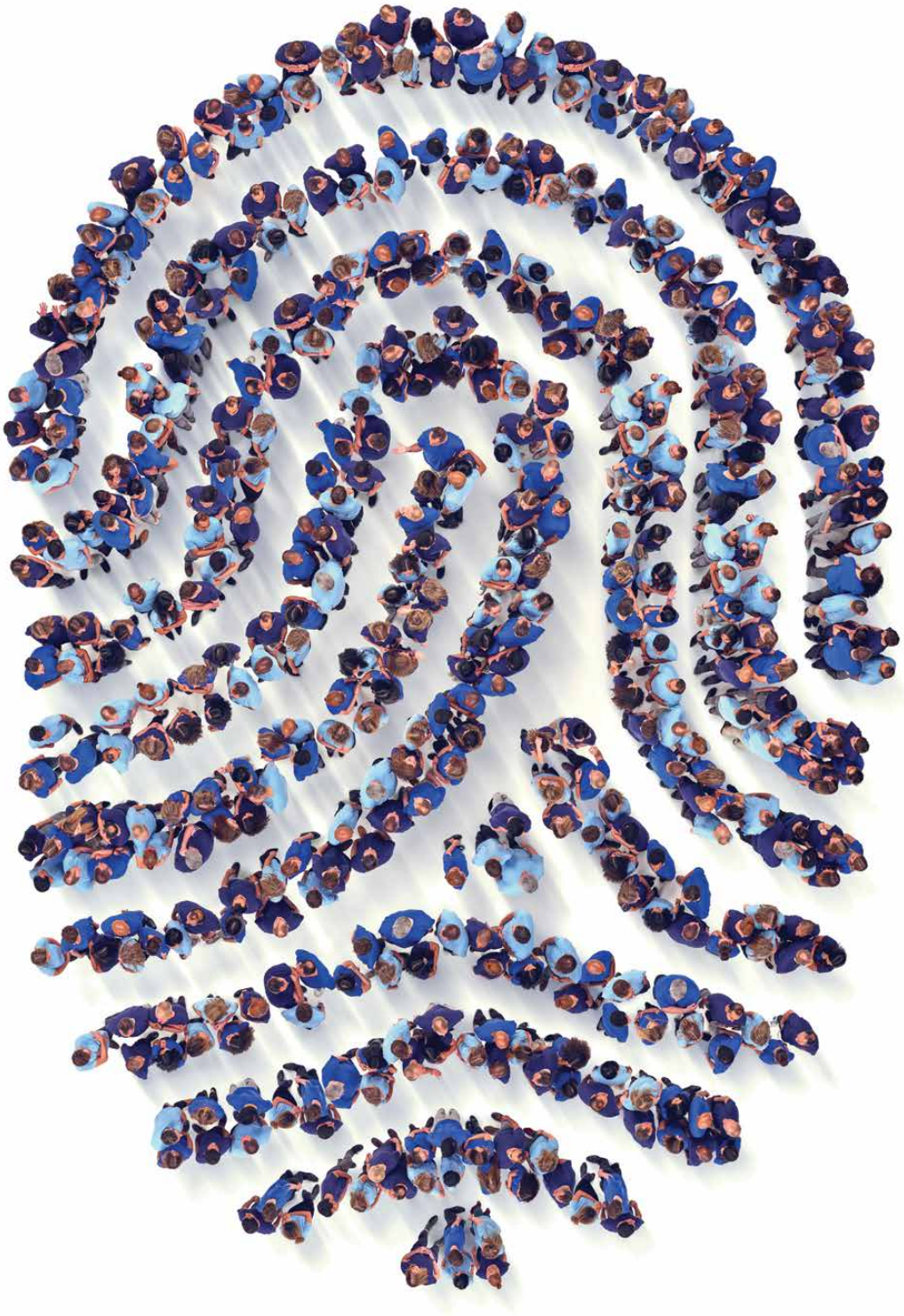
INTERNATIONAL SOS

SUSTAINABILITY REPORT 2019

PROTECTING AND SAVING LIVES.



WORLDWIDE REACH. HUMAN TOUCH.

internationalsos.com

About our front cover image

This image was developed with real International SOS people. It symbolises that we are at our clients, employees and partners' fingertips.

It also represents how we have touched the lives of many people.

> We help organisations to develop, grow and protect human capital at work and in life, for now and the future. Our products and services help our clients achieve their own sustainability goals and meet their reporting requirements.

— Arnaud Vaissié
Co-founder, Chairman and Chief Executive Officer

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> “We have made a huge step forward this year with a stronger commitment to sustainability than ever before. We are now busy embedding our new standards and behaviours within the organisation worldwide.”
>
> — Arnaud Vaissié
> Co-founder, Chairman and Chief Executive Officer

STATEMENT FROM ARNAUD VAISSIÉ

Co-founder, Chairman and Chief Executive Officer

We are pleased to share our first International SOS *Sustainability Report*; a publication we hope will be widely read and well received.

CEOs and their companies need to support sustainability and actively contribute to finding the solutions that have a positive impact on society. We need to show the impact we have on the workplace, communities and environments we and our clients operate in. And we need to do this with a long-term view in mind.

International SOS can do this best by leveraging its core expertise and services in the medical and security arena. Whatever the mission of any organisation, employers have a Duty of Care to safeguard their global workforce. Now more than ever, top-level commitment towards policies, procedures, communication, and reporting to ensure the health, security, safety and wellbeing of the global workforce, in all locations, at all times, are equally important to be a sustainable business. The physical and mental welfare of their global workforce will remain a focus for tomorrow’s business leaders.

We help organisations to develop, grow and protect human capital at work and in life, for now and the future. Our products and services help our clients achieve their own sustainability goals and meet their reporting requirements.

In 2017 we put our money where our mouth is and embarked on understanding our material sustainability topics, by speaking to our key stakeholders and using the Sustainable Development Goals (SDGs) as guidance. We identified 17 material topics relating to our people, services, environment and governance (see page 13, under ‘Our materiality matrix’). In this report, we are providing an update and laying out our plans for the future on each.

Overall, we have created three reporting themes:

- Protecting and saving lives
- Fuelling our clients’ growth through our people and partners
- Living by our principles and practices

We are proud to be following the Global Reporting Initiative (GRI) standards - the global best practice for sustainability reporting. This report also demonstrates our commitment to upholding the Ten Principles of the UN Global Compact in the areas of human rights, labour, environment and anti-corruption.

One of my primary commitments as CEO has been to strengthen our engagement with internal and external stakeholders on issues of importance to them. This report is an important part of this process.

On behalf of the Group Executive Committee, I extend my thanks to our employees for sharing their stories, photography and insights for this report. The people of International SOS, and our Foundation, deliver on our purpose in the services we provide our clients and stakeholders every day.

We have made a huge step forward this year with a stronger commitment to sustainability than ever before. We are now busy embedding our new standards and behaviours within the organisation worldwide.

Yours sincerely,

Arnaud Vaissié
Co-founder, Chairman and Chief Executive Officer

THE WORLD OF INTERNATIONAL SOS

About International SOS

The International SOS Group of Companies is in the business of saving lives, protecting our clients' global workforces from health and security threats. Wherever our clients are, we deliver customised health, security risk management and wellbeing solutions to fuel their growth and productivity. In the event of extreme weather, an epidemic or a security incident, we provide an immediate response that brings peace of mind. Our innovative technology, medical and security expertise focus on prevention, offering real-time, actionable insights and on-the-ground quality delivery. We help our clients meet compliance reporting needs for good governance. By partnering with us, organisations can fulfil their Duty of Care responsibilities, while empowering business resilience, continuity and sustainability.

Founded in 1985, the International SOS Group is privately-owned and trusted by 11,000 client organisations, including nearly two-thirds of the Fortune Global 500, multinational corporate clients and mid-size enterprises, governments, educational institutions and NGOs. 11,000 employees stand with our clients to provide support and assistance from over 1,000 locations in 90 countries, 24/7, 365 days. Our headquarters are dually-located in London and Singapore.

Our Mission

To pioneer the international medical and security risk services sector.

Our Vision

To be the world's leading medical and security risk services company.

Our Values

Passion
We work with passion, entrepreneurial spirit and teamwork to serve our clients and people.

Expertise
We are committed to apply our professional expertise to deliver great quality services to our clients.

Respect
We treat all our global, diverse stakeholders with respect and deliver on our commitments with the highest integrity to earn trust.

Care
We care about the interest of our clients, members and employees and aim to make a real difference to their lives.

INTERNATIONAL SOS AT A GLANCE

We care for clients across the globe, from more than 1,000 locations in 90 countries.

EMPLOYEES

11,000 employees

1,400 doctors

Access to **2,300** security specialists

99 languages and dialects spoken

26 Assistance Centres

900 remote site projects with **300** offshore installations

62 clinics

1,000 vessels supported

12,000 medical evacuations and repatriations

81,000 accredited providers in our Global Assistance Network

Hospitals, physicians, security specialists, ambulances, travel assistance and more.

CLIENTS

11,000 corporate clients

82% of the Fortune Global 100

69% of Fortune Global 500 companies

QUALITY DISTINCTION

ISO 9001:2015 for superior quality management process

ISO/IEC 27001:2013 for protecting customer data

ISO/TS 13131 first organisation in the world certified for delivery of TeleHealth services

KEY SERVICE STATISTICS

4.8 million assistance calls

1 million medical services

500,000 travel services

34,000 security services

INTELLIGENCE & TRACKING

Intelligence and analysis on **227** countries & **440** cities

10 million people protected by TravelTracker

800 medical and security reports produced per month

MEDICAL SERVICES

5,000 offshore medical cases

2,500 medical evacuation response plans

20,000 health checks

300,000 medical kits delivered through MedSupply

THE FORCES SHAPING OUR FUTURE

In a complex and ever-changing world, we build our business to reflect our values and strengthen our core capabilities, not only for today's world, but for tomorrow's. The forces that shape the world we live and work in bring significant economic, social and environmental impacts and challenges for businesses and societies.

We are determined to meet these challenges in our day-to-day operations and in the services we provide to our clients. In an increasingly interconnected and globalised world, that is striving for sustainable development, recognising and addressing the key trends affecting our business is imperative. This is how we help our clients secure their employees' wellbeing wherever they are in the world, and shape our own future as a successful business in a more sustainable world.

"Organisations and their employees face an ever-increasing variety of risks. Now more than ever, policies and procedures that ensure the health, security, safety and wellbeing of all employees, in all locations, at all times are critical to a sustainable business. Sustainability in action needs to be a focus for business leaders.

We are ideally placed to help our own organisation, as well as those of our clients', with the sustainability challenges posed by our changing world. We pride ourselves on being a learning organisation and on continuously transforming our business along with the changing needs of our clients and the environments we operate in."

— Kai Boschmann
Chair of the International SOS CSR Committee
& Executive Director of the International SOS Foundation

We are determined to meet these challenges in our day-to-day operations and in the services we provide to our clients.

1. The health and wellness agenda is transforming rapidly

The issue

The expectations on businesses to preserve, promote and enhance employee wellness have never been as great as they are today. The benefits are clear: improved employee health can increase productivity, reduce injuries, improve safety and reduce healthcare costs. Increasing numbers of studies show the impact on healthcare spending and macro-economic productivity. But today, non-communicable diseases (NCDs) such as diabetes, heart disease and mental illness kill almost 40 million people globally every year.

The decline in the stigma surrounding mental health is a huge opportunity to improve wellness and transform organisations' capability to support employees throughout their lives. More than 450 million people suffer from mental illness; they come from all countries, industry sectors and walks of life. By 2030, depression will be the second largest contributor to disease burden in middle-income countries, and the third largest in low-income countries. However, society is becoming ever more open. Initiatives like World Mental Health Day are getting organisations and employees alike talking more about the factors that drive mental wellbeing, both inside and outside the workplace.

Within the workplace, employee wellness programmes are becoming increasingly popular. Good health positively benefits an individual's career, wellbeing and morale. It increases longevity and ignites productivity. Health and wellness programmes are clearly becoming an essential part of company culture.

Our response

At International SOS, our entire business is aimed at motivating and inspiring our clients' workers around the world to take charge of their health. We help our clients support and care for their workers, whether they face traditional workplace risks of accident and injury, non-communicable diseases or other factors. We look after people not only while they are on business premises, but in their travels and as members of the local community.

International SOS provides solutions to manage work-related stress; injury and illness reporting; health policies, standards and procedures; health screening; drug testing; return-to-work programmes and more. We constantly monitor trends in medical and scientific literature. We work with our clients to understand the realities of the modern workplace and how we can provide an increasingly better service that makes a real difference to people's lives.

https://www.who.int/whr/2001/media_centre/press_release/en/
https://www.who.int/gho/ncd/mortality_morbidity/en/
https://www.internationalsos.com/services/consulting/occupational-health-advisory

2. The impact of natural disasters on business and employees is increasing

The issue

Natural disasters such as earthquakes, floods and fires are inevitable – but many are increasing in frequency and severity. Unprecedented destruction has resulted from such incidents, affecting lives and businesses around the world. The 2017 hurricane season in North America and the Caribbean brought three of the deadliest and costliest storms on record. Within just a few weeks, Hurricanes Harvey, Irma and Maria together caused damage in excess of US$250 billion.

Furthermore, natural disasters account for 43% of changed travel plans. Erratic weather results in a high demand for International SOS services, such as disaster planning, evacuation and emergency medical services. The effects of climate change are likely to continue this trend well into the future.

As businesses consider the consequences of natural disasters, they are reviewing their own climate policies and investments in technology. Their investors are also rethinking their approach to climate-related risk. This means businesses must strengthen their preparedness for such events.

Our response

Our global network of Assistance Centres enables us to continuously monitor situations around the world, ready to mobilise resources wherever our clients need them. We work to develop the most advanced and effective solutions available to help our clients assess risks and prepare for them. We also offer assistance in emergency situations and disasters.

Our clients avoid lost time and increase productivity by preparing their employees for travel, and supporting them in remote and unfamiliar locations. We help by assessing and understanding the risks at the destination, educating travellers before they depart, and providing round-the-clock access to local advice for travellers.

https://www.ipsos.com/ipsos-mori/en-uk/perceptions-travel-risk
https://www.internationalsos.com/search?term=natural%20disasters
https://www.nhc.noaa.gov/news/UpdatedCostliest.pdf

3. Globalisation is increasing international mobility

The issue

The pace and demands of global businesses are encouraging more and more workers to travel. The nature of remote work is also changing, becoming more flexible and adaptable, and occurring in higher-risk developing economies as frequently as traditional business centres.

At the same time, mobile workers' habits and preferences are changing – less preparation time goes into travel plans, and they want flexible and adaptable services to accommodate their needs. New models such as peer-to-peer lodging in private homes and sharing taxi services are rapidly displacing their traditional counterparts in many markets around the world. These bring new risks for mobile workers, on top of long-standing ones like road safety; although road accidents remain one of the most common dangers to mobile workers.

Many companies are insufficiently prepared to help their workers face these challenges. Most companies do not implement safety and security checks, have not integrated their travel risk programme into their overall business sustainability programme, and have not grasped the impact of wellbeing issues, such as traveller health and fatigue, on their mobile workforce.

Our response

We tailor our services to fit the needs of individual travellers in the real-world context of their work-related travel. We know that mitigating these risks – while keeping mobile workers happy, healthy and productive – requires specialist skills and local knowledge, and is essential to their safety.

We help our clients identify the issues associated with mobility, and manage them in the context of their overall health and wellness policies, risk management tools and communications strategies. Emphasis is put on educating and empowering their mobile workers about travel risks, and making access to assistance easy and clear.

https://www.ipsos.com/ipsos-mori/en-uk/perceptions-travel-risk
https://www.relocatemagazine.com/news/international-assigments-mapping-the-risk-of-global-mobility

4. Security threats can affect anyone

The issue

The last 20 years have seen heightened societal tensions in various regions. Incidents of terrorism in western countries doubled in 2017 compared to the previous year, and governments' formal assessment of terrorism-related threat levels has remained elevated.

The threat of an attack in public spaces, including airports, railway stations, tourist destinations and other heavily-travelled locations, can have a chilling effect on employee confidence. This challenges the viability and effectiveness of international business travel. Businesses perceive these risks to be increasing. Security threats are the most commonly reported reason for modified travel itineraries, presenting direct impacts in terms of time, complexity and cost.

Our response

These risks affect our own employees, as well as our clients who travel the world. We work with our clients to ensure they can prepare for these challenges, even those unforeseen. Our Travel Risk Map, Pre-trip Advisories, expert-led medical and security intelligence on 227 countries and 440 cities are invaluable resources for travel planning. This is backed by unparalleled experience and expertise on the ground, which helps our clients decide whether to travel and how to prepare. Our TravelTracker tool lets clients monitor where their employees are and their safety. We can provide our clients with the right response protocols for when threats occur, including evacuation plans.

https://www.ipsos.com/ipsos-mori/en-uk/perceptions-travel-risk

5. Geopolitical changes increase instability

The issue

Many of the established norms of international relations are facing challenges, as economic, political and cultural tensions increase. Long-standing trade relationships are facing renegotiation, while governments are increasingly prepared to take a combative stance with respect to migration, health, safety and security.

Impacts from geopolitical instability can affect our clients' employees, operations, revenues and supply chains, and can reduce employees' willingness to travel. The shifting sands brought about by increased geopolitical tensions often lead to a lack of trust in government and political stability, and confusion in the face of changing policies. Businesses with global workforces and increasingly complicated compliance obligations need to understand what is changing, where, when and how it will affect them and their employees.

Our response

Our security team constantly monitors national and geopolitical situations, to enable our clients to make informed decisions about travel. As situations change, we update our tools to ensure mobile workers are confident they comply with local laws and regulations. We can provide remote support, advice and access to travel assistance or consular services in the event of a change in situation.

https://site.internationalsos.com/behavioralhealth/sitecore/content/corporate-site/corporate/home/client-magazines/in-this-issue-3/geopolitics---changing-the-stakes-for-business-travellers

6. Digitalisation is revolutionising services

The issue

The rapid growth and application of digital technology is driving businesses, and disrupting the status quo in the process. Technologies such as cloud computing, robotics, machine learning and artificial intelligence are driving change across businesses and broader societies, transforming customer expectations, product development and ultimately, how individuals relate to one another and to technology.

It is estimated that digital transformation could deliver around US$100 trillion in value to business and society over the next decade. It is already influencing the way International SOS and our clients work, and offers up exciting new ways for us to collaborate.

Our response

Digitalisation creates the opportunity to develop new services and systems that are more flexible and more sophisticated, with increased capacity to monitor subtle change. We are investing in new tools and technologies to ensure we remain the world leaders, as our clients and their employees come to expect more real-time, online and personalised user experiences.

The growth of TeleMedicine brings new opportunities to deliver advice and services to support and promote employee wellbeing anytime, anywhere. We are working to develop future solutions that are medically and scientifically robust, regulatory-compliant, easy and attractive to use. We aim to create positive experiences for the people who will benefit from them while ensuring maximum compliance with data privacy rules.

http://reports.weforum.org/digital-transformation/wp-content/blogs.dir/94/mp/files/pages/files/dti-executive-summary-20180510.pdf

SUSTAINABILITY AND US

Our philosophy

At International SOS we do everything we can to provide invaluable local knowledge and expertise on a global scale while offering our clients a truly personal service, with the overarching principle of

WORLDWIDE REACH. HUMAN TOUCH.

Our job is to look after our clients and workers, to protect people and save lives. We achieve this through our highly trained network of staff, including medical professionals, security and logistics specialists, and key partnerships in 90 countries around the world. We pioneer a range of preventive programmes strengthened by our in-country expertise, delivering emergency assistance during critical illness, accident or unrest. Our work is ultimately driven by our passion to help clients mitigate risks to their people working remotely or overseas. We also support and contribute to the International SOS Foundation, an independent, not-for-profit organisation that drives research, surveys and the development of best practice guidelines in health, safety and wellbeing for a global workforce.

Everything we do is ultimately driven by our values.

We believe our unrivalled expertise, professionalism and commitment to excellence enables us to contribute to sustainable development, while assisting our clients in upholding their promises to their employees. Our newly-launched sustainability commitments (see page 14, under 'Our goals and progress') set out our ambition and demonstrate how we are holding ourselves accountable for our impact and performance.

Our sustainability priorities are set by our Corporate Social Responsibility (CSR) Committee and Board, aligned with international initiatives and frameworks, including the Sustainable Development Goals (SDGs) and the United Nations Global Compact (UNGC).

The 17 SDGs were adopted by all UN Member States in 2015 as a plan of action for people, the planet and prosperity. For the first time, International SOS has mapped our activities against the SDGs, helping us focus our contribution to sustainable development through protecting and saving lives.

SUSTAINABLE DEVELOPMENT GOALS

International SOS has been a signatory of the UNGC since 2013 and we continue to firmly support the Ten Principles with respect to human rights, labour, environment and anti-corruption. Our own policies, operations and culture are closely aligned with the UNGC and form a core part of our company strategy.

We are proud to support the **Global Reporting Initiative (GRI)** and this is our first year reporting fully to their standards – widely recognised as global best practice for sustainability reporting. International SOS is a strong supporter of advancing a central role for health and wellbeing as part of the corporate responsibility and sustainability agenda. We believe sustainability reporting can make a real difference.

International SOS has been a signatory of the UNGC since 2013 and we continue to firmly support the Ten Principles with respect to human rights, labour, environment and anti-corruption.

Sustainability governance

Corporate Social Responsibility Board and Committee
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 where we operate. It also extends to ethical conduct in our dealings with suppliers, clients and other stakeholders. Our CSR Committee meets regularly to advise on and set our CSR and sustainability priorities. Its work includes a broad range of activities affecting our workplace, marketplace, communities, human rights and environmental initiatives. The Committee reports to our CSR Board, who updates our Group Executive Committee.

Policies
As part of our on-going management approach, we develop relevant policies, guidance and practice tools that help us bring our values and commitments to life.

Our CSR Board

Arnaud Vaissié
Co-founder, Chairman and Chief Executive Officer

Dr Pascal Rey-Herme
Co-founder and Group Medical Director

Laurent Sabourin
Group Managing Director

Dr Myles Neri
Group Medical Director, Medical Services

Greg Tanner
Group General Counsel

Jennifer Gibb
Group Director, Human Resources

Our Comittee Members

Kai Boschmann
Committee Chair & Chief Marketing and Communications Officer, London

Mi Ki Chan
Committee Secretary & Group Communications Manager, London

Hien Thanh Dang
Committee Member & Group Employer Branding Specialist, Singapore

Thierry Dardare
Committee Member & Chief Finance Officer, Europe, London

Martin Bustarret
Committee Member & Regional General Manager, Southern Europe, Paris

Rebecca Malzacher
Committee Member & Director, Marketing, Australasia, Melbourne

Dr Philippe Guibert
Committee Member & Regional Medical Director, Asia, Singapore

Karel Van De Pijpekamp
Committee Member & Chief Executive Officer, Assistance Services, Americas

Samuel Chauffaille
Committee Member & General Manager, India, Mumbai

Michael Whitlow
Committee Member & Director, Human Resources, Europe, London

We developed a list of relevant sustainability issues through a review of internal documentation.

Our material topics

International SOS has carried out a materiality risks assessment to prioritise the economic, environmental and social topics that have a material impact on our business and that matter most to our key industry stakeholders. The process involved identification of relevant issues, prioritisation by our key stakeholders and validation by senior management.

1. **Identification**
   In this first materiality assessment, we developed a list of relevant sustainability issues through a review of internal documentation, including risk registers, policies and statements, our industry peers, and key influencers in our field, such as multilateral organisations, trade and industry associations and non-governmental organisations. This process identified a long list of 22 issues.

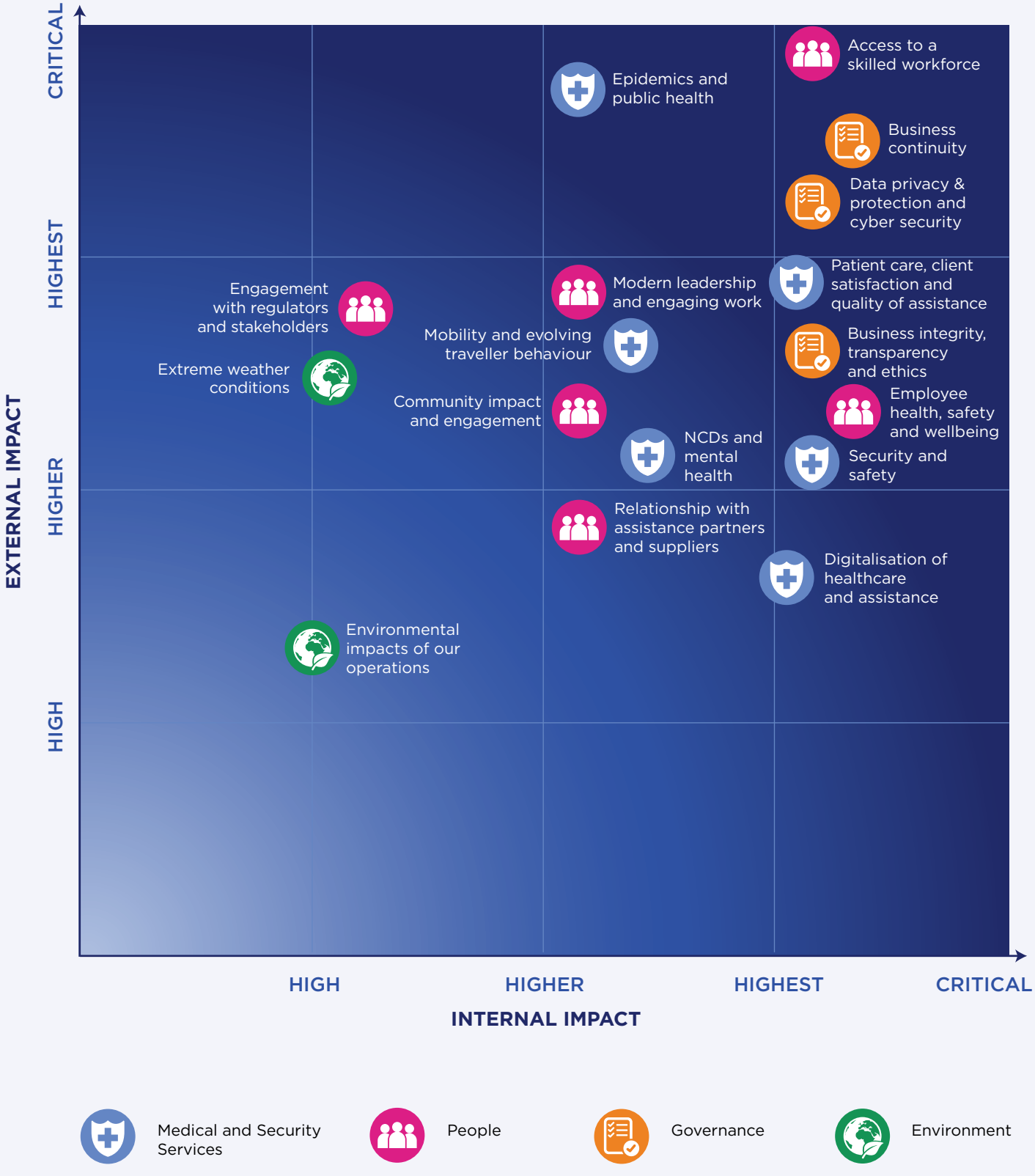
2. **Prioritisation**
   To prioritise the identified issues, we assessed their relative importance in relation to the business and our key stakeholders. Each issue was given two scores: impact on the business and external impact.

   The impact on our business was determined by the views of our Group Executive Committee, top management and employees. The external impact was assessed with reference to the expectations and concerns of our clients, and refined by the view of our management, and influencers in our field.

   We refined the list down to 17 topics shown in our materiality matrix – with our 12 material issues in the upper right quadrant.

3. **Validation of results**
   The outcomes were reviewed and approved by the CSR Committee and Board to understand how they align with our organisation's strategy.

Our materiality matrix



Not Started In Progress Completed

OUR GOALS AND PROGRESS

Following the work we have done in identifying our 17 material topics, we have laid out our plans for the future based on the three reporting themes.

Pillar	Goal	Progress	Activities	SDGs*
PROTECTING AND SAVING LIVES	This year, we aim to progressively expand our TeleConsultation service to include more locations.		Our TeleConsultation service is currently available in 11 countries.	
	We aim to increase the global percentage of Promoters (Net Promoter Score rated) by three percentage points in the next three years. This applies to all case types: medical, security, and general assistance. Our current member satisfaction level is 88%. We will maintain this level for the coming year.		Through the results obtained, we will continuously improve the service we provide to our clients. In FY1819, we will roll out an internal recognition programme that rewards our employees who consistently receive high scores from their customers via our Voice of our Members surveys.	
	By FY2021, we will support the introduction of a new ISO certification standard on travel risk management.		An inaugural meeting between International Organization for Standardization (ISO), British Standards Institution (BSI) and International SOS took place in July 2018, in Kazakhstan. A second meeting took place in November 2018, in London, to discuss the structure and content of the standards. A follow up meeting is scheduled for May 2019.	

*Our efforts support several SDGs

Not Started In Progress Completed

Pillar	Goal	Progress	Activities	SDGs*
PROTECTING AND SAVING LIVES	We aim to attain our MedSupply Corporate Quality Management System (CQMS) by FY2021 – a set of standard quality management system procedures based on the World Health Organization's (WHO) Model Quality Assurance Systems (MQAS) for procurement agencies, and other applicable WHO guidelines.		A working committee has been set up.	
	By FY1920, we will expand our mental health service offerings to our clients through our collaboration with Workplace Options (WPO).		Our medical and product teams will work closely with WPO.	
	We will maintain our commitment to improve Global Health Security throughout this year.		We will continue our collaboration with Chatham House and other organisations as part of our commitment to improve Global Health Security worldwide, and at all our medical sites.	
	We will maintain our commitment to improve Community Health, in partnership with other actors throughout this year.		We will actively support the organisation of two international events tackling Health Impact Assessment. This is recognised as a practical and collaborative approach to improving the health of all people, by incorporating health considerations into decision-making across all sectors and policy areas.	

*Our efforts support several SDGs

Not Started | In Progress | Completed

Pillar	Goal	Progress	Activities	SDGs*
FUELLING OUR CLIENTS' GROWTH THROUGH OUR PEOPLE AND PARTNERS	We will maintain our commitment to raising awareness on Malaria throughout this year.	In Progress	We will continue our collaboration with Relate as part of our Malaria Awareness campaign in Africa through monetary donations and volunteer time annually.	3 GOOD HEALTH AND WELL-BEING, 10 REDUCED INEQUALITIES, 11 SUSTAINABLE CITIES AND COMMUNITIES, 17 PARTNERSHIPS FOR THE GOALS
	In FY1819, we will maintain our commitment to contribute US$100,000 to the International SOS Foundation in support of its research efforts on Duty of Care: Health, Safety and Wellbeing.	Completed	Contribution was made in August 2018.	3 GOOD HEALTH AND WELL-BEING, 8 DECENT WORK AND ECONOMIC GROWTH, 17 PARTNERSHIPS FOR THE GOALS
	We will commit 50 volunteers to support the International SOS Foundation and its research efforts in Duty of Care: Health, Safety and Wellbeing annually.	Completed	Annual roster of volunteers can be found at https://www.internationalsosfoundation.org/about-us	3 GOOD HEALTH AND WELL-BEING, 8 DECENT WORK AND ECONOMIC GROWTH, 17 PARTNERSHIPS FOR THE GOALS
	By the end of FY1819, we will provide annual funding/scholarships for five to ten talented females to attend a leadership programme.	In Progress	We have set up a process for nomination and a set of review criteria for the scholarship.	4 QUALITY EDUCATION, 5 GENDER EQUALITY, 8 DECENT WORK AND ECONOMIC GROWTH, 10 REDUCED INEQUALITIES
	By the end of FY1819, we will have a global mentoring programme, exclusively for female managers.	In Progress	We have set up a team to design the programme.	5 GENDER EQUALITY, 10 REDUCED INEQUALITIES
	We are committed to developing young talent, through our continued partnership with AIESEC, for our Global Talent Programme.	In Progress	We will continue our partnership with AIESEC.	8 DECENT WORK AND ECONOMIC GROWTH, 10 REDUCED INEQUALITIES
	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 continuing efforts in developing a culture of the highest level of safety and compliance across all our offices worldwide.	Not Started	We will set up a project team and work closely with the Global Learning & Development department.	3 GOOD HEALTH AND WELL-BEING, 8 DECENT WORK AND ECONOMIC GROWTH

*Our efforts support several SDGs

Not Started | In Progress | Completed

Pillar	Goal	Progress	Activities	SDGs*
FUELLING OUR CLIENTS' GROWTH THROUGH OUR PEOPLE AND PARTNERS	We aim to attain a certification of ISO 45001:2018 Occupational health and safety management systems in Europe, Africa and Australasia by FY1920.	In Progress	We have set up a project team to embark on this certification.	3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH; 16 PEACE, JUSTICE AND STRONG INSTITUTION
	We will make our Employee Assistance Programme (EAP) and mental health support available to our employees globally in the next five years.	In Progress	Our employees in Australia, Dubai, Europe, Papua New Guinea, New Zealand and the United States are part of our initial roll-out.	3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH
LIVING BY OUR PRINCIPLES AND PRACTICES	We will maintain and expand, where practical, on our versatile trainings globally. The versatile training enables our non-Assistance Centre employees to be effective in supporting our operations in a crisis or/ and when there is a huge surge in cases.	Completed	We will continue to maintain our versatile training.	8 DECENT WORK AND ECONOMIC GROWTH
	We will embark on independent certification of our compliance with GDPR through Bureau Veritas. We aim to attain certification by end of the year.	In Progress	The first phase of this process involves auditing eight of our Assistance Centres.	8 DECENT WORK AND ECONOMIC GROWTH
	In FY1819, we will run a cyber-attack breach simulation at our next Annual General Meeting for our top general management population. We will also run Crisis Management and Data Breach training in each of our Regional Crisis Management Control Centres, as well as basic crisis training in each Assistance Centre location.	Not Started	Our team will work on the content for the cyber-attack breach simulation exercise. Our Group Deputy Director, Operations will work with our Regional Operations Directors to complete the crisis trainings.	8 DECENT WORK AND ECONOMIC GROWTH

*Our efforts support several SDGs

PROTECTING AND SAVING LIVES

We are in the business of saving lives, protecting our clients' global workforces from health and security threats. Wherever our clients might be, we deliver customised health, security risk management and wellbeing solutions to fuel their growth and productivity. In the event of extreme weather, an epidemic, or a security incident, we provide an immediate response and, with it, peace of mind. Our innovative technology, medical and security expertise focus on prevention, offering real-time, actionable insights and on-the-ground quality delivery.

PATIENT CARE, CLIENT SATISFACTION AND QUALITY OF ASSISTANCE

We help organisations to develop, grow and protect human capital at work and in life, for now and in the future. Ensuring our members receive quality care and assistance is our utmost priority.

Our Global Quality Charter ensures that we deliver excellent healthcare, concierge and security assistance services to our clients. The Charter is led by our Group Chairman and CEO and our Group Medical Director - demonstrating the highest level of commitment from International SOS.

This quality plan integrates our quality management system into the routine work of each Assistance Centre. It focuses on eight principles: governance leadership, client focus, partnerships, continuous improvement, staff engagement, professional knowledge, information management and standardised work practices. Quality control measurements include: internal and external audits, clinical governance, business process reviews, customer and staff feedback and incident management.

International SOS standards are developed internally by subject matter experts who combine their knowledge of the business with relevant industry and international best practice. The standards are approved by the Operational and Quality Leadership teams and set the expected level of performance for our organisation. Compliance with the standards is routinely measured by internal and external audits. The results are reviewed and analysed, then reported to Group Executive Committee.

In addition to our internal quality standard, we are recognised with external accreditations:

ISO 9001:2015 certification across all our business lines and for all International SOS registered companies

ISO/IEC 27001:2013 certification for Information Security Management

ISO/TS 13131 certification for TeleHealth services

In FY1819, we will embark on the certification of ISO 45001:2018 Occupational health and safety management systems in Europe, Africa and Australasia. The certification ensures we are providing safe and healthy workplaces for our employees through preventing work-related injury and ill health, as well as by proactively improving our Occupational Health & Safety (OH&S) performance. We aim to achieve certification by FY1920.

Creating a positive change: Voice of our Members (VooM)

Attaining customer feedback is an integral part of our operations and we encourage transparency with our clients in this area. We commissioned an independent, third-party customer experience company (NICE Satmetrix) to conduct an on-going client satisfaction survey. The results are collated annually. The survey analyses the satisfaction level of both the end-users and the procuring manager. The results enable us to continuously improve the service we provide to our clients.

Any person calling an Assistance Centre for general, medical or security assistance will automatically receive a satisfaction survey when their case is closed. This process has been in place since 2014 and to date we have received in excess of 15,000 responses. The overall rating of our services has been consistently high. 88% or above say they are satisfied or very satisfied with the service they have received.

We also run an escalation process in the very unlikely event that the end-user is dissatisfied. Independent quality assurance managers are alerted to any end-user dissatisfied with the service received. Those individuals are contacted as a matter of urgency so we can understand the issue. We will then conduct a full root cause analysis and remediation. All complaints and compliments are added to our Customer Feedback System and enable our continuous quality improvement.

VooM improved response times and changed our global operations

We have achieved the following improvements to our service provision: a 4% increase in satisfaction with our medical service efficiency (87%), a 6% increase in confidence with our medical expertise (91%), and a 5% increase in confidence in our security expertise (96%).

In FY1718, we piloted an internal recognition programme that rewarded our employees who consistently receive high scores from customers via our surveys. This pilot resulted in a significant and sustained improvement in customer satisfaction in one of our regions. We will be rolling this out globally.

Quality information and intelligence

Our clients rely on vetted and quality information to make insight-led decisions for the management of their employees' health, safety and security risks. We have a stringent and proven process to ensure the quality of our medical and security intelligence and advice.

Medical

The true risk of so many differing environments around the world can only be assessed by our local knowledge and experience gained from our in-country presence. A dedicated and specialised team of doctors, nurses, public health specialists and multimedia communications co-ordinators make it possible to provide real-time advice and support.

Our insights are gathered and supported by machine aggregation tools. Thousands of inputs, including media aggregation websites, news reports, blogs, official government information, internet discussion sites and social media channels are continuously filtered. Other inputs include our network of global health professionals (both in-house experts and specialist consultants), clients and members, and informal relationships with other international non-traditional health threat surveillance groups.

Relevant inputs are validated by actively researching publicly available, official national information sources, and/or direct communication with relevant authorities, and/or internal sources. This is then assessed against recent epidemiological information.

Security

Our Security Services team consists of professionals from a wide variety of backgrounds, including government and the armed forces, law enforcement, policy and think-tank staff, corporate security and risk management professionals, journalists and NGO workers.

We work with multiple sources including but not limited to:

- Our exclusive networks of people on the ground, including our security provider network and extensive professional relationships in relevant countries
- Thousands of public sources, including local language news, social media, semi-official and government information sources
- Subscriber-only news, information and analytical sources

Our people speak 99 different languages. This gives us unequalled access to local open source material – without having to rely on automated translations. Around 60% of our alerts come from non-English language sources. We have numerous checks and balances to evaluate the credibility of these sources, corroborate the intelligence and ensure our output is consistent and reliable. When compiling reports, our analysts assess the sources based on a range of factors, including the historical reliability of the sources in question, the potential for bias or just inaccuracy, the timeliness of the information, as well as its relevance and practical use to our clients. We are particularly careful to avoid circular reporting when working with public sources. We do not issue reports based on a single source, except in those very rare instances where a human source is of proven reliability. For example, information coming directly from one of our own security teams, or specialist staff at International SOS or our joint venture partner, Control Risks. Even then, we typically caveat this in the text of the report.

All information is double-checked by our 24/7 editorial team prior to publication in order to ensure maximum factual accuracy.

Our joint venture with Control Risks:
https://www.internationalsos.com/services/global-security-solutions

Medical and security transport: quality and diligence

A key component of Duty of Care is preparing for the rare instance when prevention is not possible; a safe and rapid evacuation is essential to save life or limb.

We provide our clients with access to an unsurpassed quality of aviation service. Protecting their people is our priority – no matter where they are. We apply utmost diligence both before and during evacuation missions to ensure the safety of our clients.

Our specialist expertise, combined with a global operations infrastructure, ensures the most cost effective evacuation solutions can be achieved (frequently on scheduled airlines rather than charter or air ambulance aircraft) without compromising quality. Our team manages the safety and quality of the mission using external and internal assessment standards and processes. International SOS has established ISO certified medical transportation evaluation standards for both scheduled airline and air ambulance transports. Our cases are compliant with these and are audited regularly.

Integral to our transport services are the ISO certified regional flight desks. They:

- Manage and coordinate all logistics involved in missions, supported by specialist aviation managers and operations coordinators, security experts and doctors specifically trained in aeromedicine
- Enable a rapid response in evacuating our members with life-threatening conditions, often from austere medical environments where speed can be life-saving
- Maintain close relationships with scheduled airlines, and their medical departments, enabling rapid medical clearance of patients to travel on scheduled flights, together with our medical staff and equipment when appropriate, saving time and cost

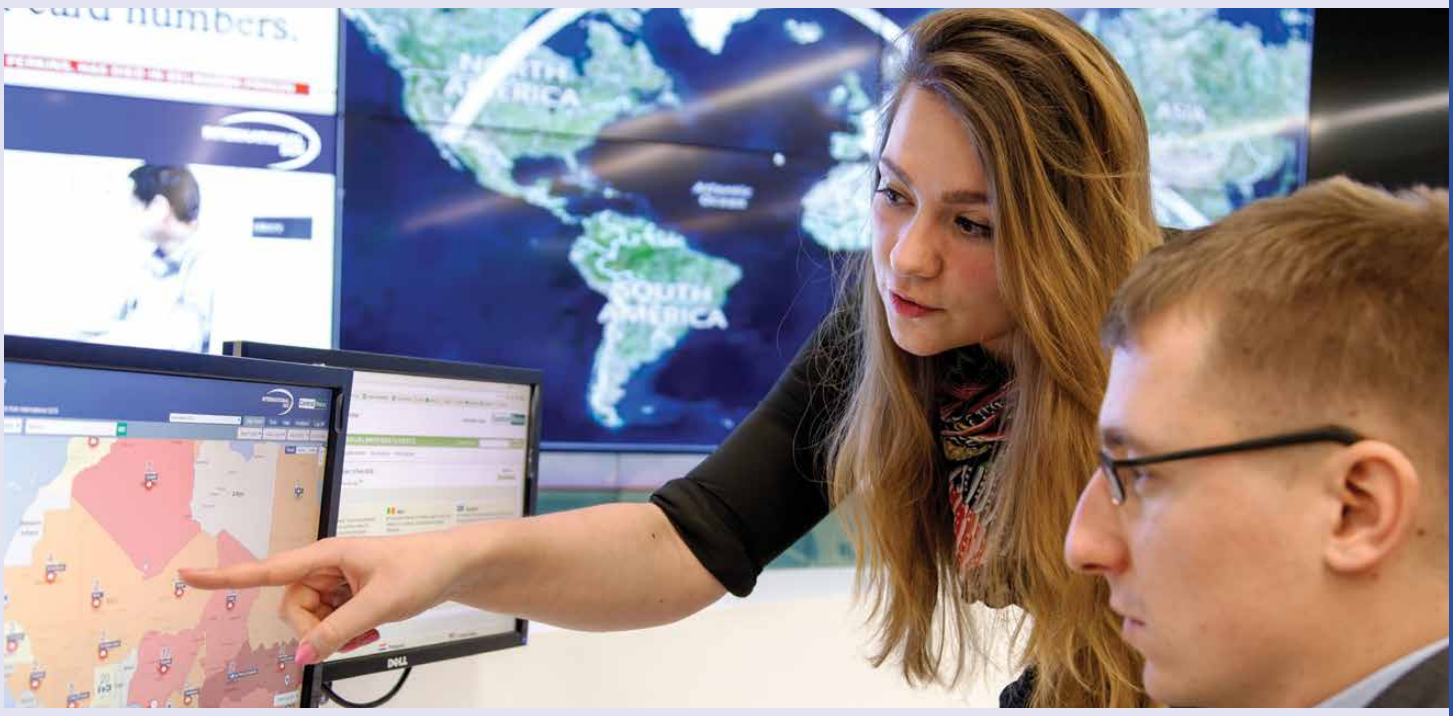
BARS BASIC AVIATION RISK STANDARD FLIGHT SAFETY FOUNDATION

International SOS supports the continuous improvement of industry standards by developing the aeromedical assessments for Basic Aviation Risk Standard (BARS) accreditation.

Benchmark to international standards

Currently the quality systems of each MedSupply International (part of the International SOS Group) Fulfilment Centre are standalone with no central oversight and evaluation of adequacy. Each fulfilment centre operates its own Standard Operating Procedures (SOPs) even though the business model and IT systems are similar. It is therefore important that all fulfilment centres comply with a minimum set of global quality standards.

We aim to achieve this by establishing a MedSupply Corporate Quality Management System. This is a set of standard quality management systems procedures based on WHO's Model Quality Assurance Systems for procurement agencies, and other applicable WHO guidelines, which each fulfilment centre needs to adhere to and stay compliant with. We aim to achieve this in FY2021.



SECURITY AND SAFETY

Security threats can affect anyone, and geopolitical changes increase instability, affecting employees' willingness to travel. In FY1718 we focussed our work on three areas:

Geopolitics

We continue to see the rise of movements, which attract relatively large-scale and well-attended rallies in numerous cities. These movements tend to cause road closures, congestion, and, in some places, occasional outbreaks of serious violence. We provide our clients and their employees with pre-travel alerts and advisories to minimise these business travel disruptions. In 2017, we sent five million medical and security Pre-Trip Advisories to travellers to prepare them for their trips. This provided our clients with vetted, actionable intelligence, enabling them to make insight-led decisions.

Another continuing trend is the targeting of hotels associated with international travellers, tourists and expatriates by militant groups. The selection of an appropriate hotel has become an integral part of travel risk control, and should be taken into consideration when forming any mature travel risk management programme. We have introduced a Hotel Risk Review service to help our clients find the right hotel at the right place, at the right time for their trips.

Technology

As reports of corporate information theft continue to rise, one area of particular concern is information security while travelling on business. To support our clients facing this challenge, Control Risks and International SOS have introduced an eLearning course, '*Cyber and Information Security for Travellers*'. The eLearning course aims to create greater awareness and understanding of cyber and information security threats. It provides advice and guidance on how business travellers can reduce their exposure to the risk of data theft.

We have also produced a cyber security pocket guide. The pocket guide provides tips on data security before and while travelling, as well as advice on what to do in a high threat location.

Behaviour

According to the Ipsos MORI '*Business Resilience Trends Watch 2019*', many organisations are not keeping up with modern workforce needs. While employees' demands and expectations are constantly evolving, the survey finds that travel policies are not taking account of these:

- Only a third (33%) of organisations cover cyber security in their travel policy
- Just over a quarter (26%) cover considerations for female travellers
- 18% cover 'bleisure[1]' travel and 14% cover shared economy services[2]

We help our clients identify these gaps and manage their employees' overall health, safety and security policies through a series of consultation, assistance, eLearning courses (e.g. Women Security and Cyber & Security Information), bite-size advice via pocket guides and new services such as the Hotel Risk Review.

1. Bleisure travel is the act of adding a leisure portion of travel to a business trip.
2. Shared economy services is a peer-to-peer (P2P) based activity of acquiring, providing or sharing access to goods and services that are facilitated by a community based on-line platform.

EPIDEMICS AND PUBLIC HEALTH

Despite advances in modern medicine, epidemics of infectious diseases continue to be a problem in the 21st century. With international travel, pathogens can spread across the world very quickly. There are numerous examples of major outbreaks in recent years – Serious Acute Respiratory Syndrome (SARS), H1N1 influenza pandemic, Middle East Respiratory Syndrome Coronavirus (MERS-CoV), Ebola and Zika. There is also the real possibility that a previously unrecognised disease could emerge. It is not a matter of 'if' there will be a new disease outbreak that threatens millions of lives – but 'when' it will occur. Acts of bioterrorism are a further threat to health, safety and security.

Even without pandemics, outbreaks of infectious diseases and public health challenges can pose serious problems for our members and their communities, and our own employees. As well as affecting health, such events can threaten business continuity, which is increasingly a priority for both private and public actors.

Helping members monitor and plan for these events is a major part of our activity. Our initiatives span from identifying and mapping potential risks to offering on the ground support. We also play an important role by facilitating partnerships among different actors such as national health authorities, private companies and civil society organisations (See page 46, under 'Supporting our clients: making a positive impact on the community').

Learning from experience

In 2013, an outbreak of Ebola was identified in Guinea, which then spread to Liberia, Sierra Leone and Nigeria. The speed and extent of its spread showed how unprepared the world was to deal with such events. Many of our mining company clients have operations in these countries and we were rapidly involved in developing a response. We worked closely with several organisations, including national ministries of health and international organisations such as the UN, WHO, Red Cross and Médecins Sans Frontières.

We launched our Ebola website and developed educational tools to help reduce the spread of Ebola among local communities. At client locations we implemented rapid disease awareness training for staff, and adapted clinic layouts specifically to handle Ebola cases. The experience of Ebola, and many other events, has enabled us to further strengthen our system of preparedness, for ourselves and our clients.

Our dedicated website for our members explains the background to pandemics and focuses on emerging respiratory viruses like bird flu and MERS-CoV, as well as Ebola.

We work with clients to develop detailed response plans for their individual locations. This includes conducting drills, checking that all required personal protective equipment is available and medical protocols are in place.

The experience of Ebola, and many other events, has enabled us to further strengthen our system of preparedness, for ourselves and our clients.

We have a number of specialists dedicated to alerting clients to such risks and helping them prepare. Our dedicated team monitors emerging events 24/7 and maintains close links with many external experts.

We are considered to be an authority and thought leader in pandemic preparedness. During the SARS epidemic in 2003, we developed a new generation of Portable Medical Isolation Units to transport patients with highly infectious diseases. In 2014, we supported the fight against Ebola in West Africa. This included the launch of a publicly available website, providing the latest information on developments, travel advice and how individuals and organisations could respond. We have produced a white paper on 'Infectious Disease Incidents and the Workplace' and contributed our thinking to academic journals. The latter includes sharing the lessons learned from the Ebola outbreak and the role of the private sector in responding.

In all these activities, we continue to collaborate closely with national and local governments to develop best practice and ensure client programmes meet all relevant regulations. This leads to improved outcomes and helps clients deliver their SDGs.

Emerging infectious diseases in the DRC

We are part of a multi-stakeholder initiative to help manage the risk of emerging infectious diseases (EIDs) in the Democratic Republic of Congo (DRC). The Infectious Disease Risk Assessment Management (IDRAM) initiative is an EID project led by the Centre for Global Health Security at Chatham House in London, with funding from the United States Agency for International Development (USAID).

Our work supports the extractive industry in the Katanga Province of DRC with the aim to combat EIDs of animal origin, such as rabies, cholera and haemorrhagic fevers. As mining companies push deeper into wildlife habitats in the developing world, they are increasingly encountering such diseases.

We are coordinating the pilot fieldwork and providing the interface between key stakeholders. These include the mining companies, the provincial health and veterinary authorities, the University of Lubumbashi and various research teams.

We are also looking at what mining companies can do to monitor and prevent transmission and enforce behaviour change among their workforce. One example is avoiding bush meat, which is often a source of disease transmission.

In January 2018, we signed a partnership agreement with Chatham House the Royal Institute of International Affairs to take this work forward. This is to further advance the Global Health Security Agenda (GHSA) as part of the IDRAM initiative which these organisations have previously been collaborating on. The partnership aims to develop a community-based surveillance system to speed up the response time and reduce the human and economic costs of disease outbreaks.

The partnership's first activity took place in February 2018. This was a workshop, held in Dar es Salaam, funded and hosted by Ending Pandemics (formerly the Skoll Global Threats Fund). International SOS was co-convenor of the workshop and our DRC health team supported the DRC delegation. At the workshop, local health authorities, state health agencies, universities, and international organisations gathered from around the world. They aimed to identify how community-based disease detection and mitigation initiatives, already trialled in Thailand and Tanzania by Ending Pandemics, might be successfully applied in the DRC.

As part of this commitment, we have been actively involved in four international events on facilitating the collaboration between private and public actors in case of disease outbreaks, thereby advancing the GHSA. Our leading experts are providing inputs to these global discussions and sharing the lessons learned in publicly available articles and publications. In this way we constantly revise and improve GHSA services for our clients.

https://www.ghsagenda.org/
https://www.chathamhouse.org/about/structure/global-health-security/extraction-industry-infectious-disease-risk-assessment-and-management-idram-project

MOBILITY AND EVOLVING TRAVELLER BEHAVIOUR

Changes in technology, shifting demographics and the increasing influence of emerging economies are just some of the factors that have revolutionised global businesses in recent years. Mobile workers can visit high risk locations and often face unfamiliar environments. The number of people travelling continues to increase too. We are committed to helping clients keep pace with these evolving medical, safety and security demands.

We provide mobile workers with world-class medical and security services via our Assistance Centres and network on the ground. Our tracking solution identifies and locates mobile workers who are at particular risk while travelling, following any significant incidents or threats. We keep them and their organisation fully informed on what is happening and what action to take.

As well as responding to mobile workers' immediate needs for assistance, we provide a wide range of information and advice, both before and during travel. This is available from our Assistance Centres, our Membership Portal, Assistance App, and many other resources. For example, our eLearning courses provide an overview of key medical and security risks, plus specific courses on malaria, the Zika virus, road safety, and other current topics.

Mobile workers can also access advice specific to them. We recognise the particular challenges faced today by female travellers, LGBT travellers, older workers and people with disabilities. We further tailor our advice to meet the contemporary needs of students on placement and millennials in the workplace.

In response to increasing requests for advice, we have produced a pocket guide on Hotel Security and introduced a new service, Hotel Risk Review. These services help mobile workers choose a safe hotel and give suggestions on hotel room selection and safety tips for the duration of the stay.

It is increasingly important for organisations to consider the mental health of their mobile workforce. Exposure to new environments, minor medical conditions, or simply being far from loved ones can trigger stress and anxiety. The number of days lost to work-related stress, depression or anxiety has significantly increased in recent years. With our partner providers, we have developed a rapid response psychological support programme. This counselling method is specifically tailored for mobile workforces and is available in 60 languages.

We also support the International SOS Foundation, an independent, not-for-profit organisation with the development of research, surveys and best practice guidelines. This work includes an academic overview of mental illness in mobile workforces and a co-publication with the Institution of Occupational Safety and Health on '*Managing the Safety, Health and Security of Mobile Workers*'.

We help people prepare for travel, advise them of emerging risks and provide professional medical and security expertise when and where it is needed. Together this provides protection and peace of mind, for the benefit of our clients, our own employees and the global workforce.

NON-COMMUNICABLE DISEASES AND MENTAL HEALTH

Non-Communicable Diseases (NCDs)

According to WHO, NCDs, including heart disease, stroke, cancer, diabetes and chronic lung disease, are together the number one cause of death and responsible for close to 70% of all deaths worldwide.

The four major risk factors

Tobacco use, physical inactivity, the harmful use of alcohol and unhealthy diets are the key drivers of increasing NCDs. It is found that to a large extent, NCDs are preventable and this can be achieved by reducing key risk factors.

https://www.who.int/gho/ncd/mortality_morbidity/en/

International SOS supports its clients in several NCDs initiatives across the globe, including:

- Auditing and refining global wellness programmes
- Conducting 'Know your numbers' biometric testing
- Developing nutrition programmes
- Developing seafarer-targeted wellness programmes
- Designing company-wide health policies
- Running tobacco cessation programmes
- Running physical activity programmes, including Step challenges

Case study: Freeport, Indonesia

In the most eastern region of Papua, International SOS Indonesia supports one of the world's largest scale NCDs programmes. It is on a mining site that looks after circa 28,000 employees.

With NCDs overtaking infectious diseases as the country's number one killer, the mining site had decided to allocate resources to help prevent NCDs before they occur, by focussing on the risk factors that lead to them happening in the first place. The success of the NCDs programme was founded on the cooperation among our client (Freeport), academia, government and International SOS. The client financed the programme and provided access to its employees, while International SOS designed and operationally delivered the NCDs prevention and care programme through its seven clinical access sites; this includes one primary level facility, one secondary level facility and four satellite clinics. Academia, which included a number of universities, assisted in planning and evaluating interventions.

The Indonesian Ministry of Health designed its national NCD policy with inputs and evidence from this programme. Additionally, Freeport has begun the country's first massive scale 'Sodium study'. With cardiovascular diseases accounting for the majority of the mortality rate nationwide, population-wide sodium reduction has been named a WHO 'Best Buy' for NCDs prevention. In 2015, Freeport and International SOS embarked on the country's first comprehensive healthy heart/sodium reduction strategy. Results of the study were published in the World Heart Federation's peer review journal Global Heart in 2016.

The five-year impacts of the NCDs programme on employees' health and NCDs burden is visible. Tobacco control efforts have seen a positive impact, with smoking rates decreased from 48.4% of the workforce to 44.9% and raised blood pressure levels moving from 24.9% to 13.4%. There were also visible reductions in overweight, obesity and raised glucose levels.

From a business and financial perspective, lower NCDs risk factors have translated into lower spending on NCDs medication (27% per year), despite a historical 20% year-on-year increase in spending before the programme started.

MedFit programme

Many employees go on an international assignment unaware of their personal health, occupational health and destination risks. We help manage the health risks of our clients and their global workforce through MedFit, a health screening programme. The MedFit programme can also be applied to the employees' dependants. In 2017, we conducted 20,000 health checks and questionnaires resulting in targeted medical feedback to our clients' employees. Through the programme, we provide our clients with the reassurance that medical issues have been addressed before work assignments and business travel begin.

Organisations need to have greater awareness of the actions and mental wellbeing of employees.

Mental health

A research paper titled, '*Keeping International Business Travellers Happy, Healthy & Engaged at Home and Away*' (produced by the International SOS Foundation, together with Kingston Business School and Affinity Health at Work) found that nearly one-third (31%) of international business travellers experienced emotional exhaustion - a core feature of burnout - on a weekly basis. Organisations need to have greater awareness of the actions and mental wellbeing of employees, and implement measures to protect and support them. Supporting materials from the research include, an action planning tool, checklists and guidance documents. These are to help organisations, employers, managers, international business travellers, and their support networks, identify and manage potential behavioural and psychological issues.

International SOS has partnered with Workplace Options (WPO) to offer clients and their people emotional support along with integrated medical and security risk management solutions.

http://learn.internationalsosfoundation.org/Psychology_Study

Case study: mental health support to a client

International SOS worked with one of our United Kingdom-based clients to offer emotional and mental support and guidance following a traumatic accident. A group of individuals from the United Kingdom travelled to Geneva for a work conference. Prior to the conference, they decided to take a road trip to explore the countryside. Their vehicle collided with an oncoming truck 100km outside of Geneva. Tragically, three individuals within the group were killed, two of the travellers were uninjured and one woman was left in critical condition. The critically injured woman was airlifted from the scene by emergency services to a local hospital. She needed immediate surgery to resolve her life-threatening injuries. Her children and family travelled to Geneva and remained by her side throughout her hospital stay.

The challenge

This tragic accident left all survivors and their families in a very vulnerable state. Their employer faced a challenge which needed to be delicately handled. The immediate concern, besides the physical trauma, was safeguarding the emotional wellbeing of the individuals involved; helping them cope with the shock and trauma associated with the incident. The employer was unsure how to offer psychological support to the survivors. Their assumption, like most, was that the survivors would request support if they felt it was necessary. A second challenge was that the incident occurred outside their home country. Although Switzerland has high quality emergency services and medical care, the differences from UK local medical treatments, language and procedures were evident.

The solution

None of the survivors requested emotional support. However, our medical team knew that the employer needed to proactively provide support for their psychological wellbeing. Once we were notified of the incident, we made contact with our partner, WPO, who sent a local counsellor to help. A session was arranged with the counsellor, the survivors and their families. They ruled out any critical immediate psychological issues that would prevent the survivors from travelling home. They were, however, going through a phase of denial and were susceptible to Post-Traumatic Stress Disorder (PTSD). WPO was able to advise the employer and their colleagues on the physical and psychological signs to look out for, and what to do in the case of any future incidents. Meanwhile, we deployed an English-speaking local nurse to provide the hospitalised patient with medical and non-medical translation services. This gave the patient and her family the reassurance that she was receiving the best care for her needs. We also deployed a local coordinator to assist with on-the-ground support including liaising with the funeral home, local authorities, and the UK embassy. Both local representatives were in constant communication with the employer so they remained up-to-date.

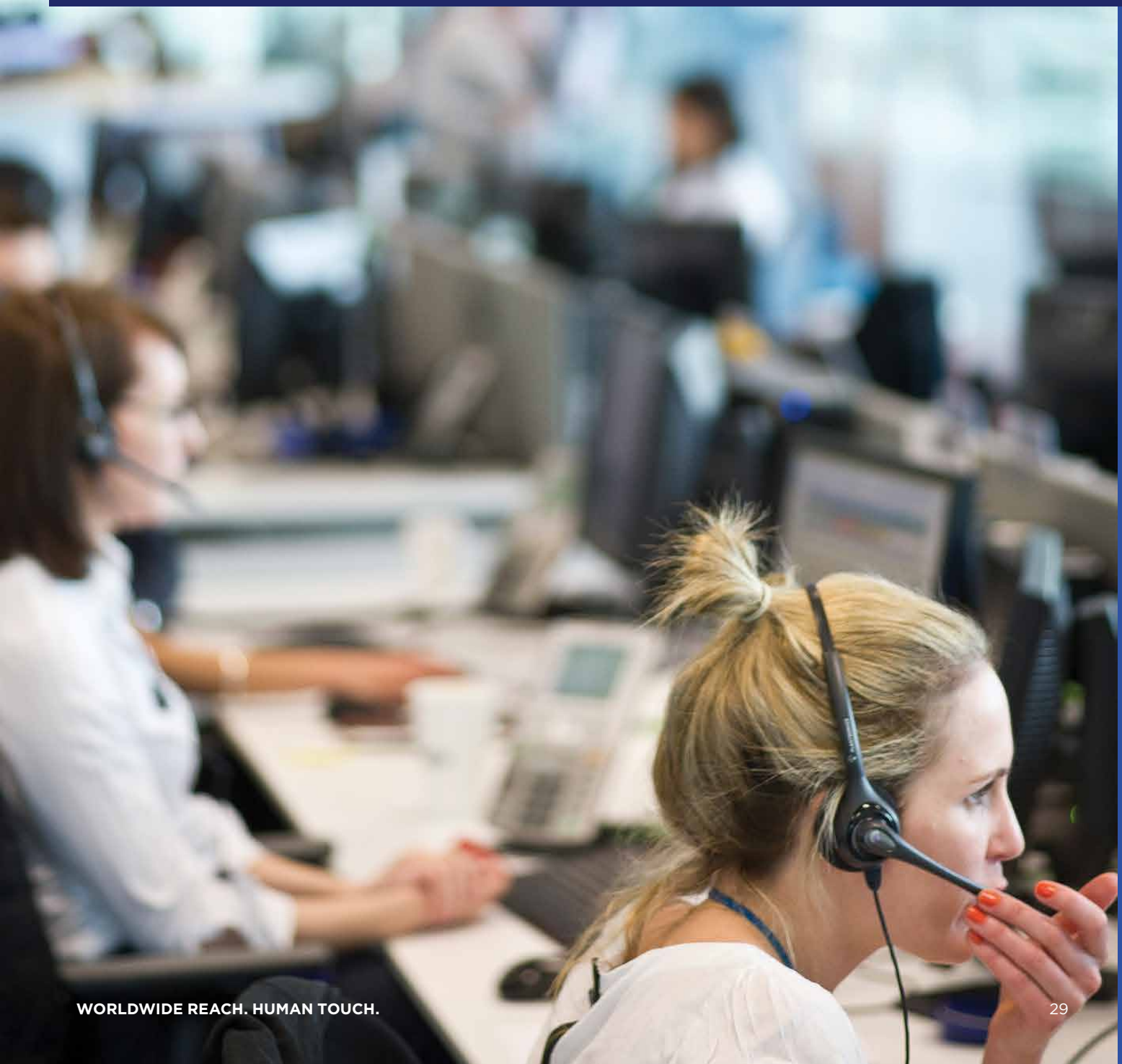
These solutions reassured the employer they had taken the right approach to protect the emotional wellbeing of their employees. The survivors continued to receive treatment and support to ensure a smooth recovery and were able to return to work.

Case study: bringing quality health and wellness on-site

In the last few years we have seen an increasing need for on-site health and wellness provision at large corporate campuses.

One of our clients, a large IT company from the United States, wanted to review their on-site health and wellness provision for their corporate office and identify how they could better care for its staff. Our medical consultant visited the site and assessed the local on-site clinic. The assessment found that a substantial amount of primary care cases were referred for initial assessment to the local hospital. This was due to the inexperience of the on-site staff and a lack of second opinion support. This led to high costs and unnecessary tests, which in turn led to high absenteeism and a reduction in workforce productivity.

We helped the client implement an on-site Health & Wellness Centre solution that improved the ability to manage primary care cases and addressed the risk factors for NCDs. This approach is expected to lead in the short-term to a reduction of hospital costs and to an improvement in workforce productivity. In the long-term, through the proactive provision of preventative care, it should lead to decreased disease burden and potentially decreased insurance premiums. Although there was a difference in the initial cost as compared to a local provider, the rate of hospital referral and productivity time loss were cut down significantly, leading to a great reduction in overall running costs.



DIGITALISATION OF HEALTHCARE AND ASSISTANCE

Providing healthcare and assistance to clients has been at the heart of our business since its inception. Much of this service is provided remotely, utilising developments in technology and digitalisation, including enhanced connectivity, data sharing and storage. This has enabled us to significantly extend the range of TeleHealth services we offer.

We can now provide:

- TeleAssistance: offering basic medical advice and information, by phone, to our members via our Assistance Centres
- TeleConsultation: members can have a direct video or phone consultation with a locally licensed doctor to receive a prompt clinical consultation and prescribed medication, if needed
- TeleMedicine: paramedics at remote sites such as an oil rig can seek expert advice on a video call with one of our doctors
- Specialist TeleMedical Consultation: a remote paramedic and patient can together consult a specialist
- TeleDiagnostics: increasingly, on-site clinicians have facilities to conduct tests and transmit the results for analysis. For example, if a worker on an oil rig has had an accident, an X-ray can be taken on-site and sent for analysis by a radiologist. The report can be back at the remote site in less than an hour

TeleHealth brings major benefits to clients and their workers. For mobile workers and those on assignment in remote locations, being able to quickly access expert medical support is vital. It can lead to a better outcome for the patient. In turn, this helps our clients fulfil their Duty of Care to their workers. Accessing care remotely saves travel costs, time off work and reduces business interruption. In remote areas this can lead to substantial savings, especially where regular follow-up care is required.

Other digitalised services, namely our Membership Portal and Assistance App, offer further benefits. Users can rapidly receive up-to-date medical and security risk analyses, personal to them and their proposed destination.

This is a cost effective, invaluable tool that is widely used by our clients and our own employees, both before and during travel.

On-going developments

We will continue to invest in this area and broaden the services we offer. Currently TeleConsultation is available in 11 countries: Australia, Canada, China, Italy, Malaysia, Netherlands, New Zealand, Singapore, Thailand, United Kingdom and United States of America. This is progressively expanding to include more locations in FY1819. Likewise, we will make specialist tele-diagnostic equipment available in more remote locations.

We will continue to develop the integration of our services, enabling more proactive and personalised assistance, data analysis and reporting. These developments will, of course, comply with our stringent security and data privacy and protection requirements (See page 51, under 'Data privacy & protection and cyber security').

Greater personalisation of services will also be delivered by our Assistance App, allowing individual members to access assistance directly. Live Chat has been launched and tested in the USA and China; other locations will follow.

Improved automation will offer further opportunities, including the provision of information leveraging Artificial Intelligence tools – where appropriate – and more user-friendly authentication processes.

Environmental benefits

We are committed to protecting the environment and our TeleHealth services are a prime example of how we integrate UNGC Principle 9, 'Encourage the development and diffusion of environmentally friendly technologies' into our business plan and day-to-day operations.

The advice and assistance we offer remotely results in reduced unnecessary travel, travel disruption, and a reduction in the environmental impacts associated with this. For example, it can take three days to divert a vessel to a remote oil rig to pick up a patient; delivering care remotely can mitigate this. Then there are the thousands of shorter journeys saved every day due to mitigation of medical events across the world through TeleHealth delivery. These vast reductions in travel bring real environmental benefits.

Furthermore, as we increasingly move from paper to electronic systems, we save resources, and time in manual collation.

EXTREME WEATHER CONDITIONS

We see an increased impact of extreme weather on international travel, particularly hurricanes and tropical storms.

There was a very significant level of damage in the hurricane season of 2017 in the Caribbean, which fortunately was not repeated in 2018. However, what was significant about the 2018 season was that hurricanes appeared to affect locations not usually associated with such events: Hawaii, the west coast of Mexico and the north-eastern coastal states of the USA, with evacuation orders in place for a number of these. The 2018 Pacific typhoon season also reinforced the impact of tropical storms, with a number of disruptive severe tropical storms, such as Malikisi, and typhoons including Mangkhut, which caused at least 134 fatalities across the Philippines, China and Taiwan.

This highlights the need for individuals to build flexibility into travel plans, and for institutions to be adaptable, with clear, well-rehearsed decision-making and response plans. Our 26 Assistance Centres, staffed by full-time professional medical, security and logistics specialists, work 24/7, 365 days a year to continuously monitor conditions and situations around the world, ready to mobilise resources wherever our clients need them. Besides our Pre-trip Advisories, our digital platform and solutions such as our Membership Portal, Assistance App and TravelTracker also help our clients and their employees to manage the associated travel risks.

Case study: destruction in the Americas — an intense hurricane season

When Hurricanes Harvey, Irma and Maria struck in the fall of 2017, they brought widespread damage, disruption and fatalities to parts of Texas, Florida, Puerto Rico and numerous islands in the Caribbean. With the storms severely impacting our clients' people and their operations throughout the region, International SOS and Control Risks stepped in to help.

The situation

Many of our clients found themselves stranded in locations with limited shelter, food and water. Many required evacuation, but were faced with narrow windows of opportunity to move, given the back-to-back timing of the storms and their unpredictable trajectories. Both in the lead up to, and the aftermath of each of these storms, the situation was stressful for our clients. They were concerned about the deteriorating security environment, widespread flooding and heavily damaged infrastructure. Power, potable water and telecommunication network outages, along with the shortage of medication and other essential supplies, made the situation even more difficult to manage. Our clients needed our help.

How we supported our clients

Actionable insight and advice: from the early onset, our Regional Security Centre in Philadelphia closely tracked the weather systems, sending out an alert as soon as the first storm, Hurricane Harvey, started to form. Over the next four weeks, we published approximately 100 alerts, including Special Advisories, on Hurricanes Harvey, Irma and Maria.

Crisis management and 24/7 assistance: as soon as Hurricane Harvey made landfall, International SOS activated a Crisis Management Team, which managed the communications and casework that supported clients impacted by all three hurricanes. Our Assistance Centres supported more than 10,000 related calls globally.

On the ground response and support: we deployed multiple Incident Management Teams, comprised of medical and security specialists, to Florida, the Dominican Republic and Puerto Rico to support our clients on the ground. Our teams delivered vital supplies including food, water and medicine.

Evacuation support: we facilitated the evacuation of 365 individuals, as well as ten pets, from hurricane impacted zones, assisting them with onward transport, hotels and other immediate logistics.

LOVE
INTERNATIONAL SOS
INTERNATIONAL SOS

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 aboard. 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

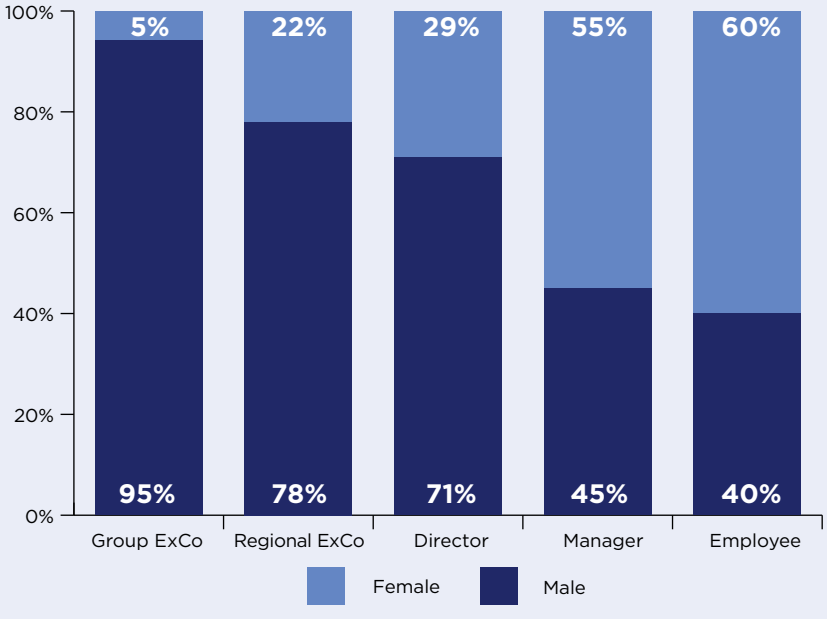
At International SOS, we are convinced that having an engaged workforce is the key to business productivity and effectiveness. With our 'Open Door' policy in place, all employees are encouraged to proactively provide their thoughts and ideas on workplace improvement throughout their time with the company. 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.



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

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.

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 (HIPPA) 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.

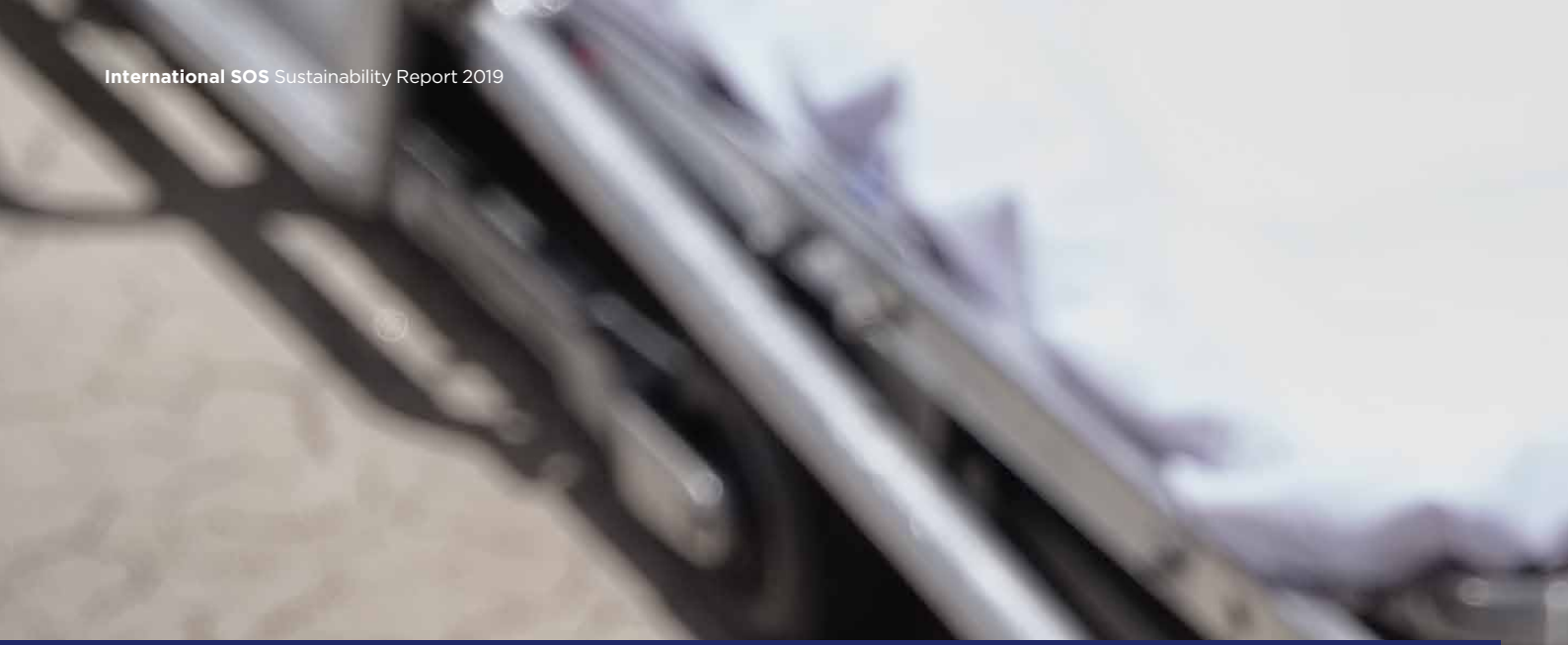
We have achieved this by working closely with national and local regulators. For example, when building service provision in a new location, a first task is to identify the government bodies which approve and issue the business licences to operate there. It is important to understand the process of applying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

LIVING BY OUR PRINCIPLES AND PRACTICES

International SOS has been in business for 33 years. During this time, we have taken a long-term view of creating sustainable operations so that we are competitive and provide good livelihoods for our employees. We are guided by the business practices which contribute to our sustainability in the global marketplace.

FIRST AID

BUSINESS CONTINUITY

The Board and Group Executive Committee of International SOS have developed and maintained a business continuity plan and disaster recovery plan designed to protect the safety and health of employees, ensure uninterrupted service to our clients and provide for the security of confidential information.

At International SOS we are uniquely structured in our ability to provide uninterrupted service operations for assistance callers. In the event of a business interruption at any of our Assistance Centres, International SOS has the capability to seamlessly divert all calls for daily business operations to another of its 26 Assistance Centres with no down time, and no compromise in language capability. All Assistance Centres utilise the same global proprietary software system for case management (NewCase), which ties into the Customer Relationship Management System (SFDC) and the Service Provider Information Network database (SPIN), as well as accounting processes and systems. Additionally, all Assistance Centres communicate through the same Information Technology (IT) network, follow a similar staffing structure and undergo standardised training, and have multilingual capabilities and operational procedures. This ensures complete business continuity and continued customer service for our clients.

Our software systems are integrated to ensure we are able to provide uninterrupted service operations for assistance callers. There follows a brief description of how our software systems interact:

- **Case Management –** International SOS utilises the NewCase proprietary case management software tool for automated tracking and monitoring patient status. The NewCase application allows the customisation of client, programme, case and incident level scripts to assist the Operations team in capturing the information required for a particular case.

  A case can be actioned by any Assistance Centre within NewCase depending on the location of the member, the relationship with the client and the needs of the particular case. This results in significant time savings. Communications at the Assistance Centres is centralised; this enables full audit ability and traceability on the progress of a case at any time.

- **SPIN —** has a service provider database of 81,000 medical and technical professionals.

- **Customer Relationship Management System –** International SOS utilises the SFDC centralised sales database to track all client programmes including any specialised operations procedures and all Authorised Persons. Authorised Persons are our first point of client contact during an emergency or overseas event that impacts their employees. This database provides an identification methodology of clients at the time of the first call. This database captures all client pertinent information for identification or verification purposes, however, the ethos within International SOS is to assist first and verify later.

- **Information Backup –** IT backups are completed daily. Backup tapes are stored offsite by a vendor in a secure location. All backup tapes are moved from the facility to the off-site vendor in locked boxes with tamper proof seals, to prevent unauthorised entry. Only authorised IT personnel can access the backup tapes. International SOS also runs in all major centres a process of real-time back up to parallel servers in local Disaster Recovery (DR) sites.

  The International SOS data backup process ensures that previously stored and backed up data will be available in the event of an inadvertent delete or overwrite, or the need to relocate to an alternative office environment from the immediate DR site. All systems have built in redundancy. International SOS has multiple uninterruptible power systems in all locations. These are backed up by diesel fuel generators, where building regulations allow, with a fuel supply equal to a minimum of three days' usage. The generators are tested each week and are covered under maintenance contracts.

  Based on internal audit processes, International SOS conducts crisis and disaster recovery testing at least twice a year in each location. This is then audited both internally and as part of our ISO 9001:2015 external accreditation process.

- **Pandemic Preparedness –** The Group Executive Committee considers pandemic preparedness planning to be of utmost importance to the company and its clients. International SOS has recognised that influenza pandemic could infect 30% of the workforce globally over a period of 12-15 months. The possible prolonged reduction of the company's labour force, together with a possible increased demand for its services in some areas, could significantly impact its operations. We have recognised these threats and established documentation designed to reduce the risk to our workforce and the company.

To support business continuity, we run a comprehensive corporate, regional and country level crisis management structure. This enables the coordination and management of client medical, security or internal employee or asset crisis response. This structure is owned by each General Manager of a location or function and a system is in place to train and support capabilities in this area.

The business continuity & crisis management plan comprises an executive summary, an introduction to the plan, an overview of its structure, various scenarios, a review of the crisis team makeup, how to activate the plan and all required testing, training, maintenance and auditing.

The crisis and business continuity planning covers seven primary risk areas. Each is supported by action sheets for all functions, guiding activity and supporting tools as follows:

- Infrastructure failure
- Single facility disaster
- City wide disaster
- Surge in demand
- Threat to reputation
- Individual employees in danger
- Influenza pandemic

DATA PRIVACY & PROTECTION AND CYBER SECURITY

In recent years the global movement towards the adoption of comprehensive and increasingly sophisticated legislation for privacy protection has gathered pace. The implementation of the EU's General Data Protection Regulation (GDPR) in May 2018 represents the most significant shake-up of data privacy law to date. Its detailed requirements and severe sanctions for breaches have impelled corporations to change the way they gather, store and process personal data.

At International SOS, we are committed to safeguarding the confidentiality, integrity, and availability of the information we collect from our clients, members and employees.

Our Group comprises companies in 90 countries. We ensure they each meet or exceed legislative and industry standards for Data Protection. This ensures that individuals' personal information is protected across borders while we provide support to clients around the globe. We are committed to protecting our clients' privacy and to being transparent in what information we collect, why we collect it, how we use and safeguard that information, and the choices they have regarding their data when using our services.

Data protection

The nature of the services we provide has meant that protection of personal and sensitive information has always been a high priority for us. We respect the right to privacy of all individuals who entrust us with their data and devote significant resources to ensure the security, confidentiality, integrity and availability of the data we process.

Our clients entrust us with sensitive personal data such as medical data. We recognise our reputation and ability to serve our customers is dependent on how we protect that data.

Our Data Protection and information security governance structure comprises our AEA Board of Directors, the Data Protection Committee and the Information Security Management Sub-Committee. This structure includes our Chairman and CEO, Group General Counsel and Chief Data Protection Officer, Group Chief Information Officer and Chief Security Officer.

In addition, employees in each region are tasked with the responsibilities of Data Protection Administrators, Data Protection Officers or Data Protection Experts. Their responsibilities span a specific country or group of locations and entail ensuring organisational compliance with the International SOS Data Protection Policy and all applicable national and state data protection regulations.

Our Data Protection Policy guides our approach to privacy and the protection of personal information. As the foundation for our approach to data protection around the globe it complies with:

- Laws in the countries where we do business
- The relevant provisions of the United States HIPAA regulations
- Binding corporate rules sanctioned by the European community's data protection authorities
- The General Data Protection Regulation

All employees receive initial training in the Data Protection Policy within 30 days of joining International SOS. This eLearning includes a comprehensive test of objectives that is applied on an annual basis. Job-specific training is provided to individuals working in roles that handle personal data. Periodic communiques are shared with all staff to maintain their awareness of cyber security risks, privacy developments and lessons learnt.

Contractual commitments to our clients include:

- Authority and accountability for data protection
- Reasons for collecting personal data
- Consent of data subjects
- Collection limitations and accuracy
- Limiting use, disclosure, retention and destruction
- Security
- Openness
- Individual access and correction
- Challenging compliance
- Transfers to a third-party and cross-border personal data flow

Security policy

International SOS has implemented an Information Security Management System in conformance with widely accepted and recognised standards. Our Information Security Policy, Standards and Procedures are aligned with ISO/IEC 27002 Information technology – Security techniques – Code of Practice for information security management.

Our Information Security Policy states our intent to maintain a secure information-processing environment and to protect information assets. It describes our approach to the security of information stored digitally, at any point on the network or within the organisation's boundaries of authority. The policy is approved by the AEA Board of Directors and is communicated to all International SOS employees. Compliance with our Information Security Policy is mandatory for all employees. It is reviewed and updated annually, and whenever there is any change in the information-processing environment which may have an impact on the information risk profile.

We recognise the importance of maintaining robust technical security measures to support the administrative controls we have developed. Our Group IT Security team continuously evaluates and improves our technical security controls in anticipation of evolving cyber security threats. Technical controls include, but are not limited to the following:

- Defense-in-depth
- Physical security & surveillance
- Web application firewall

- Network firewalls & intrusion detection systems
- Logical segregation of networks
- VPN and two-factor authentication
- Vulnerability assessment & penetration testing
- End point security – antivirus and encryption
- Host based intrusion prevention systems
- Web content filter
- Spam protection & Transport Layer Security (TLS)
- Digital certificates and Secure Sockets Layer (SSL)
- Identification and authentication controls

Cyber Security

Cyber security is the protection of internet-connected systems, including hardware, software and data, from cyber-attacks. In a computing context, security comprises cyber security and physical security, including network security, application security, data security, identity management, and cloud security.

We have implemented physical, technical and administrative controls to protect client information against cyber threats and require third-party certification of these controls. This requires that internal resources and service providers are certified against ISO/IEC 27001, SOC2 Type II and ISAE 3402 Assessments for the data centres we use.

We have also implemented technical security controls to ensure that our systems can withstand attacks and to allow our Security Operation Centre to detect and respond to threats in a timely fashion. We have contracted a third-party cyber-intelligence firm to monitor the dark web for any conversations that may involve our Group entities and clients. We have implemented web application firewalls, network firewalls, anti-virus systems and other monitoring and alerting tools to support awareness. We have instituted administrative security controls to ensure that our systems are protected against unauthorised physical access.

Assurance

International SOS has in place both internal and external audit programmes. Internal audits are performed annually by the Data Protection Team and findings are shared with each location's General Manager and specific asset owners and custodians. Locally nominated Privacy Experts then support and implement action plans to address any non-conformances identified, reporting back to the auditors and keeping the local General Manager informed. Auditors report compliance status to the Group General Counsel, a member of the Executive Committee.

We engage qualified third-party auditors to perform examinations of our systems and services in accordance with the best practice recommendations of ISO/IEC 27002, for the purpose of auditing compliance with ISO/IEC 27001:2013 and the best practice recommendations of AT 101 Trust Services Principles, for the purpose of auditing compliance with SOC 2 Type II.

International SOS has recognised the implementation of the GDPR as an opportunity to evaluate and further enhance the effectiveness and resilience of our global information security framework, with a particular focus on the rights of data subjects.

The British Standards Institute (BSI), an independent standards body, had conducted an assessment of our business processes against the standards set by GDPR and affirmed that we operate our processes, systems and data gathering activities in alignment with the existing EU Data Protection Directive and are well positioned to fully comply with the General Data Protection Regulations.

To ensure sustainability in our business, we have made data privacy and protection a fundamental part of our product/service and process design framework. We have established Binding Corporate Rules (BCR) and other processes to ensure the safe transfer of personal data internationally within our corporate group. With this, our operations can support our clients 24/7, no matter where they are.

In FY1819, we have embarked on independent certification of our compliance with GDPR through Bureau Veritas. The first phase of this process involves auditing eight of our Assistance Centres.

BUSINESS INTEGRITY, TRANSPARENCY AND ETHICS

As a global organisation, employing people from over 90 countries, we respect and incorporate human rights into every aspect of our people agenda. All our offices seek to comply with local legislation and international standards, such as the UNGC principles, to offer a fair, safe and productive work environment and compensation for all employees. With an extensive Individual Rights Policy in place and in-depth awareness training, we constantly reinforce our stand against modern slavery, child labour, forced labour and any similar exploitative practices. We also work with business partners, suppliers, vendors and contractors to ensure they are aware of our employment standards, including our prohibition on forced labour and child labour. We recognise the right of our employees to group in accordance with local laws and are supportive of the freedom of association and the right to collective bargaining.

Our employees follow the International SOS Code of Conduct and Ethics (the "Code"), a set of principles by which we seek to operate a safe, honest, and responsible business. Our commitment to the Code is an important part of our brand and the reassurance we aim to give – demonstrating how we put the interests of our clients and members first to make a real difference in people's lives. Our ethics and values give us pride in our work and our organisation and help us sustain our standing as a socially responsible organisation and a good corporate citizen.

Our policy also provides rules on handling personal gifts or hospitality that creates a conflict of interest.

International SOS attaches great importance to the honest and ethical conduct of our employees, our customers and our providers. Where permitted under local regulations, we conduct background checks on prospective employees, including criminal records and credit reference checks for those roles with exposure to finance.

All International SOS employees are required to complete annual training on the Code. This reinforces the value the company places on ethical business, and reminds them of the risks they and the business face if they do not live up to the Code. The annual training covers practical examples of situations that an employee might encounter and provides guidance to help clarify how the Code should be applied in such situations.

The management conducts regular training (e.g. annual refreshers) and orientation for new hires and experienced employees. This aligns the tone at the top of the organisation to the behaviour and actions in the middle and on the front line. It engages, educates, and raises awareness among employees about our culture of integrity. Network, Medical Supplies and IT providers are pre-qualified to ensure that they operate with the highest integrity and are free of the use of forced, bonded or child labour.

The General Affairs Policies and Procedures (the "GAPP") governs how International SOS Senior Management is accountable for the management of business operations. The GAPP ensures that all expenditure, whether operating or capital in nature, is spent justifiably, within budgets and with appropriate levels of approval and authorisation.

We are committed to eliminating fraud and corruption in relation to our activities through the development, implementation and regular review of fraud and corruption prevention, detection and control strategies. Our Fraud and Corruption Control Policy is designed to allocate group responsibilities for oversight and implementation of the Fraud and Corruption Control Plan. Additionally, we communicate our policies on the prevention, detection and response to acts of fraud or corruption to our network of third party providers. We also require all employees to undertake yearly Global Compliance eLearning courses and refreshers. As at FY1718, we do not have any reported incidents of corruption relating to our business.

The Whistleblower Policy is one of many policies that promote a culture of integrity, honesty and ethical behaviour within International SOS. All employees are expected to promptly and fully report and breaches of the Code via the compliance hotline, safe in the knowledge that they will be protected against retaliatory action. Employees are encouraged to ask questions concerning ethical issues and report ethical violations or breaches of company policy without fear of retribution.

ENVIRONMENTAL IMPACTS OF OUR OPERATIONS

We are committed to meeting international environmental best practices for employees, customers and providers that are consistent with, and appropriate to, our business activities and operations worldwide. We have set in place an environmental policy to govern our environmental standards at all facilities. We also have environmental practices to reduce paper usage, encourage recycling and minimise electricity consumption. Our environmental practices vary by facility, but we strive to reduce waste, paper and electricity consumption and recycle where possible.

Medical waste

Chemicals and pharmaceuticals are being detected in the environment. There is genuine concern that these compounds, even in the small concentrations at which they are found, could impact human health or aquatic organisms.

To address this, we have always promoted and provided our clients with, safe options for medication disposal, using appropriate licensed disposal methods and contractors. Medical waste is disposed of with trusted third party providers via incineration. Similarly, for medical needles, they are discarded in labelled containers and sent for destruction by way of incineration. In countries where our standards are more stringent than the local regulations, we strive to adhere to our standards.

Guidelines followed by our MedSupply International fulfilment centres/ warehouses

MedSupply International has fulfilment centres across the world and each centre has its own unique procedure with respect to the destruction/disposal of medications in line with local regulations.

A disposal service is also offered to our clients for out of date products returned for destruction. The client must have prior authorisation before returning any items. On receipt, expired pharmaceuticals and consumables are segregated and placed in separate colour coded bags to ensure they are disposed of appropriately.

We have set in place an environmental policy to govern our environmental standards at all facilities.

Guidelines followed by medical services sites and clinics

Our Group Pharmacy Procedure outlines the pharmaceutical practices within the pharmacy services of our medical services sites and International SOS clinics globally. The procedure guides the storage, handling, dispensing and destruction of medication. It combines our corporate minimum standards for pharmacy management, with those local laws and regulations designed to prevent and reduce risks and errors.

Medications that have expired should be removed from the shelves during the end-of-month stock take. The medication should be destroyed as medical waste, according to the local regulations, with the support of an authorised and licensed pharmaceutical waste contractor. There are strict regulations regarding destruction of expired or damaged controlled medications in different jurisdictions; the regulations must be known and followed at all times.

Qualification of waste contractors

Each fulfilment centre has a different process but in general, as a part of ISO 14001, we have a Service Level Agreement with our waste contractor which is reviewed annually. We are expected to keep records and ensure that the contractor is licensed to perform the duties as required. The licenses are reviewed annually. For example, one of the centres in the United Kingdom has a ten-page supplier questionnaire that needs to be completed by the waste contractor and documented during every renewal. No additional audit is conducted.

Annual quality and safety plan

The Quality and Safety Plan defines the annual objectives for the establishment, sustainability and/or improvement of quality, compliance and workplace safety within all MedSupply International fulfilment centres, and is subject to continuous review and updating.

Having raised awareness, we can see that change is happening and the enthusiasm and commitment among our employees is growing.

Go Green — Project Kijani

In line with our global commitment to continually embed sustainability practices into our business, we have formed Project Kijani to promote a cleaner, greener environment. 'Kijani' is Swahili for green.

We began in October 2017 by establishing our objectives and the project's phases. Our first step was to raise awareness among employees. The initiative was launched on Earth Day on 28 April 2018, with a short video and poster campaign encouraging people to 'Consume less' and 'Recycle more'.

The next phase, continuing throughout 2018, is to collate information on green initiatives in all our offices. Measuring what we are currently doing is an important starting point.

Case study: our Dubai office

Over the last 12 months:

- As an office, we have generated more than three tonnes of non-recyclable waste
- Our paper use consumed more than 50 trees
- Our total spend on consumables and paper was approximately US$18,200.

Our action points:

- **We aim to consume less by:**
  - Removal of consumable items and introduce 'Bring your own utensils'
  - Introducing central bins and bin-less desks
- **We encourage our employees to recycle more through:**
  - Increasing the number of recycle bins in the office
  - More effective use of current recycle bins
  - Printing less
  - Increased awareness

Phase 3, planned for 2019, will focus even further on the individual by asking the question: **What are you doing?**

We are drawing attention to the everyday opportunities to reduce water, gas and electricity consumption, save paper, and find alternatives to plastic water bottles. Those who bring in their own lunch are asked to supply their own utensils rather than single-use plastics. Instead of having waste bins at every desk, recycle bins are located at key points in the office.

We are encouraging employees to walk or cycle to work. Providing facilities, such as showers and lockers to support this, is part of our thinking when upgrading or moving offices.

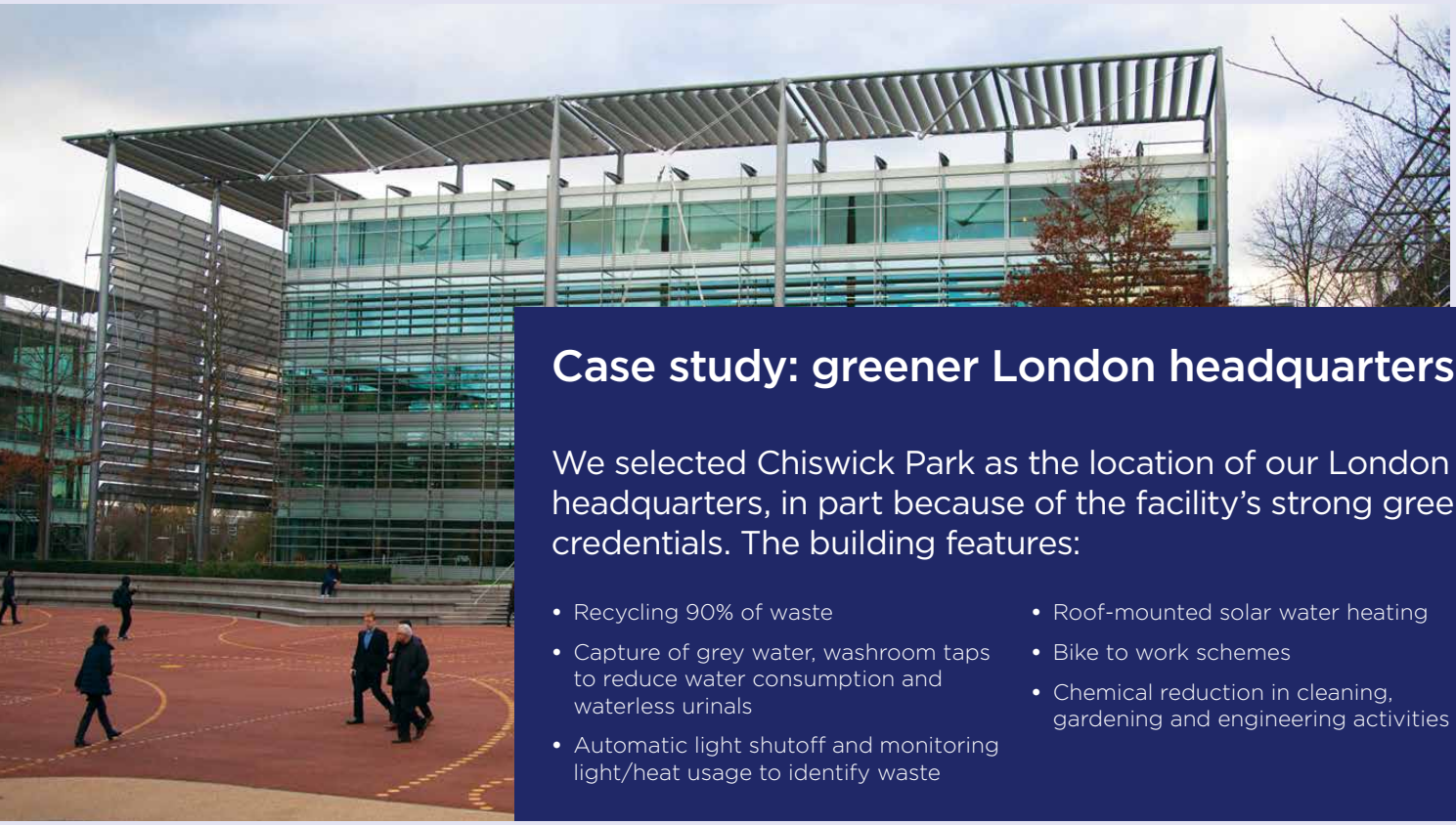
Kijani team members have monthly calls to swap ideas and update each other. We are sharing progress and encouraging action through newsletter articles, infographics and other communications.

Having raised awareness, we can see that change is happening and the enthusiasm and commitment among our employees is growing.

Disposable kitchen items (per year)	
Item	Pieces
Big plates	11,400
Cups	58,800
Bowls	7,200
Spoons	15,600
Forks	13,800
Knifes	6,000
Tea spoon	18,600
Small plates	8,400
Total	139,800

Waste bins	
Item	Number of bins
Desk bins	194
General waste bins	10
Recycling bins	1
Big bins	56
Total	261

Paper usage	
Item	kg per year
Shredded	2,460kg
General waste bins	4,100kg
Total	6,560kg



Case study: greener London headquarters

We selected Chiswick Park as the location of our London headquarters, in part because of the facility's strong green credentials. The building features:

- Recycling 90% of waste
- Capture of grey water, washroom taps to reduce water consumption and waterless urinals
- Automatic light shutoff and monitoring light/heat usage to identify waste
- Roof-mounted solar water heating
- Bike to work schemes
- Chemical reduction in cleaning, gardening and engineering activities

Case study: the KUDOS! Award

The KUDOS! Award is a London initiative where our people recognise a colleague 'on the spot' for doing something remarkable, particularly where it involves working collaboratively with other teams or functions.

Beginning in April 2018, we have honoured our KUDOS! awarded colleagues with a donation to Trees for Cities, the only charity working on an international scale to create greener cities. Since 1993, they have engaged over 70,000 people to plant over 770,000 urban trees in parks, streets, schools and housing estates across the UK, as well as internationally, revitalising these areas and improving the lives of the people who live in them.

International SOS Foundation

DUTY OF CARE: INTERNATIONAL SOS FOUNDATION

The International SOS Foundation is a registered charity and was started with a grant from International SOS. It is a fully independent, not-for-profit organisation. Launched in March 2012, the Foundation has the goal of improving the safety, security, health and welfare of people working abroad or on remote assignments through the study, understanding and mitigation of potential risks.

Key industry contributions

Since its inception in 2012, the Foundation has partnered with several associations and organisations to bring to the public a wealth of health and safety information. Below are some of our key contributions:

Sharing global best practices on Duty of Care
Development of international guidance on the prevention and mitigation of risks associated with working and travelling abroad. One of the many key research papers was published with Prevent, an independent organisation focussed on academic work to improve occupational safety & health practices.

Helping organisations better their sustainability agenda
In 2017, the Foundation launched a joint practical guide with Sancroft titled, '*Maximising the value of Occupational Health & Safety and workplace wellness reporting for a global workforce: A practical guide for internationally operating employers*'. The guide illustrates the value of the emerging global OH&S agenda linked to business sustainability and aims to provide OH&S, sustainability and corporate reporting professionals with practical guidance on how to improve OH&S reporting and practice.

Continuous education and training
Launched in June 2017, the Duty of Care training, '*Safety, Health and Security for the Mobile Worker*' aims to provide occupational safety and health practitioners with the knowledge and skills necessary to actively participate in the management of safe, healthy and secure travel for their mobile workforce. The training programme is certified by Institution of Occupational Safety and Health (IOSH).

Driving commitment to Duty of Care
With more and more people working and travelling internationally in an increasingly challenging world, the prevention of work-related travel, health and security incidents is more critical than ever. On 3 September 2017, the International SOS Foundation, supported by the Ministry of Manpower Singapore, launched a declaration during a Summit Meeting on the opening of the XXI World Congress on Safety and Health at Work. To date, close to 400 individuals from organisations and institutions worldwide have signed the declaration to support principles of risk prevention with regard to work-related travel safety, health and security.

Recognising organisations' efforts in Duty of Care worldwide
The Global Duty of Care Summit & Awards, founded by the International SOS Foundation in 2016, is a platform designed to share best practices and celebrate organisations' efforts in Duty of Care worldwide. The Summit, a world-class forum on protecting mobile workers and mitigating risks, brings together industry-leading experts for discussion and debate, practical case studies and invaluable networking. The Awards recognise outstanding achievements in meeting high standards of health, safety and security at work. It provides entrants with a chance to attain external recognition for their success in protecting their people. The Global Duty of Care Summit & Awards 2019 is set to take place in Shanghai, China on 17 October 2019.

Learn more about the International SOS Foundation at: www.internationalsosfoundation.org

ABOUT THIS REPORT

This sustainability report details the progress we have made against each of our three reporting themes: protecting and saving lives, fuelling our clients' growth through our people and partners, and living by our principles and practices. The report explores our sustainability goals and our material issues across our global operations during fiscal year 2017/18, and illustrative case studies and business activities from 2018. Previous CSR reports are available on our website.

The preparation of this report has been guided by the Global Reporting Initiative (GRI) principles for defining report content and report quality.

We have referenced in the GRI Standards Index where we have used specific GRI Standards - with focus on GRI 102: General disclosures 2016, GRI 103: Management approach 2016 and a selection of relevant topic-specific standards. This referencing can be found in the following pages.

This report serves as our Communication on Progress for the United Nations Global Compact, documenting our progress against the Ten Principles with respect to human rights, labour, environment and anti-corruption.

Progress towards each principle is outlined throughout the report and referenced in the UNGC Principles Index.

In accordance with the precautionary principle, we take sustainability into account in our risk management and business planning processes.

Read more about our UNGC participation at https://www.unglobalcompact.org/what-is-gc/participants/21601-International-SOS

GRI STANDARDS INDEX

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102-4	Location of operations	The world of International SOS
102-5	Ownership and legal form	The world of International SOS
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102-8	Information on employees and other workers	The world of International SOS
102-9	Supply chain	The world of International SOS
102-11	Precautionary Principle or approach	About this report
102-12	External initiatives	Statement from Arnaud Vaissié Sustainability and us Protecting and saving lives About this report
102-13	Membership of associations	Statement from Arnaud Vaissié Sustainability and us Protecting and saving lives About this report
102-14	Statement from senior decision-maker	Statement from Arnaud Vaissié
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102-17	Mechanisms for advice and concerns about ethics	Business integrity, transparency and ethics

GRI standard and disclosure		Location
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GRI standard and disclosure		Location
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403	**Occupational Health and Safety 2018**	
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403-2	Hazard identification, risk assessment, and incident investigation	Employee health, safety and wellbeing
403-3	Occupational health services	Employee health, safety and wellbeing
403-5	Worker training on occupational health and safety	Employee health, safety and wellbeing
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*Management approach indicates that disclosures 103-1, 2 and 3 were used as guidance

GRI standard and disclosure		Location
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Protecting and saving lives Employee health, safety and wellbeing
404	**Training and Education**	
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405	**Diversity and Equal Opportunity**	
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405-1	Diversity of governance bodies and employees	Modern leadership and engaging work
405-2	Ratio of basic salary and remuneration of women to men	UK Gender Pay Gap Report https://cdn1.internationalsos.com/-/jssmedia/files/international-sos-uk-gender-pay-gap-report-2023.pdf?rev=ad6d8835e4284cc5b03ae440bf9fa843
406	**Non-discrimination**	
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407	**Freedom of Association and Collective Bargaining**	
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413-1	Operations with local community engagement, impact assessments, and development programs	Community impact and engagement
416	**Customer Health and Safety**	
	Management approach	Protecting people and saving lives
416-1	Assessment of the health and safety impacts of product and service categories	Protecting people and saving lives
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	Management approach	Data privacy & protection and cyber security

UNGC PRINCIPLES INDEX

Principles of the United Nations Global Compact			Location
Human rights	Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights	Business integrity, transparency and ethics
	Principle 2	Businesses should make sure that they are not complicit in human rights abuses	Business integrity, transparency and ethics
Labour	Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Business integrity, transparency and ethics
	Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labour	Business integrity, transparency and ethics
	Principle 5	Businesses should uphold the effective abolition of child labour	Business integrity, transparency and ethics
	Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation	Modern leadership and engaging work
Environment	Principle 7	Businesses should support a precautionary approach to environmental challenges	About this report
	Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility	Environmental impacts of our operations
	Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies	Digitalisation of healthcare and assistance
Anti-corruption	Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	Business integrity, transparency and ethics

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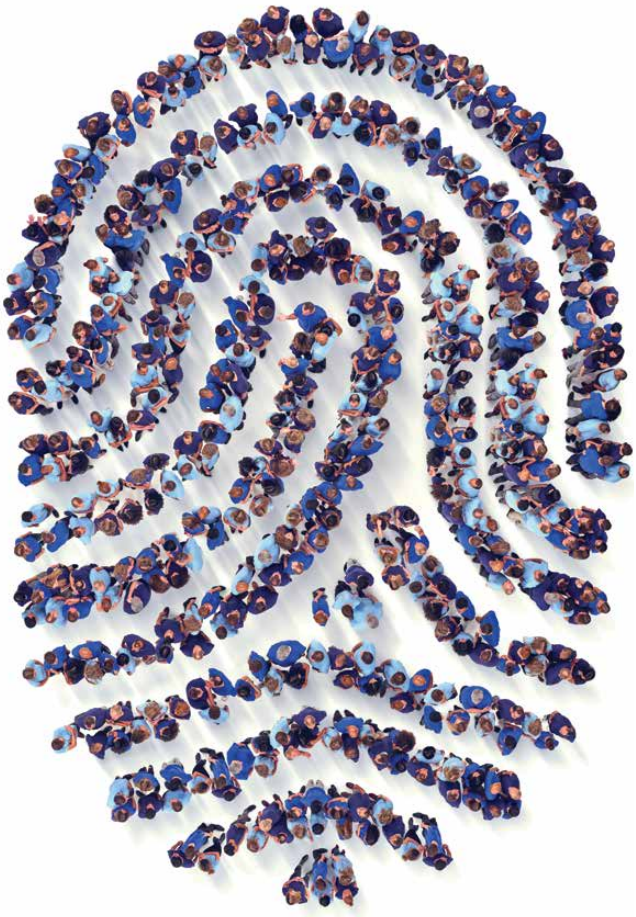
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