



FUELLING OUR CLIENTS' GROWTH THROUGH OUR PEOPLE AND PARTNERS

Our people and our long-standing partnerships with regulators, governments and vendors enable us to protect our clients and their people, 24/7, 365 days a year. We pride ourselves in creating a healthy and positive environment where employees can put their talents to best possible use.



OUR PEOPLE

Our people are the core of International SOS. Our ability to help our clients manage their medical and security risks is dependent on our access to a skilled workforce globally. As the world's leading medical and security risk services company, we are committed to developing highly competent talent in a healthy, positive and inclusive environment.

ACCESS TO A SKILLED WORKFORCE

Our innovative and high-performance culture encourages and enables all employees to gain new critical skills, fulfil their career aspirations and stay ahead in the competitive global workforce landscape. This strengthens our capability to change and provide the latest solutions to our clients, while maintaining the highest level of customer service excellence.

In FY1718, International SOS welcomed 1,495 new hires to join our offices across 90 countries. To have the right people in the right roles, we take an inclusive approach to recruitment, presenting equal opportunities and implementing fair hiring practices to all potential employees. All vacancies are promoted openly on multiple platforms, including an in-house career page, and social media networks. With a comprehensive 'Behavioural Interview Skills' training module in place, our hiring managers and recruiters are equipped to conduct effective interviews and offer objective opinions on every assessment.

Diverse workforce

With the rapid growth in mobile workers, many organisations are finding it challenging to manage their safety, health and security. The increase also changes the diverse composition of a global workforce and the risks associated. More women are travelling for business than ever before. It is essential to consider the varying cultural, legal, health and social challenges they could face and how to mitigate any risks effectively. Our people, made

up of diverse ethnicities and nationalities can speak over 90 languages. 60% of our global workforce is female. Our diverse workforce strengthens our services, enabling us to provide our clients with a truly global medical and security risk management solution with local expertise.

Continuous education and training

To be sustainable, an organisation needs to invest in the sustainability of its people. In FY1718, we have delivered 27,089 learning experiences globally. This accumulated to 52,746 hours of learning (excluding on-the-job learning, performance coaching from direct managers and collaboration with external learning partners).

Our approach to training is pragmatic and developmental. From a comprehensive induction programme (both virtual and in person) to continuous on-the-job refresher training, we ensure every employee has the necessary skills to meet not only the expectations for their current roles but also anticipated needs of the business. Fluid and progressive career development for employees is also a focal point in our training agenda. We actively promote career ownership across all job levels through tailor-made learning offers for every developmental need, as detailed in the following global programmes.

We also offer highly specialised programmes such as 'Train the Trainers' and 'Business Process Optimisation' to support employees who wish to pursue specialist career

“ My roles as a Business Analyst & Operations Trainee under the AIESEC programme in Philadelphia and my current position in our London headquarters have helped me grow both professionally and personally. I have progressed and experienced so much globally in my two years with International SOS. The company culture encourages and supports my appetite to widen my learning scope. It is a fantastic journey, having the opportunity to get involved in diverse projects and working with colleagues around the world. ”



— Jeremy Greant

Programme Manager, Group Strategic Alliances and Partnerships, International SOS
Previously an AIESEC trainee

paths within the organisation. In conjunction with our global learning offers are complementary programmes/courses run by local Learning & Development teams. This is to meet specific needs of respective offices and locations we operate in.

Programme	Development Needs
Lead Your Career	Individual contributors looking for a career path within International SOS
Discovery	First-time managers transitioning from being a successful individual contributor to learning how to achieve great results through others
Level Up	Existing managers looking to fast forward their leadership skills to the next level

Leveraging on technology: digital learning

eLearning provides us with an efficient mean of employee education. It minimises time away from home and the workplace, while still being effective. Currently, we have 448 eLearning lessons, designed to be fully interactive, containing videos, animations and activities that deliver an effective and meaningful learning experience. In addition to eLearning, our digital learning portfolio for our Sales Enablement team also coordinates a series of webinars throughout the year on a variety of different topics. These 30-45 minute webinars are run twice to accommodate different schedules. The sessions are recorded and uploaded to our 360Learning platform for review at the

users' convenience. Globally, there are also ten workshops offered virtually, and peer to peer/webinar learning through our Learning & Development portal.

Our latest digital transformation in learning and development is MyCareer - a cloud-based platform with bite-sized learning. Designed to promote and accelerate career progression and ownership within the organisation, MyCareer is available 24/7 across all multiple devices (PC, laptop, mobile app) and continuously updated with new content by industry experts. Piloted in Europe and the Americas, the platform has seen over 20,000 learning activities on a monthly basis. The platform will be available globally to all employees, including remotely located staff in January 2019.

AIESEC: attracting young talent

We offer young graduates the opportunity to gain international experience and develop their leadership potential. For more than five years, we have been working in partnership with AIESEC, an independent, not-for-profit organisation managed by students and recent university graduates. It acts as a global platform for young people to explore and develop their potential. We work together to identify and select those members who want to spend a 12-month period at International SOS as compensated interns. We currently have 37 AIESEC interns in the business.

In total, we have provided internship opportunities for more than 100 AIESEC interns, and more than 60% have stayed on in permanent positions. AIESEC interns have taken on many different roles across the business: in HR, Operations, IT, Finance, and Sales & Marketing. Each year we employ a member of AIESEC as a Global Coordinator to manage the

partnership between the two organisations and help in the selection process.

The partnership with AIESEC is mutually beneficial. The interns gain deep experience working at an international company. Their roles are designed to ensure they encounter different challenges and provide them with clear responsibilities and learning opportunities. We gain the benefit of building our long-term talent pipeline and increasing diversity within the company.

Elite Club: skilled workforce retention and recognition

The Elite Club at International SOS was launched in 2013 with the goal to recognise excellence and reward outstanding contributions from our Sales and Marketing teams across the organisation. The key objectives of the programme are to celebrate outstanding performance, provide recognition across the group, network with top performers and build lasting relationships. The incentive programme is announced at the beginning of each fiscal year, highlighting the performance objectives (quantitative and qualitative) to achieve throughout the year in order to be nominated and eventually selected, to participate in the programme.

Employer of choice

Our achievements as an Employer of Choice are recognised all over the world:

SINGAPORE	Oct. 2018	Best Company To Work For In Asia 2018, by HR Asia Magazine
ASPIRE LIFESTYLES CHINA	Oct. 2018	Best Company To Work For In Asia 2018, by HR Asia Magazine
MALAYSIA	Oct. 2018	Best Company To Work For In Asia 2018, by HR Asia Magazine
SOUTH AFRICA	Oct. 2018	Top Employer Award 2019, by Top Employer Institute
VIETNAM	Sept. 2018	Best Company To Work For In Asia 2018, by HR Asia Magazine
TAIWAN	June 2018	Best Company To Work For In Asia 2018, by HR Asia Magazine
UK	May 2018	Silver Award For Investors In People, by Investors In People
INDIA	May 2018	Diversity Impact Award 2018, Global HR Excellence, by World HRD Congress
HONG KONG	2017–2018	Family-Friendly Employers, Awards for Breastfeeding Support, by Hong Kong Family Council
MALAYSIA	Nov. 2017	Silver Award For Employer Of Choice, by Malaysia Institute Of HR Management
CHINA	Oct. 2017	Best Company To Work For In Asia 2017, by HR Asia Magazine
SINGAPORE	2017	Employer Of Choice: Career Progression, by HRD Asia
IAS - GLOBAL MS AWARD	2017	Outstanding Contribution To The IHS Integration, Outstanding Contribution to Project Fusion





EMPLOYEE HEALTH, SAFETY AND WELLBEING

We want to ensure that International SOS is a healthy and positive environment where employees can put their talents to best possible use. We aim to exceed our Duty of Care responsibilities to our workforce, both in the home office and when they work on an assignment. We have industry-leading systems and practices to prevent illness, injury and security incidents from affecting our employees.

Occupational health and safety policy (OH&S)

We continue to improve our practices for OH&S through formal management review and evaluation of our OH&S activities. This includes creating and implementing an emergency preparedness and response programme to ensure the adequate control of an emergency situation, and appointing qualified people to train and set standards.

One key emphasis of our approach to Occupational Health and Safety Management is early identification and prevention of potential hazards and risks that would impact our personnel. We have established a Hazard Identification and Risk Management Standard, part of an organisation-wide Risk Management Framework, based on ISO 31000:2009 Risk Management – Principles and Guidelines. The framework specifies a comprehensive hierarchy, against which accountability for identifying, treating, monitoring, communicating and managing risks across the organisation is identified and managed. The extension of this framework is a set of group-wide prevention standards, including topics such as personnel security and road safety. eLearning modules on pandemic influenza prevention and security framework are part of our annual compliance that all employees are required to complete.

We also report and audit all OH&S accidents and incidents in order to create and implement corrective and preventative actions. From FY1920, all our employees globally will be required to complete the OH&S eLearning course as an annual mandatory requirement. This is part of our efforts to continue developing a culture of highest level of safety and compliance across all our offices worldwide.

Occupational health and safety at medical facilities

At the frontline of our business are employees working tirelessly across our medical facilities, sites and clinics to maintain and enhance the wellbeing of our clients' global workforces. As part of our Duty of Care responsibilities to our employees at said locations, we have implemented a dedicated OH&S Management System that ensures all necessary procedures, tools and training are in place to protect and prevent our employees from any health and safety hazards. Regular workplace safety inspections are also enforced to minimise risks and give our employees peace of mind while working at International SOS medical facilities.

Cross-border travel policies and procedures

We set policies and procedures to meet our Duty of Care responsibilities to our employees when they travel and work abroad. We have robust cross-border travel policies and procedures to protect our workforce abroad. We assess security and medical risk for hundreds of countries and cities worldwide and assign risk ratings. All employees travelling abroad are required to obtain approvals. We track employee travel in our TravelTracker system. Employees are encouraged to use our Assistance App and check in on arrival. Employees are covered by our assistance services when they travel on business or live abroad. All international travellers within International SOS must complete Travel Risk Awareness and Travel Risk – Road Safety eLearning courses prior to departure.

Our internal approach to wellbeing

As part of our Duty of Care responsibilities, a global cross-functional team was set up in 2016 to accelerate our internal Health & Wellbeing efforts focusing on our most important asset, our employees. In a short span of two years, the global team have:

- Encouraged our organisation's top leaders to be the first participants in its initial Mental Health & Wellbeing Health Risk Appraisal Survey
- Developed a Health & Wellbeing toolkit built on the initial work done in the UK, US and Netherlands through a combination of biometric assessment, focus group and employee interest surveys
- Kicked off a Base Line Review in Switzerland
- Conducted a Health Policy Review in 19 countries
- Encouraged regular sharing of Health & Wellbeing campaigns, collateral and best practice
- Conducted an assessment of existing Health & Wellbeing programmes

- Launched an Employee Assistance Programme for all employees in Europe
- Kicked off a Step Challenge in Paris and London

Our Mental Health & Wellbeing programme is currently running in all continents around the globe for our staff and clients. We are continually looking for ways to improve the Health & Wellbeing of employees, both travelling and in their home country.

Employee assistance programme

Many sites have Employee Assistance Programmes (EAP) as part of the benefits offered. These programmes support staff with personal issues, including major life events, financial and legal concerns, substance abuse, emotional distress, healthcare concerns, work, family and other concerns. In 2016, we formed a partnership with Workplace Options, a leading EAP Provider, to deliver these services to our staff. Our employees in Australia, Dubai, Europe, Papua New Guinea, New Zealand and the United States are part of our initial roll-out. We plan to make the programme available to all our employees globally in the next five years.



Case study: SHINE workplace wellbeing programme London, United Kingdom

In FY1617, we launched our London workplace wellbeing programme 'SHINE'.

The programme was designed by a core team made up of representatives from each department within the organisation. We started by leveraging our nursing staff to run 'Know your numbers' sessions and then tapped into our consulting team to design an online employee interest survey for all employees. These two elements made up our workplace wellbeing baseline starting point. This was then used to:

1. Identify what the priorities were in our organisation
2. Have a starting point we could use to measure progress

We then reached out to the various department heads and other functions to drive the programme and increase local engagement. The Medical and Nursing team provided a suite of educational materials, including posters and hand-outs, for use in our monthly wellbeing events. We have also made changes in the office to encourage more healthy food

purchases. For example, sugar sweetened beverages were moved to the bottom shelf in the employee canteen, and water to the top.

Additionally, our Global Health Experts launched a Step Challenge designed according to WHO protocols. Participants were placed into teams from different departments and tracked over a four-week period. WHO absenteeism and presenteeism indicators were monitored as well.

One year into the SHINE workplace wellbeing programme we have seen great improvements in employee morale (seen in a survey), engagement and departmental integration. The programme framework has been adapted by our Dubai office with several additional modules including: consultations on nutrition intake, no-smoking awareness sessions and talks on sleeping disorder.

MODERN LEADERSHIP AND ENGAGING WORK

In the ever-changing world, modern leadership is key to ensuring our business' sustainability in the long-term. We need to look beyond financial objectives and review how we can make a positive impact in the workplace, communities and environments that we and our clients operate in. Our people are the core of International SOS. It is our responsibility to develop, grow and protect our human capital at work and in life, for now, and the future.

Employee engagement

At International SOS, we are convinced that having an engaged workforce is the key to business productivity and effectiveness. With our 'Open Door' policy in place, all employees are encouraged to proactively provide their thoughts and ideas on workplace improvement throughout their time with the company. Our comprehensive yearly talent management cycle also offers additional space for constructive feedback between managers and their direct reports.

Inclusive and diverse workplace

International SOS strives to create a working environment free from discrimination and bias, where people can fulfil their potential. We also

provide information and support that empowers our clients and their workforces to better understand their changing risk profile (based on their environment) and feel supported, at all times.

We are proud of our cultural, ethnic, racial and gender diversity. It is one of our main strengths as a company that reflects the wide and diverse population we serve. That is why we remain committed to creating an environment which is free from discrimination and bias wherein people can fulfil their potential.

In 2016, we established a Global Diversity & Inclusion Committee. Our Committee includes representatives with specialism in workplace issues pertaining to gender, age, race, ethnicity, sexual orientation, and physical ability. The Committee is

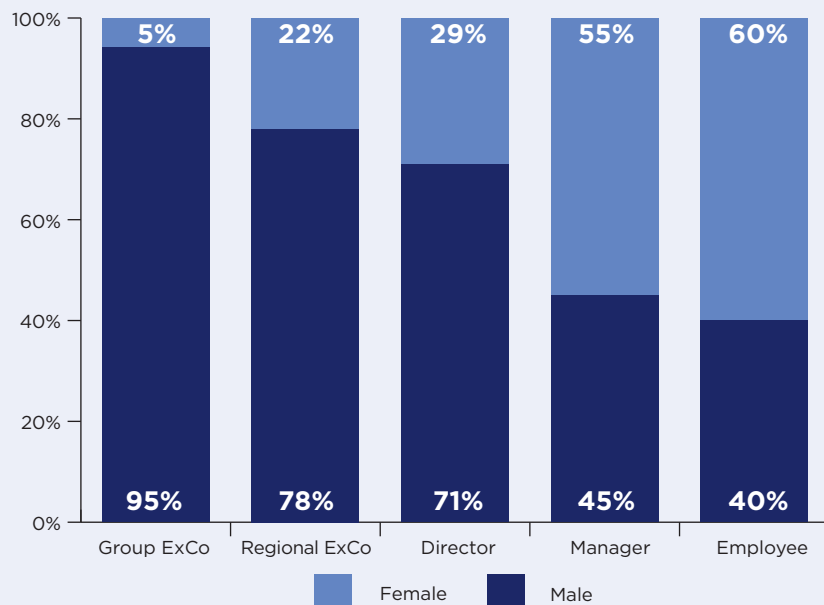
sponsored by three members of the Group Executive Committee (ExCo), who play an active role in defining our policies and programmes. The Committee's mission is to create an environment which is free from discrimination and bias and where people can fulfil their potential. The initial focus will be to ensure that there is balanced gender diversity in management and leadership roles across the company. This approach is supported by regional and local committees.

Gender

60% of our global workforce is female; 55% of managers are female. Like many organisations, International SOS finds that these percentages begin to decrease at more senior levels. Female empowerment continued to be one of our key priorities in the financial year with several regional initiatives including a Female Leadership course in Europe, a Women's Mentoring programme and Women in Innovation workshops in Asia, and Women in Leadership sessions in MENA (Middle East and North Africa).

In FY1718, International SOS ran a programme to celebrate women in the workplace, profiling women both externally and internally. Our goal is to use the method of celebration to create awareness and prompt conversations that may inspire future leaders. In FY1819 we have instituted sub-committees to represent age, race, ethnicity, sexual orientation and physical ability, and define programmes to support those communities. One of these activities is Unconscious Bias training.

We have made the Unconscious Bias training course mandatory for all people managers globally. In FY1718, we delivered 124 hours of training.



Manual data collection from each region and business line every quarter.

This training has been identified as a successful project for creating awareness and changing how people think about diversity and inclusion in the workplace. It bridges all the strands of inclusion and diversity, not just limited to one subject.

Globally, we launched a 'Return to Work from Parental Leave' toolkit to help expectant employees have a smooth transition to parenthood. To celebrate International Women's Day, a company-wide campaign was launched to promote female talent across all locations and levels of seniority with 30 profiles featured on our Intranet Employee communications portal. In October 2017, International SOS published a Diversity and Inclusion Statement, which outlines the company's commitment to further support our diverse workforce and clientele.

As part of demonstrating our approach to modern leadership we are committed to providing more flexible working arrangements. We recognise that:

- Many of our people are looking for more flexibility in where, when and how they do their work
- This can have a positive impact on the work life balance of our people, their health and wellbeing and their performance in their role

By the end of FY1819, we will have a global mentoring programme, exclusively for female managers.

In February 2018, International SOS won the Diversity Impact Award, at the World HRD Congress.

What we have achieved so far:

- Improved diversity statistics across most regions at director level and above
- Matured our International Women's Day celebration – e.g. lunch talks in Singapore and the US
- Won our first Diversity & Inclusion award in India
- First year celebrating stories of International SOS employees on LinkedIn as part of International Women's Day
- Third year in a row profiling successful International SOS women on our Intranet Employee communications portal to celebrate International Women's Day
- We plan to provide funding/scholarships for five to ten identified female talents to attend leadership programme annually by this year



Case study: alternative working initiative in Europe

We proactively support our employees, whether they are working parents, carers or simply seeking an alternative working pattern.

We will continue our work to:

- Establish a European Project Team
- Communicate our 'Work Different' Principles and share testimonials from our employees
- Develop 'Work Different' policies for each country

Where the role and situation provides, we will also:

- Introduce flexible 'core' hours where people can choose (within limits) when to begin and end their working day
- Provide the opportunity for people to work from home for up to two days per month
- Increase our additional annual leave purchase from one week to two
- Introduce job sharing as an option in all locations
- Increase our career break leave from three months to six
- Review technology options to support flexible working
- Communicate flexible working as part of our job adverts

OUR PARTNERS

Our in-country expertise and capability to provide quality healthcare and security support to our clients globally are made possible through our continuous engagement with regulators, stakeholders and our partners. We are enabled to deliver emergency assistance during critical illness, accident or civil unrest. Our clients receive the appropriate medical and security advice according to each country's regulations and compliance.

ENGAGEMENT WITH REGULATORS AND STAKEHOLDERS

Compliance with applicable legislation and regulations is second nature to our business.

One of our priorities is to ensure that our network of credentialed providers (e.g. medical professionals, consultants and other specialists) is licensed to practice in all locations where they operate, including remotely. This involves detailed assessment of complex requirements, country by country. In the case of our MedAire business this requires detailed knowledge of the regulations on International Airspace.

Confidentiality and data protection are other important areas. Our compliance levels are set at the highest levels, conforming to the Health Insurance Portability and Accountability Act (HIPAA) in US and European Union (EU) General Data Protection Regulation (GDPR) requirements.

Compliance is closely linked to quality. As well as meeting all required regulatory standards, we aim to set ever higher standards. We were the first to adopt ISO 13131 relating to TeleHealth provision. In addition, we have instituted detailed due diligence checks governing the selection of our providers. Setting such standards both enhances our reputation and delivers important health benefits to our clients.

We have achieved this by working closely with national and local regulators. For example, when building service provision in a new location, a first task is to identify the government bodies which approve and issue the business licences to operate there. It is important to understand the process of applying for the operating licences, the documents needed and all other steps required.

We have found that developing a constructive dialogue with relevant departments and officials can be key to making the process run smoothly. Developing mutual respect and understanding further helps as the business moves forward and can help to overcome different challenges and operational issues. It can also be beneficial to engage with local industry associations, institutes and academia. Engaging with local law enforcement agencies can help improve the safety and security of personnel based in those locations.

Building such relationships takes time as different departments and organisations can be involved. To cite just one example, in China we regularly have contact with arms of government that are industry focussed such as the China Directors Association and Employer's Federation, the State Administration of Work Safety, the Ministry of Commerce and the Ministry of Foreign Affairs. The legislative arms of government that we deal with are the National Development and Reform Commission, Ministry of Health and State Emergency Response Bureau.

These efforts can deliver significant results and lead to a positive impact on the health and safety of the Chinese nationals. We have contributed to developing the China Tourism Bureau's standards for emergency response, the Civil Aviation Authority's standards for aeromedical transportations and the Ministry of Health's standards for pre-hospital emergency and aeromedical interventions.

The case studies on the Gurkha Welfare Trust (GWT) and TRICARE are further examples of recent activities showing how our engagement with local authorities, and developing partnerships with local service providers, has a positive impact on healthcare outcomes.

Case study: working with TRICARE in the Philippines

The TRICARE Overseas Program (TOP) is the US Department of Defense's healthcare programme for active duty service members, their families and other eligible beneficiaries, in locations outside the US. We provide a variety of healthcare services for the TOP in more than 200 countries and territories. Our project in the Philippines is an example of how working together with authorities, beneficiary groups and local service providers can lead to positive results.

Many US military retirees and their families live in the Philippines. TOP offers them healthcare support when needed 24/7. Over the years, beneficiaries became increasingly frustrated with the claims process, lack of healthcare guidance, and diluted provider choices which left the beneficiary seeking a more supportive approach. There were also reported challenges with the quality of service being delivered from several of the institutional facilities throughout the Philippines. Rather than waiting for TRICARE to pay for the services, providers often demanded full payment up front from the beneficiaries. The amounts being charged by the providers was an additional concern, with suspected aberrant claims activity for certain services in certain locations. The Defense Health Agency (DHA) asked us to find a solution.

In January 2013, we developed and implemented a detailed and phased programme to address these issues. The TRICARE Philippines Demonstration Project (PDP) involved improving the selection and management of the local providers and established contractually required guidelines to govern the healthcare delivery and claims reimbursement process.

In the early phases of the programme, working in consultation with key stakeholders on-the-ground and historical claim data, we identified what specialisms were needed and in which geographical areas. Our stakeholder engagement included direct outreach with staff at the US Embassy in Manila and key retiree and veteran organisations.

We then selected a set of Approved Demonstration Providers, first prioritising the JCI Accredited facilities in the Philippines who were credentialed, properly trained and monitored to ensure compliance with TRICARE billing requirements.

Dedicated PDP staff was deployed on the ground in the Philippines to each Approved Demonstration area to assist with the implementation and on-going support of the PDP. With boots on the ground support we were able to provide strong education and communication as well as claims liaison assistance services to our selected providers.

This support ensured both the beneficiaries and medical providers understood the requirements of TRICARE policy; including eligibility criteria, claims processing and billing practices and therefore lowered the direct out of pocket costs to the beneficiaries whilst ensuring quality and cost effective care was rendered.

Each phase of the programme was agreed in detail with the Defense Health Agency. At different stages in-depth analyses were carried out to measure success. These were published as White Papers and submitted to the DHA for further analysis and evaluation; they were then used to establish programme objectives, detailed results including costs analyses, lessons learned and recommendations. Feedback and satisfaction surveys of both the beneficiaries and providers in Philippine Demonstration areas were also carried out. As a result of this progress, in 2017, the PDP was converted to a permanent programme, written into legislation, requiring International SOS to establish a Philippine Preferred Network (PPN) for TRICARE retirees and their family members in certain areas of the Philippines.

As well as providing measurable savings, the programme has ensured beneficiaries are now better able to access quality, safe healthcare, delivering improved health outcomes, accurate claims adjudication and payment processes, and a more positive experience overall. This improved service is now setting an example for other TRICARE Overseas locations, which may also benefit from a Preferred Provider Network in the future.

Case study: Gurkha Welfare Trust

Since early 2017 we have been working closely with the Gurkha Welfare Trust (GWT) charity. GWT provides financial, medical and development aid to Gurkha veterans, their families and communities. The UK Ministry of Defence and the Department for International Development (DFID) are among those who financially support the work of GWT, although the overwhelming source of income is charitable donations from the British public.

Our work focuses on Nepal where many Gurkhas choose to retire, often in remote areas. There the GWT provides primary and secondary healthcare to around 30,000 Gurkha pensioners, their families and dependents.

As part of this service we provide an advisory team to support the work of the GWT and deliver significant improvements in the standard of healthcare. This work included the upgrading and re-equipping of the 21 Area Welfare Centres run by GWT in Nepal and instituting a Continuous Medical Education (CME) programme.

We have helped build a network of secondary healthcare providers to support the pensioners, especially those who live remotely. We have helped source appropriate equipment, such as walking frames and pressure mattresses.

Working with GWT, we have established a robust system of governance, upgraded the clinical protocols and practice guidelines and instituted a programme of continuous

quality improvement. We have improved medical record-keeping and raised the standards of diagnosis and referrals. We have improved oversight and assurance arrangements and helped streamline the claims process. The latter includes developing communications to explain these new arrangements to Gurkha pensioners.

GWT also gives medical support to the wider Nepalese community, arranging medical camps in remote areas. We advise on how to improve these services too.

The outcome has been a clear improvement in the level of medical and welfare support being provided. We are continuing to support the recruitment and training of local staff to ensure the long-term sustainability of the programme.





COMMUNITY IMPACT AND ENGAGEMENT

Championing healthcare and education

Our Corporate Social Responsibility (CSR) activities demonstrate a commitment to maintaining globally sustainable operations. Our philosophy for corporate citizenship focuses on healthcare and education to look after the wellbeing of our employees and the communities around where we operate. It also extends to ethical conduct in our dealings with suppliers, clients and other stakeholders.

Our activities include:

- Committing to UN Sustainable Development Goals (SDGs) to lay out a roadmap over the next 15 years to end extreme poverty, fight inequality and injustice and protect the planet
- Employing best practices in travel risk management for our employees. This includes preventive education and training, health screening, vaccination, travel tracking and assistance to employees headed to higher risk destinations
- Partnering with clients on community health initiatives to reduce malaria, Yaws, HIV, tuberculosis and filariasis. We also promote clean water, wellness and healthy practices to prevent strokes, diabetes, infectious disease and cancer in many communities worldwide
- Raising funds and donating time to support many healthcare and education causes worldwide

Case study: continuing support to London’s Air Ambulance

London’s Air Ambulance is the charity that delivers an advanced trauma team to critically injured people in London. The organisation provides pre-hospital medical care at the scene of an incident and serves the ten million people who live, work and commute around London.

As the world’s leading medical and security assistance organisation, we know speed is critical in determining not only survival but the quality of life following recovery, in particular during ‘the golden hour’ – the hour immediately following a severe injury, when help is needed most.

Currently, the helicopter flight hours operated by London’s Air Ambulance are restricted due to limited funding. International SOS UK formed a strategic partnership with the charity to share resources, medical expertise and fundraising efforts. Together, our employees and London’s Air Ambulance have raised £50,713.89 over the last four years. This fuelled 30 missions and is equivalent to six service days.

Some fundraising activities include charity bike rides, raffles, bake-offs and other employee initiatives. These actions support our aim to make a positive impact on health and wellbeing in the local communities where we operate.

Case study: combatting malaria in Africa

Progress is being made in the fight against malaria, a preventable disease. But it is still a significant challenge. The WHO states that 3.2 billion people remain at risk. In 2016, there were 216 million cases of malaria with 445,000 malaria deaths. The majority of cases occur in Africa.

Malaria is a major health concern for our employees, clients and their global workforce, as well as their local communities. Every year our Africa region uses a multi-faceted approach to combat this disease. For the sixth year in a row, the International SOS teams in Africa took time out to raise awareness about malaria among employees, clients, and their communities for Malaria week.

We also purchased 24,700 bracelets over a six-year period from the Relate charity. Contributions from these purchases were used to sponsor mosquito nets, protecting over 23,400 children in Africa for the six-year period.

During Malaria week, similar activities took place in other countries: South Africa, Ghana, Mozambique, Gabon, Angola, Chad, Nigeria and Democratic Republic of Congo (DRC).



Case study: the Teddy Bear Hospital – educating the children of Kazakhstan and Azerbaijan on healthcare

Besides actively engaging with the local communities in the regions where we operate, we also invest time and resources to build good health habits among children through educational events. Teddy Bear Hospital is one such initiative run by International SOS. It aims to help address children's misperceptions of doctors and allay fears.

These events are organised by our doctors, medical and administrative staff. The children learn about good health habits and the value of vaccination. They have the opportunity to explore the interior of an ambulance and better understand its capabilities. They also get to visit the operating theatre and learn how the X-ray machine works.

We have been running these events for several years across schools, orphanages and at community events. Today, several schools in Kazakhstan and Azerbaijan are equipped with Child Health Posters, and over 1,000 children attended these events across the two countries. The children also receive colouring books with health tips.

The feedback from these events is always positive. We have seen an increase in demand for such activities from local communities, schools and charities year-on-year. Most importantly, we see how children appreciate these events and are keen for them to happen again.

Our on-going work with our clients and their local communities continues to bring positive results for the benefit of many.

Raising public awareness of risks to a global workforce

With international and national business travel increasing, we produce extensive information and advice on the risks faced by global workforces. This is used by organisations to help them meet their Duty of Care responsibilities to their staff, and by individual workers.

Examples include:

- In 2017, we published our Travel Risk Map 2018 which rates variable levels of medical and security risks across the world. It is the world's first to cover both types of risk
- We often hold advisory webinars in response to major events, including tensions in the Korean Peninsula and the hurricane season
- We frequently share advice via social media

We assisted in the preparation of communications by the International SOS Foundation. The International SOS Foundation launched its first ever guide on business sustainability reporting, titled '*Maximising the value of Occupational Health & Safety and workplace wellness reporting for a global workforce: A practical guide for internationally operating employers*'. The practical guide is authored by Sancroft, an international sustainability consultancy and commissioned by the International SOS Foundation. The guide illustrates the value of the emerging global OH&S agenda linked to business sustainability.

We also provided communication support to the International SOS Foundation with a new paper, titled '*Occupational Health: The Global Evidence and Value*'. The report provides insight into the multi-dimensional value of occupational health from a global perspective. The paper is authored by the Society of Occupational Medicine (SOM), a national leader in the provision of professional development and education in OH, and KU Leuven University, in partnership with the International SOS Foundation.

Supporting our clients: making a positive impact on the community

Community health is both a prerequisite for, and a result of, sustainable development. A healthy workforce is achievable only with a healthy community and a sustainable project or investment needs a healthy population. For these reasons, we have been working for over a decade with clients in the energy, mining and infrastructure sectors to minimise disruption in the communities and maximise positive impacts.

An infectious disease outbreak involving the workplace can significantly disrupt business activities, leading to financial and reputational losses. Workers who become infected in the workplace may go on to spread disease to other co-workers, their families and their communities.

Industrial operations such as mining can alter the biophysical and human ecosystem, which in turn increases the emergence of infectious diseases. For example, expansion into natural habitats can increase the spread of infections from animals to humans (See page 25, under 'Emerging infectious diseases in the DRC'). Similarly, an influx of workers from different geographical locations can increase the incidence of tuberculosis (TB). Industrial operations can generate positive as well as negative effects on communities' health and wellbeing. Environmental and socio economic factors, as well as standards of governance, can all have an impact. International SOS therefore takes a very broad approach to community health, and addresses all the health determinants articulated in the 17 SDGs.

We have been working for many years with clients on mining sites in different countries. We have developed detailed programmes to deal with a variety of health issues, both in the workplace and the local community. The positive results achieved benefits health and helps clients meet the expectations of the SDGs.

Our integrated community health programmes frequently focus on clean water and sanitation, malaria, TB, HIV/AIDS and the capacity-building of local health facilities. This involves working closely with all stakeholders: our clients and other business partners, the local community, local and central government, NGOs and more.

Whilst each programme is tailored to meet the needs of each location, they have many common features, reflecting best practice. Here are some common programme elements:

Malaria

- Case detection and diagnosis: regular surveillance by community volunteers, clinics and private practitioners; surveys in schools to assess prevalence
- Control of mosquito larvae using biological insecticides: this can include manual removal of algae from lagoons where mosquito larvae are often found
- Indoor/outdoor spraying or fogging with appropriate insecticides, according to need
- Community awareness: distribution of brochures, banners and posters, especially on World Malaria Day
- Treatment: timely provision of effective medication

Tuberculosis (TB)

These programmes also cover screening and case detection, diagnosis and treatment for mineworkers and the local community. We often help clinics increase their capacity to detect TB cases and encourage contact tracing to prevent the further spread of TB. In certain cases, for those with TB, we use peer assistance to increase adherence to treatment.

TB prevention and awareness education consists of a variety of activities, both on-site and off-site. World TB Day offers a further opportunity for raising awareness.

HIV/AIDS

Similarly, with HIV/AIDS, our programmes encompass awareness, prevention, detection and treatment. The programme covers both employees and the local community, with particular attention paid to high-risk groups. Common elements of these programmes include:

- Voluntary counselling, HIV testing and provision of condoms
- Sex workers specifically targeted through the provision of condoms, lubricants and educational materials

- Eligible adults and children receive antiretroviral therapy at both workplace and community clinics
- Awareness campaigns cover leaflet distribution, talks, quizzes and other activities, both on-site and off-site; World AIDS Day offers a central focus

In addition to these programmes to control malaria, TB and HIV, we help clients meet a range of other health needs in the workplace and local communities. For example, in Papua, Indonesia, we support a client on an extensive health promotion programme that includes a Disease Surveillance & Response Programme, Community Health Assessments, a Balanced Life Programme and a Health Promotion & Behaviour Change Programme. Together these deliver

detailed health advice and outreach in many different areas.

In Lihir, to meet the specific needs of that location, we have developed mass treatment for Lymphatic Filariasis (LF) and Yaws. In the DRC, our many activities include a Mother and Child Outreach Programme, providing immunisation and antenatal care in outlying villages. We are also strengthening the local health system by working with district health teams to implement their country health plans, and training nurses, community volunteers and other health professionals.

Our on-going work with our clients and their local communities continues to bring positive results for the benefit of many.



RELATIONSHIP WITH ASSISTANCE PARTNERS AND SUPPLIERS

Auditing and accrediting third-party providers in our global assistance network

Continual evaluation and surveys are necessary to ensure the integrity of our service providers. We maintain details on 81,000 independent third party providers: hospitals, physicians, air ambulances, dentists and security practitioners in our Global Assistance Network to service the needs of our clients.

Routine data and credentialing maintenance are completed to stringent guidelines and in compliance with KPIs for our key providers. Central reports facilitate the monitoring of compliance. Our objective is to ensure that third-party provider data shared with members and clients is up to date, accurate and reliable, and that these providers operate within the legal requirements of the given country.

International SOS has developed an extensive proprietary International Service Provider Information Network (SPIN) of 81,000 medical and technical professionals.

In developing the network, International SOS goes beyond the credentialing process and emphasises the quality of care the provider renders. International SOS staff physicians regularly review the care provided by the network physicians. This case review is an integral part of the continuing evaluation of network providers. As part of our efforts to conserve energy and be environmentally friendly, we have moved from paper evaluation to electronic auditing forms.

Having a digital platform to house all these important resources is vital to our business operations. In April 2018, we held a 'SPIN Future' workshop, in Singapore, to share our business vision, discuss business needs and highlight areas of improvement on all network matters and SPIN system. Ten high-level business needs addressing topics such as global content management, provider end-to-end payment processes, provider relationship management, credentialing and data maintenance were identified. These business needs are key drivers of our digital transformation agenda.