



# Fuel50 Capability Trends Report™

Navigating the Impact of External Safety Threats Edition - June 2022





At Fuel50, your future is our passion.

This Fuel50 Capability Trends Report™ brings you the latest capability trends from across the globe.

We encourage you to reflect on their relevance to your organization and hope that they inspire a vision for positive change within your people strategy and capability requirements.

Our dedicated team of Organizational Psychologists and HR Professionals is world-leading in capability design and research. Together, we have developed our own 'Fuel50 Talent Ontology™' to reflect the capabilities showcased in this report and many more. These capabilities are now available for use by all our clients.

For more information on any of the trending capabilities or to discuss how you could increase your organization's bench strength in these areas, please contact Fuel50.

Welcome to the future of work.

**In this Fuel50 Capability Trends Report™, we explore recent world events and how those are informing crucial employee capabilities required in the workplace. This report is designed to help you harness the latest global capability trends to ensure that your organizational talent strategy is aligned to the current driving global forces.**

## **What has been happening in the world?**

For the past few years, the world has been a tumultuous place with more regular natural disasters, ongoing crime and corruption, the prevailing COVID-19 pandemic, and now also the war on Ukraine.

In April 2022 alone there were unseasonal floods in South Africa, tornadoes in the United States and tropical storms in the Philippines<sup>1</sup>. Other natural disasters experienced in the last few years are Bushfires in Australia, flash floods in Indonesia, a volcanic eruption in the Philippines, cyclones in India, as well as earthquakes in India, China, Iran, Philippines, the Caribbean, Turkey, and Russia<sup>2</sup>. The most immediate effect of natural disasters is population displacement which results in individuals feeling physical, mental, and emotional stress<sup>3</sup>. The impact on businesses may be seen through supply chain disruptions, loss of communication infrastructure, damaged buildings, loss of equipment, loss of people, and loss of clientele<sup>4</sup>.

In addition to natural disasters, crime and corruption also has a significant impact on all citizens right to live in peace, safety, and security. It is a social, political, and economic occurrence which affects all countries at varying scales and is influenced by many factors.

Two key influencers resulting in higher crime rates are unemployment and high poverty. According to World Population Review, reduced crime rate exists in countries which instill severe punishments and have strict law enforcement<sup>5</sup>. In 2022 the countries with the five highest crime rates, expressed in per 100,000 people, globally are, Venezuela (83.76), Papua New Guinea (80.79), South Africa (76.86), Afghanistan (76.31) and Honduras (74.54).

“Corruption erodes trust, weakens democracy, hampers economic development and further exacerbates inequality, poverty, social division and the environmental crisis”<sup>6</sup>. The World Population Review has used the Corruption Perceptions Index to rate corruption in countries. The lower the score, the more corrupt a country is. The aim is to draw attention to corruption and encourage changes for the better. The countries to be considered the most corrupt in the world in 2022 are<sup>7</sup>: South Sudan (11), Somalia (13 tie), Syria (13 tie), Venezuela (14), Afghanistan (16 tie), North Korea (16 tie) and Yemen (16 tie).

Dasarath Chetty notes that peace, safety, and security can only be achieved when universal commitments to nonviolence, international fraternity and collaboration exist at individual, national and international levels<sup>8</sup>. An International anti-corruption conference is set for December 2022 and is focused on uprooting corruption and defending democratic values<sup>9</sup>.



The COVID-19 pandemic and geopolitical risks continue to take the center stage with its impact on human wellbeing, economic growth and advancing technological progress<sup>10</sup>. And the world is now experiencing one of the most destructive wars in Europe since World War II – the war between Russia and Ukraine. Since Russia’s invasion of Ukraine in February, thousands of people have already been killed, infrastructure destroyed, millions of people have fled to neighboring countries and further millions have been displaced within war-torn Ukraine<sup>11</sup>.

Whilst most countries are still reeling from the socio-economic effects of COVID-19, the conflict between Russia and Ukraine creates new challenges which have far-reaching global repercussions. Not only is the war a humanitarian crisis, but it is also responsible for slower growth in the global economy and a faster inflation rate. We are already seeing a disruption in supply chain and a hike in prices for numerous commodities, notably oil and gas<sup>12</sup>. Experts are also concerned about environmental health due to the level of exposure people will have to toxic gasses, heavy metals and pollutants from the fires, explosions and collapsing buildings. They believe that these pollutants will carry beyond Ukraine through the air and water, having considerable impact on the health and wellbeing of people<sup>13</sup>.

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### **How do we anticipate these events will impact the world of work?**

The US Chamber of Commerce believes that understanding the global environment is imperative for the business community<sup>14</sup>. With the current world events - war on Ukraine, natural disasters, crime, corruption and Covid-19, people’s sense of safety (psychological, emotional, and physical) is being affected and hence ignites the call to address this sense of safety. We know that organizations are wanting to retain employees with the Great Resignation and that wellbeing is regarded as an important consideration from the 1970’s and continues to be a top priority<sup>15</sup>; safety adds another layer to those challenges for organizations. Through our research, we anticipate the following impacts on the world of work.

#### **Impact of Natural Disasters on the world of work:**

- Displaced employees
- Disruption to services and inability to attend work
- Employee safety and wellbeing (at both home and work)
- Supply chain disruption - limited access to food and medication
- Damaged workplace infrastructure
- Psychology and behavior of surviving employees
- Loss of business

#### **Impact of Crime and Corruption on the world of work:**

- Loss of revenue
- Vandalism / infrastructure damage
- Increase in overhead costs
- Loss of trust in others / leadership
- Business closure
- Loss of employment
- Reputational damage
- Loss of business

#### Impact of Covid on the world of work:

- Workforce disruption
- Increased focus on Employee Wellbeing and the need for Employee Assistance Program
- Adjusting to varying working practices – hybrid, remote or office
- Long absenteeism of ill employees and or loss of those that succumbed to Covid
- Decrease in investments
- Reduced work hours resulting in a reduction in income
- Loss of employment

#### Impact of the War on the world of work:

- Investor confidence
- Impact of sanctions (export controls regulations)
- Commodity price fluctuations
- Worker safety and security
- Damaged workplace infrastructure
- Food insecurities
- Decrease in labor force size due to displacement and movement of employees
- Employee overall wellbeing
- Increased risk of cyber attacks

### The importance of amplifying the right capabilities to minimize or embrace these world events.

With the current world of events, organizations see the need to focus on resilience, wellbeing, and safety of their employees. An article by Kristina Martić<sup>16</sup>, addresses the benefits of organizations investing in safety. These include employee retention, ROI, employee productivity, company reputation and employer branding. Organizations that get this right could have a huge competitive advantage in an unpredictable world. Fuel50's research has identified some transformational capabilities to support organizations in creating sustainable change and creating an environment where employees feel safe. To achieve this shift, capabilities need to be embedded into three levels – Individual, Leadership, and Organizational.



In this report, we identify 16 of our trending capabilities associated with navigating the impact of external safety threats. These capabilities have been categorized under the following headings:

**Individual Enablers:** Safety Policies and Procedure Awareness, Employee Assistance Program Awareness, Versatility, Emotional Intelligence, Safety Focus

**Leadership Capabilities:** Crisis Control, Empathy, Wellness Agility, Inclusive Leadership, VUCA Readiness

**Organizational Strategic Imperatives:** Safety Policies and Procedures, Employee Assistance Program, Emergency Action Plan, Crisis Communication Plan, Business Continuity Planning, Mental Health Benefits

We have included some reflection questions to help you evaluate the importance of each capability for your organization.

# Individual Enablers

An important step for employees to feel safe is for them to have an awareness and understanding of the available resources that is extended to them. Our research suggests the following capabilities are great focus areas:



## Versatility

Demonstrates flexibility in handling different types of situations and people. Adjusts to constraints, many demands, changes, and adversity at work.



## Emotional Intelligence

Understands how own emotions can affect other people. Controls emotions effectively in interactions with others. Perceives, evaluates, and responds to own emotions and the emotions of others.



## Safety Focus

Protects others' well-being and ensures compliance with safe operating procedures. Attends to precautions and proper procedures to guard against work related accidents and injuries.



## Safety Policies and Procedure Awareness

Understands the policies and procedures related to safety and the ability to respond within the framework.



## Employee Assistance Program Awareness

Knows what the Employee Assistance Program is, understands the offerings and has access to it.

### Reflection Questions

- Are employees routinely trained on your safety policies and procedures?
- Do your employees understand what the Employee Assistance Program (EAP) is and how to access it?
- Does your organization promote a culture of workplace flexibility during and after a crisis?
- Does your organization provide soft skills training to assist employees navigate through workplace disruptions?

# Leadership Capabilities

Leaders are essential to drive safety policies, procedures, and programs. Leaders can also help employees feel safe and supported by offering opportunities for discussion, reminding people of available support services, and leading at a difficult time with compassion and empathy<sup>17</sup>. Our research has highlighted the need for increasing leadership capability in the following areas:



## Crisis Control

Identifies threats to an organization and manages any disruptive and unexpected events to minimize the damage and allow for the organization's quick recovery. Drives safety policies and procedures.



## Inclusive Leadership

Leads with equality at the basis of every employment decision made. Honors the 6 C's - commitment, courage, cognizance of bias, curiosity, cultural intelligence, and collaboration.



## VUCA Readiness

Predicts volatility, complexity, and ambiguity (VUCA) in the working environment. Understands the distinct types of challenges that demand four distinct types of responses.



## Wellness Agility

Assists the organization to be more adaptive, creative, and resilient when dealing with complexity, uncertainty, and change that could affect their employee's wellbeing.



## Empathy

Understands the perspectives and feelings of others. Participates in meaningful communication and builds trust with employees, colleagues, partners.

### Reflection Questions

- Are your leaders equipped to navigate through a crisis in a manner that ensures safety?
- Do your leaders provide a safe and understanding environment for employees to share challenges?
- Do your leaders encourage the use of the Employee Assistance Program and provide a flexible work environment?
- Do your employees have faith in leadership that they can navigate a sudden event effectively and responsibly?

# Organizational Strategic Imperatives

Organizational policies, procedures and plans need to be developed and implemented to ensure organizations can prevent, protect, and react in the event of a crisis. Our research has identified the following capabilities to focus on at the organizational level:



## Safety Policies and Procedures

Devise and implement safety policies and procedures and ensures that all employees understand and are trained on these. Complies with regulations, specifications, or legislation.



## Employee Assistance Program

Designs, manages, or implements Employee Assistance Program's which assist employees with challenges that may arise during a time of crisis.



## Emergency Action Plan

Devises a plan of disaster response by creating an Emergency Action Plan through organizing, coordinating, and streamlining employee and employer actions.





### Mental Health Benefits

Offers opportunities to enhance personal mental wellness through speaking to a professional therapist, wellness apps for fitness and self-care, and mental health coaching.



### Business Continuity Planning

Devises a plan that the organization can fall back on while trying to operate without certain resources to ensure its continuity and continued revenue.



### Crisis Communication Plan

Develops a plan to prepare the business to communicate to all stakeholders in the event of and in response to an emergency.

### Reflection Questions

- Who has audited and provided feedback on your safety policies and procedures and whether the safety training meets with regulatory standards?
- Is your Employee Assistance Program easily accessible and relevant?
- How does your Emergency Action Plan help if an emergency occurs?
- Will your Crisis Communication Plan reach all stakeholders in the event?
- Does your Crisis Communication Plan address the use of all available technology to reach various stakeholders in the event of an emergency?
- Have you examined whether your Business Continuity plans meet the organization's goals in times of a crisis?
- Do you offer employee benefits like medical contributions, funeral coverage and/or life coverage to support their families in the unfortunate event of their illness/passing?



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Safety Focus  
 Emergency Action Plan  
**LEADERSHIP CAPABILITIES**  
 Business Continuity Planning  
 Employee Assistance Program Awareness  
**ORGANIZATIONAL CAPABILITIES**  
 Safety Policies and Procedure Awareness  
 Employee Assistance Program  
 Wellness Agility

Empathy  
 Mental Health Benefits  
 VUCA Readiness

**INDIVIDUAL CAPABILITIES**  
 Safety Policies and Procedures  
 Crisis Control  
 Versatility

Inclusive Leadership

Emotional Intelligence  
 Crisis Communication Plan

For more editions of the Fuel50 Capability Trends Report™ visit:  
[www.fuel50.com/capability-trends](http://www.fuel50.com/capability-trends)

## **Fuel50 is the AI-powered opportunity marketplace that delivers internal talent mobility and workforce reskilling.**

With hyper-personalized AI and a deeply embedded commitment to diversity and inclusion, Fuel50 mobilizes your talent. Fuel50's ethical AI matches your people to opportunities in real-time, automatically maps your workforce architecture, and provides deep data insights for predictive talent and workforce planning.

We believe that a deep commitment to inclusive talent practices is needed and it must start with a charter that is built into your skills architecture & organizational DNA.

Using the Fuel50 Talent Ontology™ drives more inclusive working cultures through:

- Incorporating critical D&I capabilities in all executive and manager level roles, supporting a shift of mindset from the top down
- Amplifying behavioral standards around D&I and holding leaders accountable for driving positive change
- Putting a spotlight on unconscious bias throughout the organization
- Ensuring D&I practices are present in recruitment, performance management and leadership development

The trending capabilities showcased in this report are now available for use by all our clients.

Over 80 organizations around the globe saw immediate impact since deploying Fuel50, with up to 65% increase in lateral movement, 35% increase in internal recruitment, and 60% reduction in employee churn.

Learn more: [www.fuel50.com](http://www.fuel50.com)

