Welcome

Leading Beyond Crisis:
What Leaders Need to Know to Respond, Recover and Thrive

February 10, 2021
Agenda

Introduction
Kristin Rantala, National Vice President, Sales and Client Management, UnitedHealthcare Global

Our Technology in Action
Dr. Richard Migliori, M.D., Executive Vice President of Medical Affairs & Chief Medical Officer, UnitedHealth Group

COVID-19: Vaccines and Return to Work
Dr. Amit Arwindekar, M.D., MBA, Medical Director for North America, UnitedHealthcare Global

Business Travel in the Post-Pandemic Era
Scott McHugh, Director of Crisis Management and Security, LyondellBasell

Legal Trends Impacting Global Employers in 2021
Simon Hawthorne, Chief Legal Officer, UnitedHealthcare Global
Sarah Dubinsky, Senior Associate General Counsel, UnitedHealthcare Global
Our Technology in Action

Dr. Richard Migliori, M.D.
Executive Vice President of Medical Affairs and Chief Medical Officer
UnitedHealth Group
Working together to develop the next generation health system in a socially conscious way

Committed to Improving
Access  Affordability  Outcomes  Experience

Foundational Competencies
Clinical Excellence  Technology  Insights

Our United Culture
Integrity  +  Compassion  +  Relationships
Innovation  +  Performance
Optum 360 Clinical Language Intelligence

Current Patients per Day

Deaths per Day

Data in the orange window is emerging and may change over time.
In early April 2020 Optum was able to receive near real time data from almost 500 US hospitals about COVID-19 patients.

Through Natural Language Processing analysis of the EMR we understood:

- General Mortality
- Patients on mechanical ventilation and Non invasive Ventilation Support
- Length of Stay
- Mortality for patients on Mechanical Ventilation

Optum 360 Clinical Language Intelligence

Optum Enterprise CAC Data

- Current Patients: 3,470
- New Admits: 93
- Inpatient: 45
- ER: 20
- Non-ER Outpatient: 28
- New Discharges: 103
- Inpatient: 79
- New Deaths: 12
- Mortality Rate: 6%
- Average Length Of Stay: 8 days
- Ventilatory Support Req’d: 20%, Deaths: 33%
- Mechanical Ventilation Req’d: 19%, Deaths: 33%
Return to Work Considerations

- Community Prevalence
- Essential Roles & Onsite Necessity
- Symptom Surveillance
- Personal Hygiene
- Facility Hygiene
- Physical Distancing
- Facial Covering
ProtectWell: Employee App
<table>
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<tr>
<th>Better prediction</th>
<th>Facile genomic data management</th>
<th>Phenotype from genotype</th>
<th>Deeper health system connectivity</th>
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**But, Now What??**
COVID-19: Vaccines and Return to Work

Dr. Amit Arwindekar, M.D., MBA
Medical Director for North America
UnitedHealthcare Global
Global Vaccine Update
COVID-19 Vaccines Around the World

There are currently 8 vaccines approved around the world. The vaccines approved in each country will vary.
Active Clinical Trials

According to WHO, as of November 12, 2020:

- **48** Vaccines in clinical trials
- **164** Candidate vaccines in pre-clinical evaluations

(Source: London School of Hygiene and Tropical Medicine | November 24, 2020)
Rollout Plan

Roll out plans are determined within each country. The U.S. CDC has established a Phase 1 plan with three groups.

**Phase 1a**
- ~24 million
  - Health care professionals
  - Nursing home residents

**Phase 1b**
- ~49 million
  - Frontline essential workers (non-health care workers)
  - Adults aged 75+

**Phase 1c**
- ~129 million
  - Adults aged 65-74
  - Persons aged 16-64 years with a high-risk medical condition
  - Essential workers not included in Phase 1b or 1a
Return to Worksite
Return to Worksite

As organizations across the globe begin planning their return to the worksite, a deliberate strategy can help make it a safer and healthier transition for everyone.
Each organization’s approach to return to worksite may look different. There are strategies to consider when building out a plan.

| Review and update procedures and policies | Access to regular testing and pre-screening tools for employees | Environmental changes to promote proper personal and facility hygiene. | Access to medical care |
Case study

At the height of the pandemic, the oil, gas and seismic industry faced the challenge of keeping off-shore employees safe and healthy. The UnitedHealthcare Global Virtual Health Services (VHS) team got to work helping clients through this new situation.

**Outcome**

- Reduce the impact of potential outbreaks
- Clients maintained operations

**Assessment of existing documented procedures**

**Establish isolation areas, quarantine and contact tracing guidelines**

**Personal protective equipment (PPE) provided for clinicians**

**Evidence- and risk-based testing strategy**

**Pre-deployment screening tools**

**Ongoing education and communication**

Long-Term Impact

A return to worksite strategy will help companies and employees get back to work. Long-term outlook, work may look different than it did pre-COVID-19.

• Environmental focus on health and hygiene
• Workplace policies
  - Sick leave
  - Remote working
  - Guest or visitor
  - Travel
• Continued monitoring of health data
• Tools and resources available to employees
Business Travel in the Post-Pandemic Era

Scott McHugh
Director of Crisis Management and Security
LyondellBasell
What’s the “New Normal”?

• At least through 2022 - unstable circumstances for international travel
  • Complexity of government regulations as vaccine availability is uneven
  • Mandatory quarantines will likely “ebb and flow” in many regions
  • High risk of fast-changing, seemingly uncoordinated policies
  • Airline travel costs are likely to escalate due to changes in their business models post COVID

• Managing employee safety perceptions relating to business travel will be an increasing high priority for management
  • Employees are being vocal in their concerns about COVID safety protocols when traveling

• Many businesses are discovering they can effectively cut business travel and still function
  • Economic pressure to sustain the reduced costs of business travel is enticing

**Key Takeaway:** Business travel will continue to be a difficult space for companies to manage post COVID. Companies will have to navigate the safety concerns of employees / stakeholders, as well pressure to sustain the reduction in operating costs associated with travel, and an international environment of rapidly changing local travel regulations.
Looking ahead: Business Travel post-COVID

• An analysis of business travel in China post COVID indicates business travel in other countries will likely increase in phases:
  1. Regional business travel by car or train
  2. Domestic air travel for “critical” in-person meetings for new sales or vital client or manufacturing issues
  3. Regional travel for small, focused meetings, and conferences with limited gatherings (such as dinners, cocktail hours, etc.) in which masks are removed and social distancing is difficult to maintain
  4. Inter-continental travel for business; the return rate will vary significantly by industry

Key Takeaways: Many corporations will continue using virtual gatherings with improving innovative technology as a substitute for F2F meetings. Because of privacy, fraud, hacking, and counterfeiting issues, COVID “passports” (for vaccination or COVID test results) will not be an efficient or effective means of kick-starting a return to normal business travel.
Looking Ahead: Traveler Cooperation is Key

• A survey of > 2000 US companies regarding COVID vaccines is illustrative of the complexity of developing new business travel policies.

• Due to employee relations concerns, over half of companies have already decided they will not require employees to be vaccinated – Nearly 1/3 of the others are leaning in that same direction

• Nearly 1/3 of US based employees indicate they are not inclined to get the COVID vaccine even if it is required by their employer

• Over 2/3 of companies are implementing programs to educate & influence employees about the benefits / value of a vaccine, and/or are developing incentives to encourage vaccination

• Similar surveys by travel firms determined travelers want guarantees that overseas travel is safe from COVID, and, there is a reliable means of quality medical assistance available if exposed to COVID, including paid quarantine arrangements when overseas
  • Innovative companies (i.e. airlines, hotels etc.) are developing COVID-based safety procedures for their business model to differentiate themselves from competitors
  • Airlines: Upgrades to seats that are socially distanced from others; hotels that create break-out areas with social distancing for business meals or small conferences, etc.
Likely Outlook for Business Travel

• Post-pandemic business travel will likely never return to what was “normal” prior to 2020

• Business travel will return at a slower rate than leisure travel
  • The cost of business travel is going to increase significantly which will further put downward pressure on its rapid return

• The pressure to develop technology solutions for proof of vaccination or COVID test results will create new data privacy and asset protection / counterfeiting risks that will be very difficult to manage, and, will add more cost and complexity to business travel

• New technology, including holographic capabilities, are likely going to be developed at a much faster rate to meet a market need for high-quality, virtual experiences for in-person, face to face meetings.

• Business traveler confidence in the COVID safety protocols will be the key to re-establishing business travel.
Legal Trends Impacting Global Employers in 2021

Simon Hawthorne
Chief Legal Officer
UnitedHealthcare Global

Sarah Dubinsky
Senior Associate General Counsel
UnitedHealthcare Global
I. Introduction

II. Duty of Care in the Wake of COVID-19
   • Ensuring the health, safety & wellness of employees
   • Mental health and legislation around the right to disconnect
   • Legal issues to consider around vaccination mandates

III. Legal Considerations
   • COVID-19 vaccine for employees - Germany
   • Working overseas during the pandemic – Hong Kong
   • International Telemedicine

IV. Questions
Duty of Care in the Wake of COVID-19
Duty of Care in the wake of COVID-19

- Increased focus on protection of health of employees as a result of COVID-19
- Mental Health in the Spotlight
- The right to disconnect
- Shift from Return to Work to vaccinations
- Can vaccinations be required under the law?
Other Legal Developments

- Can employers require employees to get a COVID-19 vaccine?
- Employee requests to work overseas during the pandemic
- International telemedicine
Can employers require employees to get a COVID-19 vaccine?

• “no jab, no job” - Pimlico Plumbers, London

• Could employer dismiss employee for refusing to have the vaccine?

• Is the vaccine a personal requirement for performing the job?
  - protection of others not self

• Berlin Court confirmed the obligation to wear masks in the workplace (October 2020)

• “I don’t want to work with someone who hasn’t been vaccinated”

• Reasonable instruction from employer

• Vaccine bonus can be granted – justifiable reason for unequal treatment

• Entitlement to sick pay for non-vaxers
Employee requests to work overseas during the pandemic

1. Dual employment rights
2. Benefits and allowances
3. Immigration
4. Regulated roles
5. Income tax and social security
6. Risk of permanent establishment finding
7. Data protection implications
8. Return to home country
International Telemedicine

• What is Telemedicine?
  - “health related services and information via electronic information and telecommunication technologies”

• International telemedicine – where medical professional is not in the same country as the patient
  - Direct to patient
  - Physician to Physician
  - Second medical opinion

• Practice of medicine

• Physician licensing and registration

• Data Privacy
Thank you

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