320

Dr.-Werner-Freyberg-Str. 7, 69514 Laudenberg, Germany