



Duty of Care in Action

Supporting People and Reducing
Risk in Fragile Contexts

Understanding Duty of Care

What is Duty of Care?

Duty of Care – employers maintaining the wellbeing, security and safety of all staff – is an integral part of our service offering. We understand that it is not only vital to operational success, but also to protecting both staff and clients.

That's why we embed Duty of Care into every stage of our project delivery – from recruitment and deployment to field support and crisis response.

Our commitment goes beyond compliance: we really care about the people we place and the organisations we support.

CTG's commitment to Duty of Care

Our clients deliver impactful projects all around the world, tackling some of the most complex humanitarian and development challenges, and our staff is there to support them. Political unrest, terrorism as well as medical emergencies are some of the risks CTG staff may face. The reality is that risk is always present.

The safety of our staff is our number one priority. We strive to ensure peace of mind to both our teams and our clients by managing and mitigating risk, keeping staff informed, monitoring their whereabouts and always adapting to the ever-changing situation on the ground, enabling us to respond when needed.

Peace of mind for clients

Our Duty of Care programme promotes staff safety, supports project continuity, and meets the legal and ethical obligations of clients. It builds trust with donors and communities, boosts staff morale and retention, and ensures clients are prepared to respond swiftly and effectively in emergencies. Ultimately, it protects both staff and clients.





Assist360

Emergency medical response and crisis management are vital parts of CTG's Duty of Care. After delivering exemplary Duty of Care in complex locations for more than 20 years, we launched our dedicated medical assistance and emergency response company: Assist360.

Specialists in both medical assistance and crisis and emergency response, Assist360's skilled teams are available around the clock to support CTG. They hold an exceptional provider network that is enhanced by an International Assistance Group membership, covering all countries and territories in the world. Our core services are:



Medical assistance & evacuation

24/7 support for medical issues, from minor illnesses to emergencies, including evacuations, specialist referrals, and repatriation – all coordinated through the Global Response Centre.



Medical claims management

Efficient claims handling with fraud prevention, secure data management, and clear reporting to help clients control costs and improve outcomes.



Travel risk management

Tools and support to help organisations fulfil their Duty of Care, including risk assessments, real-time alerts, journey tracking, and emergency assistance.

Assist360's on-the-ground medical and emergency response footprint consists of:



Air ambulances



Medical escorts



Ground transportation



Hospital partnerships



Physicians and clinics



Dentists



Laboratories and pharmacies

CTG's Duty of Care Approach

CTG's Duty of Care is built on proactive planning, clear operational procedures, and rapid response capabilities. Our strategy aims to reduce risk by limiting staff exposure to threats, while ensuring consistent support across all areas of deployment.

Key elements of CTG's Duty of Care



Preparation

Critical groundwork through thorough risk assessments, engagement with local communities, and establishing trusted networks.



Risk monitoring

Proactive risk monitoring using local and international intelligence to shape ongoing risk strategies.



Training

Comprehensive onboarding and ongoing training, including security, ethical conduct, and hostile environment awareness.



Insurance

Reliable, high-risk insurance coverage and straightforward claims processing.



Secure office and accommodation facilities

Provision of secure accommodation, office facilities and guarding solutions as required.



Operational procedures and policies

Global and country-specific security protocols – including travel and vehicle standards, cyber security measures, curfews, and no-go zones – provide a clear framework for safe operations.



Security

Provision of static, mobile security, armoured vehicles and armed close protection where needed.



Tracking and monitoring

SafeTrip® ensures staff movements are planned, controlled and monitored.



Medical and emergency assistance

24/7 global medical and emergency support from Assist360 backed by a trusted network of air ambulances, hospitals, and emergency specialists.



Crisis and incident management

Planned and adaptive procedures for co-ordinated crisis and incident management.



CTG Wellbeing

Free online counselling support available in five languages, including further sessions after critical incidents.



Ethics committee

Robust code of conduct policies supported by a dedicated Ethics Committee and whistleblowing procedures.

*Together, these elements create a robust framework for **promoting staff safety and resilience in challenging environments.***

Acceptance

CTG recognises that how we are perceived by local communities has a direct impact on staff safety and operational security. Our **Acceptance Strategy** focuses on creating understanding, building trust, and promoting transparency to foster local support and reduce risks. This approach is strengthened by our local teams on the ground, who play a vital role in enacting the strategy through ongoing community engagement and contextual awareness.



Community engagement

We actively build and maintain respectful relationships with local leaders, authorities, and community members. These connections increase awareness of CTG's mission and can lead to greater protection and support for our presence on the ground.



Inclusive participation

By involving communities in the design and implementation of programmes, we create a shared sense of ownership. When people feel invested in our work, they are more likely to support and safeguard it – even influencing potential threat actors to refrain from hostile actions.



Responsible communication

CTG is mindful of how our messages are shared – whether through media, social platforms, or in-person interactions. We ensure communications are consistent, culturally sensitive, and transparent to reinforce understanding and trust.



Image and perception

It's crucial to be aware of both explicit and implicit messages conveyed through our appearance, behaviour, and communication – both online and in-person. These perceptions can impact safety and security.

Protection

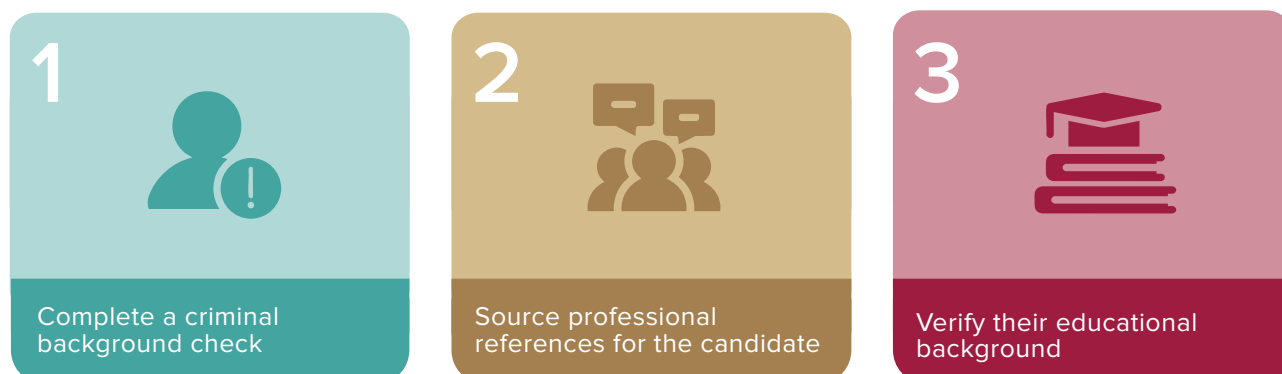
Prepare

Personnel awareness and development

At CTG, we prioritise preparedness at every step of the process, from recruitment to training and on-the-ground briefings, to ensure that our staff are equipped to operate safely and effectively when they start.

The hiring process

To minimise the risk of recruiting individuals who could pose a threat to staff and projects, CTG follows a thorough vetting process. Once we have interviewed the candidate, we:



When necessary, we verify certificates of good conduct with Interpol before acquiring work permits.

Pre-employment medical checks

In certain cases, we require pre-employment medical checks to ensure candidates are physically and mentally fit for the demands of the role. We also require a self-declaration from all new staff, allowing individuals to disclose any health concerns or conditions that may impact their ability to work safely and effectively.

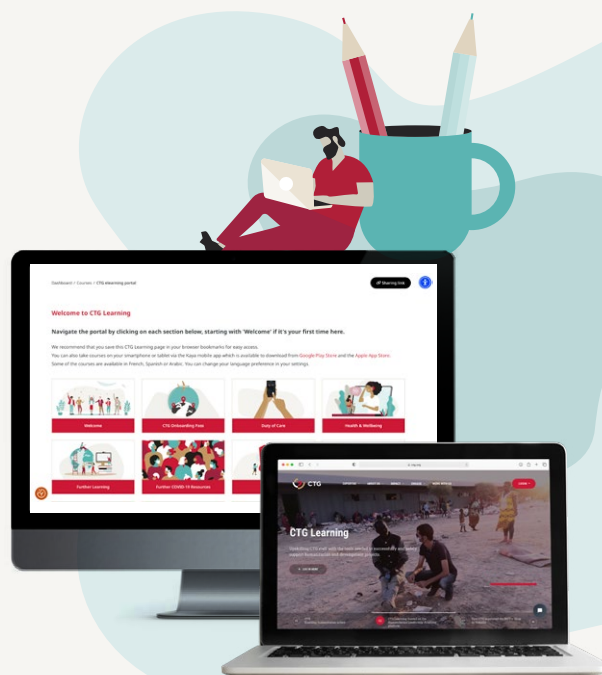
Onboarding and training

Our thorough training programmes equip staff with the knowledge and confidence to operate safely and effectively in challenging environments. All CTG staff also receive detailed briefings covering the specific risks, cultural context, and operational challenges of their assignment.

Onboarding programme

Before starting, every staff member must complete the CTG Onboarding Pass on **CTG Learning**, our dedicated portal on Kaya, the Humanitarian Training Academy's e-learning platform. These compulsory courses provide critical safety training, require staff to review CTG's key policies, and ensure compliance standards are met – protecting both our personnel and our clients. Courses cover:

- CTG's Code of Conduct
- Whistleblowing Procedure
- Safeguarding Essentials
- Prevention of Sexual Exploitation and Abuse (PSEA)
- Equality, Diversity and Inclusion
- BSAFE online security awareness training



Security awareness training

CTG Learning also offers deeper preparedness with specialised security courses.

For example, staff operating in conflict-affected areas can benefit from Security Training for Conflict Zones, a series of six videos on specific measures to take in high-risk environments.

These videos were created in partnership with our sister company Hart International, specialists in risk management and security solutions.

In-country induction briefings

Once staff sign their contract, they receive a detailed induction briefing that covers:

- The local security situation
- Arrival procedures
- Local accommodation
- Local climate
- Packing suggestions
- Local cultures, customs and general information
- Communications procedures
- Local medical service availability and medevac plan
- Local health risks and concerns
- Security procedures
- Hibernation and evacuation procedures
- How to move around the territory



Insure

Comprehensive and reliable coverage

CTG provides suitable insurance to its staff, with coverage tailored to roles, locations, and associated risks. This insurance is placed with Lloyd's of London and managed through Assist360, our dedicated claims, medical assistance, and medical emergency response specialists.

Keeping staff informed



*Knowing how they're covered is **critical** for staff safety and wellbeing*

During the induction process, staff receive easy access to an online summary detailing cover and exclusions, as well as a thorough brief on the policy. CTG also runs regular email campaigns to keep staff informed on their coverage and benefits.

Manage

Monitoring and managing risk

We can't eradicate risk, but by understanding the level of risk in each location, we can adapt our Duty of Care measures to provide the best care possible. Our measures include monitoring risks, making staff aware of health risks, providing bespoke project-specific training and running awareness campaigns.

Monitoring risks

We monitor and assess the risk of various incidents in our areas of operation and around the world using both local networks and the Risk Management dashboard of fellow Chelsea Group company, [SE24](#). We monitor:

- Road traffic accidents
- Medical emergencies
- Threats of kidnapping or unlawful detention
- Small arms attacks
- Outbreaks of disease
- Political or civil unrest
- Exposure to unexploded ordinance or IEDs
- Harassment or exploitation
- Crime

Protecting staff health

Challenging environments come with unique health concerns. CTG takes a proactive approach to mitigating health risks for staff working in the field.



Field-ready

Before deployment, certain project-related consultants receive region-specific vaccinations, such as yellow fever.



Medical benefits

Assist360 can coordinate medical checks at any point during a staff member's contract.



Health awareness

Assist360 issues regular health alerts on outbreaks, as well as medical advice on how to keep yourself safe from common conditions.



Case Study: Emergency Surgery and Full Recovery in South Sudan

While on contract in Juba, South Sudan, a CTG consultant developed severe abdominal pain. Assist360 swiftly arranged an assessment at a trusted medical centre, where the consultant was diagnosed with acute appendicitis.

Leveraging their medical network, Assist360 secured admission to a vetted facility equipped for laparoscopic surgery. The patient underwent emergency surgery and was safely discharged a few days later. Assist360 continued to support the consultant with follow-up care and recovery, supporting full healing before closing the case.

Bespoke training for project-related risks

Each project has its unique challenges – and its unique risks. When needed, CTG facilitates or provides bespoke training that helps to mitigate risks in the field.

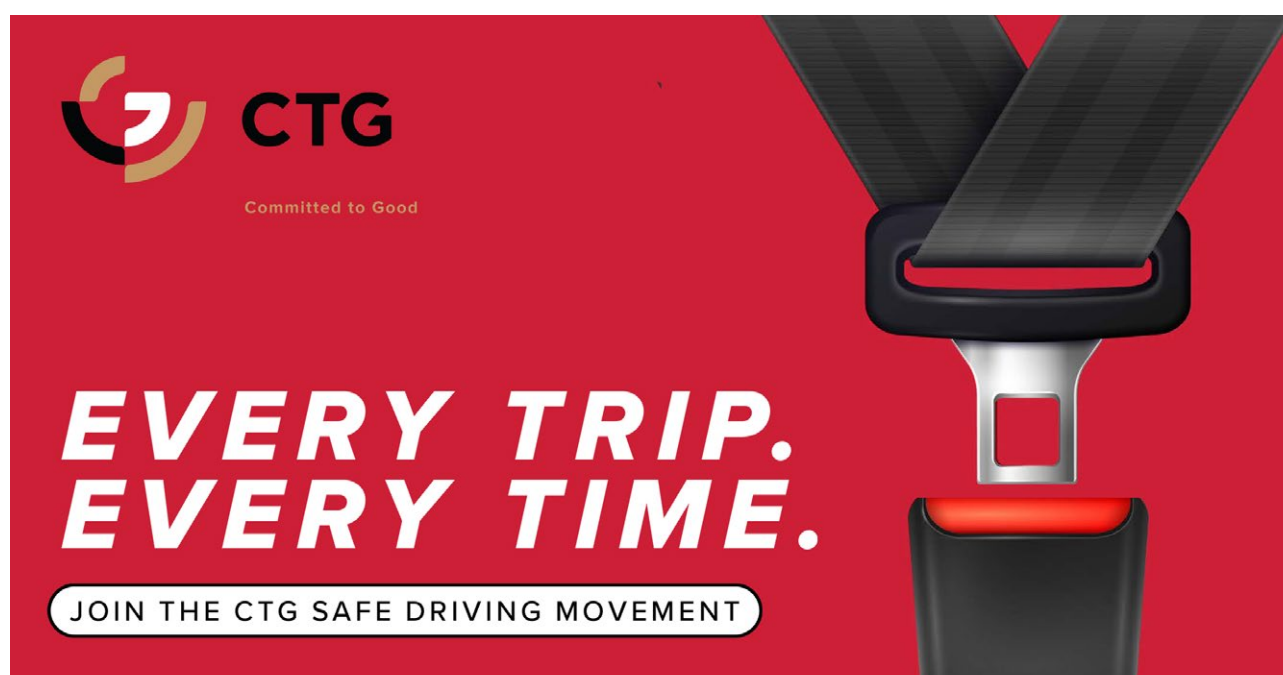
Case Study: Defensive Driving Training in Ethiopia

In 2024 and 2025, CTG engaged a dedicated driver trainer to increase awareness and deliver hands-on training to our drivers in Ethiopia.

The Defensive Driving Training programme was tailored to the specific needs and risks of our operational context. Since the programme began, both CTG and the client observed significant improvements in driver behaviours and overall safety performance. Feedback from the field has been overwhelmingly positive, and the consistent application of safety principles has contributed to better risk mitigation across the board.

Awareness campaigns

As part of its commitment to risk mitigation, CTG runs targeted awareness campaigns designed to further educate and empower staff.



Case Study: Every Trip, Every Time

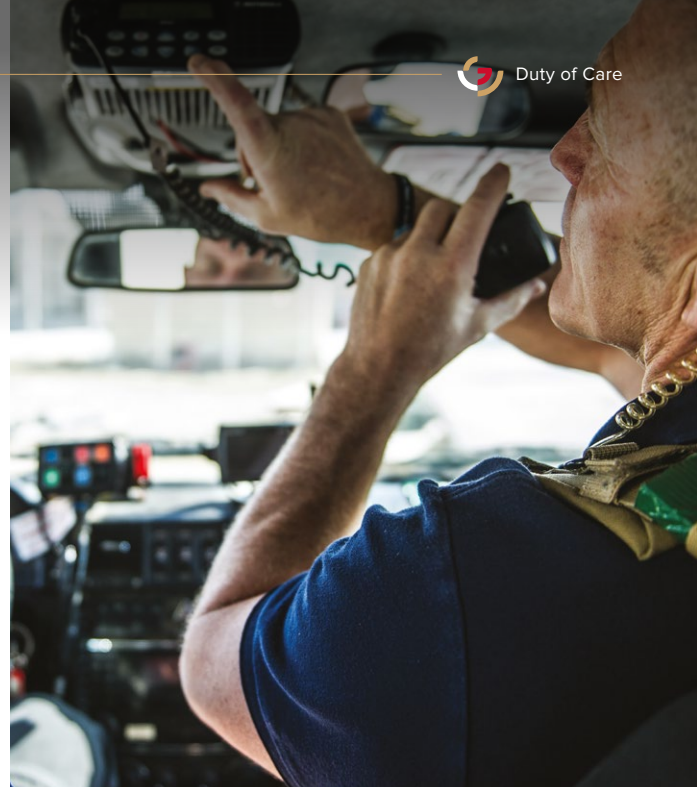
In 2023, after an increase in road accidents and injuries revealed that drivers and passengers were not wearing seatbelts regularly, CTG launched the 'Every Trip, Every Time' campaign.

The aim was to educate staff about the benefits of wearing a seatbelt to encourage consistent seatbelt usage. Mailers, posters, blogs, car stickers, social media posts and WhatsApp messages in multiple languages encouraged all CTG staff to wear their seatbelt to protect themselves. The campaign yielded thousands of social media impressions around the world.

Secure

Promoting safety on the ground

Field safety is a critical component of CTG's Duty of Care, protecting the wellbeing of staff in high-risk environments and the peace of mind of clients. Our robust security structures and procedures ensure that staff are equipped with the resources they need to stay safe while carrying out their vital work in challenging environments.



Field Safety Officers

Our Field Safety Officers (FSOs) are in constant liaison with our global operations and safety management, providing staff with updates on local security situations and amending risk mitigation strategies to match unfolding conditions. The FSO is the first point of contact for any safety concern and will lead on any crisis.

Security briefings

CTG staff are briefed extensively on the safety situation for their project. Staff travelling in a secure convoy will also receive a movement brief in conjunction with the service provider. Our FSOs provide advice for a wide range of security issues, including:

- Updates on current security situations
- Daily security alerts and updates
- Security protocols
- Project risk assessments and mitigation measures
- Evacuation and emergency response standard operating procedure (SOP)
- In-country transportation and security facilities (including close protection/private security facilities)
- Security tracking to monitor staff movements in case of hazards



Security services

CTG uses a range of security providers, including Hart Security – a fellow Chelsea Group company and internationally recognised risk management provider. Providers are thoroughly vetted and operate in accordance with all applicable global security standards.

Safety equipment

Staff are provided with additional safety and security equipment when required, such as personal protective equipment, satellite telephones, etc.

Security accommodation and facilities

Working with its fellow Chelsea Group companies, CTG can provide secure living and work accommodation, such as Chelsea Village Hotel in the secure zone of the Aden Adde International Airport, Mogadishu. Chelsea Village Hotel guests stay in high-end container rooms and enjoy welfare facilities such as gym and other recreational areas. The premises are fully secured with access to a bunker and 24/7-armed security.

Connect

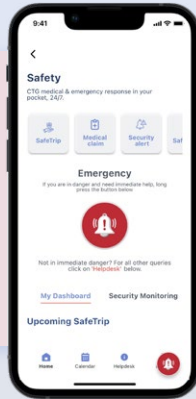
Staying safe with comprehensive tech

Tayo is CTG's custom-built HR software, designed to support the full employee lifecycle for humanitarian teams working in fragile and challenging contexts. Created to meet the unique challenges of field operations, Tayo streamlines everything from recruitment to payroll and Duty of Care.

With the **tayo** app, staff have **instant, mobile access** to information and support, wherever they are.



Tayo streamlines everything from recruitment to payroll and **Duty of Care**

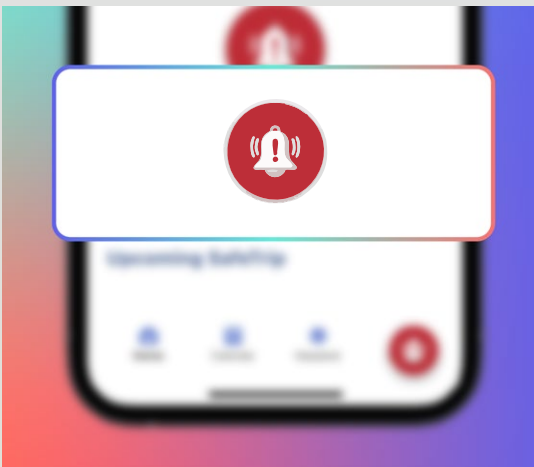


tayo

Tayo's Duty of Care features

SafeTrip®

The SafeTrip® system manages staff movement outside duty stations. Each trip is assessed as high, medium, or low risk to guide safety measures. Staff assign a 'buddy' – a colleague familiar with their schedule – who alerts emergency services if check-ins are missed (without bearing responsibility for safety). When SafeTrip® is followed, Field Security Officers provide vital local insights to help plan safe travel and are chosen for their deep geographical and cultural knowledge, enabling strong communication with local communities and support networks.



Panic alarm

A life-saving function that can be accessed from any screen of the Tayo mobile app.

Staff simply long-press the panic button to instantly send their GPS location and notify our Risk Management team. This feature helps staff feel safe and confident, knowing emergency support is only a button press away.

Safetrack

When activated, this feature allows the security team to communicate with staff, monitor their location and alert them to any threats that might affect them.

Security alerts

Tayo has a comprehensive security alert system that includes a safety check feature. The CTG FSO can activate a security alert to check a staff member's status during an emergency or security-related incident. The staff member can then respond to request assistance or confirm that they are safe.

Hassle-free medical claims

Staff can easily submit medical claims through Tayo by attaching receipts from their device's camera or gallery.

Respond

Crisis and incident management

Designed to ensure immediate action, clear communication, and coordinated support, CTG's comprehensive Crisis Management Plan outlines how we adapt our response to the complex and nuanced issues of each individual incident or crisis.

Medical evacuations

With its extensive local networks, Assist360 is poised to conduct fast and effective medevacs. Assist360's medical experts carefully evaluate the patient's condition and works with the local practitioner to assess the need for a medevac. Deemed necessary, the Assist360 team collaborates closely

with its network partners to organise the best ground or air evacuation solution for the patient's condition and location. Combining medical expertise and operational excellence, Assist360 regularly ensures staff get the care they need to return home safely.



Case Study: A Life-Saving Reponse in Somalia

When a Liberian consultant in Baidoa, Somalia, experienced chest pain and breathing difficulties, CTG activated Assist360. The consultant was first treated at a local facility before being transferred to a higher-level partner hospital in Mogadishu. As his condition required advanced care, Assist360 coordinated a medevac to a Level 3 facility in Nairobi, Kenya. Within 72 hours, the consultant was safely transferred, with Assist360 managing all logistics – from medical reports and fit-to-fly clearance to bed-to-bed coordination. After a full recovery, Assist360 also arranged his return home via commercial flight.

Conflict

Where CTG staff are deployed to regions of active conflict, additional safety and security measures are activated. These include emergency evacuation and shelter planning, real-time security monitoring, movement coordination, additional safety briefings and mental health support.



Case Study: Supporting Staff and Aid in Gaza

During the escalation of conflict in Gaza, CTG acted swiftly to protect staff and support humanitarian operations. With pre-determined communication trees and safe zones, emergency evacuation and shelter plans were immediately activated in high-risk areas. CTG coordinated with UNDSS and other entities to track movements and adapt to real-time security risks, while delivering daily safety briefings to reinforce airstrike protocols and personal risk awareness.

Despite severe border closures, CTG coordinated staff movements through humanitarian corridors to keep aid flowing. We also prioritised psychosocial support, providing staff check-ins and mental health referrals throughout the crisis. Finally, CTG secured banking access for isolated staff to ensure timely salary payments during system shutdowns.

Care

Holistic support for staff





Duty of Care extends beyond physical safety to include emotional wellbeing, ensuring that staff are supported holistically, especially in high-risk environments.



CTG Wellbeing

CTG Wellbeing is our dedicated counselling support network for all staff. It ensures that anyone working in high-risk environments can access mental health care when they need it.

Each year, all staff are entitled to six one-hour remote counselling sessions at any time and for any reason. In the event of a critical incident, staff are also eligible for six additional one-hour remote sessions.

-  **6 sessions**, plus an additional 6 sessions in the event of an incident.
-  **Full confidentiality:** No details are shared with CTG unless there are life-threatening circumstances.
-  An appointment within **72 hours**.
-  Support available in **multiple languages:** English, Spanish, Portuguese, French and Arabic.

Family Liaison Programme

When crisis or incidents occur, we understand that the impact goes far beyond the individual. Our Duty of Care extends to the families of those affected, with dedicated Family Liaison Officers.

Fully trained in Family Liaison in Crisis (FLIC), our Liaison Officers act as the direct link between CTG, emergency responders, and next of kin – making sure families are kept informed and supported.

Each officer's comprehensive training includes key support concepts, such as implementing a framework for engaging and disengaging with families, being aware of the impact of social media, and outlining how their role interacts with the crisis management team.

With their FLIC training, Liaison Officers are equipped to prioritise families' wellbeing and engage with them in an effective, safe and professional manner during a crisis.

Committed to Good



Ethics at CTG

At CTG, we are Committed to Good. We hold ourselves – including all staff – to the highest ethical standards to ensure our impact is positive and sustainable. Our robust ethics system creates policies and mechanisms to keep ethics at the heart of what we do.

Code of Conduct

Our Code of Conduct is the cornerstone of our governance system, detailing our commitment to the highest standards of behaviour and conduct. It guides our interactions and requires staff to always act with integrity and uphold ethical principles. This includes respecting human rights, particularly

for vulnerable groups, and addressing issues from discrimination to child labour.

All staff are required to familiarise themselves with our Code of Conduct and to acknowledge reading it on CTG Learning before deployment. This is a mandatory requirement before starting a role with CTG.

The CTG Ethics Committee

The Ethics Committee is responsible for initiating and overseeing best practice in ethical behaviour, ensuring integrity is instilled in the culture beyond compliance. This includes managing our Whistleblowing procedure and investigating any ethical issues, from corruption to discrimination, in an impartial, confidential and swift manner. The Ethics Committee also runs a campaign of internal communications to keep staff updated on policies, ethical issues and mechanisms they can use to report unethical behaviour.

Whistleblowing

CTG has a zero-tolerance policy on abuse or harassment of any sort. Staff are encouraged to report any suspicions of misconduct or wrongdoing to the Ethics Committee – with the assurance that reports are treated confidentially and will not result in recriminations. All whistleblowers are protected against retaliation for reporting or providing information.

Anti-corruption

Aligned with the UNGC's 10th principle, CTG firmly opposes all forms of bribery and corruption. We rigorously adhere to the anti-corruption laws of each jurisdiction in which we operate, conduct detailed internal audits, and enforce a zero-tolerance policy as outlined in our Anti-bribery and Corruption Policy, Code of Conduct, and Supplier Code of Conduct. Our comprehensive anticorruption efforts are managed by our Ethics Committee

and closely monitored by our Good Governance Committee to ensure integrity across all operations.

Each report is thoroughly investigated and, when necessary, escalated to independent external investigators. Substantiated allegations lead to appropriate disciplinary actions to ensure accountability and resolution of issues.

Legal Support for Clients

While we do not provide legal advice directly to clients, our in-house legal function plays a vital role in ensuring that all aspects of our consultant and employee management comply with relevant local regulations. This approach helps mitigate legal and operational risks for our clients as they conduct business across diverse and complex jurisdictions.

Protecting our clients

CTG's international in-house legal team brings deep expertise in the labour laws of the jurisdictions where we operate and support clients. Our team provides tailored legal analysis to help clients make informed decisions on how best to deploy staff to their projects, ensuring compliance and reducing labour law-related risks. This clarity not only supports legal compliance but also fosters transparent communication with seconded staff, leading to more efficient project delivery. We stay continuously updated on regulatory changes, allowing us to adapt quickly and effectively to new legal developments on behalf of both existing and prospective clients.

Ongoing support

We maintain ongoing dialogue with our clients to stay attuned to their evolving needs and ensure legal frameworks are applied effectively to support them. From managing disciplinary procedures to overseeing redundancies, CTG ensures all actions comply fully with local labour laws – while also addressing the human aspects of these challenges. This thoughtful, compliant approach helps reduce exposure to legal disputes and financial penalties.

CTG is committed to ensuring staff receive consistent, world-class Duty of Care. Get in touch today to find out more about our services.

Contact CTG | Important Information

Assist360 Emergency Response

Call +27 (0) 213 004 356

Email response@assist360.org

Please also alert your Account Manager

For medical claims

ctg.claims@assist360.org

To report misconduct

ethics@ctg.org