

# **CBM Global Policy: Health, Safety and Security**

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**CBM Global Disability Inclusion**

Van Heuven Goedhartlaan 13D, 1181 LE Amstelveen, Netherlands

<https://cbm-global.org>

# Rationale

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**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 working 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 changes and threats. For this reason, **health, safety and security is necessarily an individual and shared responsibility**, as well as a **cooperative effort** between the organisation and all its employees.

# Purpose

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**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 wellbeing, 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 people, 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, and in keeping with the CBM Global Code of Conduct, employees that do not comply with the policy and thereby put their own or other's health, safety and/or security 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

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**CBM Global's Health, Safety & Security Policy is applicable to all staff of CBM Global and the offices where they work.** It also governs the health, safety and security principles that apply to travelling staff from Federation Members, CBM Global Board members and third parties (e.g. personal assistants, donors, celebrities, freelancers, volunteers, consultants and media teams) on CBM Global related business. CBM Global Federation 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 their existing policies align with this policy. Health, Safety & Security Policies must comply with local Health & Safety regulations.

The policy is to be implemented in conjunction with CBM Global's Code of Conduct and policies on Safeguarding, 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.** These measures encompass risk assessments across health, safety and security areas, and defining and pursuing associated mitigation measures including establishing robust security plans, conducting regular Health and Safety Risk Assessments of office premises, regular Health and Safety inductions and briefings to employees and visitors and ensuring that protocols such as emergency evacuation are accessible.

CBM Global's **primary strategy to mitigate security risks is that of acceptance of staff and their activities by the individuals, communities and authorities with whom they work.** There may be environments in which we carry out 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 community visits or project activities that CBM Global management believes will pose an unacceptable level of risk to 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 physical and 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 all crises.

#### 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 any time. 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 (e.g., a project trip) or deployment if they deem an unacceptable level of risk is involved to their personal health, safety and security.

#### 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 employee's wellbeing. CBM Global promotes a culture that encourages wellbeing and a healthy work-life balance, provides information about mental health services and offers emotional support to staff who may require 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 security 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 to further reduce risk by containing a 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. Any such situations require 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 our organisational structure and to ensure that 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 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 who may work or travel there for or on behalf of CBM Global.

#### **10. Health and Safety Risk Assessments of office premises**

CBM Global's duty of care with all employees starts by conducting a risk assessment of the relevant office premises, identifying potential risks and hazards, ensuring a risk mitigation plan is in place for the premises considering the safety and security hazards identified, and ensuring compliance with the Health and Safety regulation requirements in the context of the country.

#### **11. Staff training and learning**

As part of the induction and with regularity, employees should be briefed and trained on Health, Safety & Security procedures and guidelines to support continuous awareness raising and improvement of work practices.

## 12. Networking

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

## 13. Security management by partners

CBM Global partners are encouraged and are supported to develop their own safety and security policy, risk management plans and procedures, and may be invited to participate in the safety or security trainings that are implemented through CBM Global. CBM Global staff who are travelling with or staying at partner organisations must follow the security plan of the partner. Inclusion advisors working with advisory partners should follow the security responsibilities stated in the advisory contract. In case the directives outlined in the relevant CBM Global plans or procedures are more stringent, CBM Global staff must follow these. Whenever there is any doubt, the relevant Security Focal Point should be contacted for advice.

## 14. Delegated security decision making

Decisions regarding the health, safety and security of staff should be made near 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, issuing a temporary travel ban, etc. These decisions need to be upheld by staff AND visitors.

## 15. 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.

## 16. 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, or they may raise these themselves, and be advised how to minimise such risks.

# Monitoring and Compliance

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## 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 Director of CBM Global is ultimately responsible for health, safety and security risk management for CBM Global** with delegated responsibilities to senior leaders in Country Teams, Technical Teams and Secretariat. CBM Global Executive Director 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.

The Executive Director appoints a **Global Security Management Team** with responsibility for providing safety and security related guidance, tools, oversight and support to CBM Global teams, staff and travellers, including Member travellers to CBM Global countries, including the management of severe safety or security crises.

### 3. Country Director

Each Country Team must have a **Security Focal Point** and a **Security Management Team** in place. The Country Director is responsible for appointing the **Security Focal Point** and the **Health, Safety and Wellbeing Focal Point**. They can either perform these functions themselves or delegate them to other appropriate staff members. 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 health, safety, wellbeing and security risk management at country level:

- Appointing a Security Focal Point or assuming this responsibility;
- Appointing a Health, Safety and Wellbeing Focal Point or assuming this responsibility;
- Appointing and managing a Country Security Management Team to support safety and security related planning and decision making;
- Ensuring a security risk assessment is completed and regularly reviewed;
- Undertaking health & safety risk assessments in the workplace;
- Ensuring wellbeing support resources are identified and available for employees to consult.
- Establishing and maintaining an appropriate and up-to-date country security plan and arrangements for country-based staff and visitors. Overall responsibility for security of visitors to the country, including for consultants and other third parties, rests with the Country Director. This does not preclude individual visitor responsibility for their own security.
- Implementing contextualised minimum operating security standards.
- Ensuring appropriate support is offered to partners in maintaining their own Health, Safety & Security policy and procedures.

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

### 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 CBM Global staff visiting the country adhere to this policy, are briefed in advance and safeguarded throughout their journey. Staff who travel to non-CBM Global countries, including Member countries, are also responsible for informing themselves on the security situation and requirements.

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

## **Key references and supporting documents**

Documents mentioned above are available to CBM Global Federation staff on [Global Connect](#). Documents that are relevant for external audiences can be found on [www.cbm-global.org](http://www.cbm-global.org).

- CBM Global Code of Conduct
- Various CBM Global Policies

Furthermore, 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 on Global Connect, including but not limited to:

### **General:**

- Crisis Management – General Guidelines
- Crisis Management Procedures - Media Crisis

### **Security:**

- Crisis Management Procedures – Safety & Security
- Country Security Plans
- Guidelines on travelling with a disability
- Security Risk Management Procedures
- Relevant Standard Operating Procedures
- Comprehensive Travel information

### **Health & Safety:**

- Workplace risk assessment template
- Health, Safety and Wellbeing Induction Template