

**Arthur (00:06):**

For companies with remote workers and job sites all over the world, how do you take care of everyone? Emerging technologies and digital tools are a critical part of the solution, but it must all be integrated into a sound, resilient strategy that relies on track record and local experience. This strategy needs to span time zones, and clients and partners, to ensure the health, safety, and security of every colleague is paramount, no matter if they're a hybrid employee, based in an office, or working on a job site.

**(00:38):**

To ensure the strategy works on the ground, you also need the right partners. Our guests for this episode are Joe Olivarez, executive vice president and leader of health, safety, security, environment, and enterprise quality at Jacobs and president of ASIS International; Dr. Myles Druckman, global medical director and senior vice president at International SOS; and Polly Willis, strategic account manager and market lead at International SOS.

**(01:05):**

So, to help set the scene and give our listeners some context, could you please describe how health, safety, and security programs have evolved during your careers, and outline the partnership between International SOS and Jacobs? Joe, if you could start us off on this one, that'd be great.

**Joe Olivarez (01:22):**

Very happy to do so, and thanks for the time today. Look, I think when I look at this early on from health, safety, and security programs, maybe starting out very tactically, maybe programs that really had a dependent culture, these are the things that, as safety and security professionals, we expect people to do, and others would follow, and our organizations would provide oversight around that; to really now, I think, more holistic approaches and interdependent cultures, and

moving beyond, I would say, the tactical and operational to even the strategic involvement of these particular functions.

(02:08):

So, from a security perspective, as opposed to looking at things like access control and perimeter security, to really holistically looking at how do people travel safely around the world? What kind of enhanced geopolitical or risk intelligence capabilities do you need to help support and provide for safety and security of your constituents around the world? From a safety perspective, from hard hats and boots and ladders in trenches, to all of those still being very, very important, but how does the positive mental health element or psychological safety affect your workplace? What other resilience capabilities do you need? What kind of HS&E in design development do you need to bring along to your engineers to actually design out risk early on? So, really taking that reactive programmatic elements and turn them into forward-leaning, future-thinking predictive programs to help enable your programs around the world.

(03:19):

And then specifically here, I know we're joined with my colleagues from International SOS, and I can tell you organizations are always trying to manage their resources effectively. And one of the important things is to have really strong partners that can enable your programs. And we've been very lucky here at Jacobs to have a strong relationship with International SOS to help bring breadth and capability to our program, as well as... And they've delivered on that, which has been set by example in the recent award of our strategic partnership award through our BeyondZero program.

**Arthur** (04:07):

Some really interesting points there that you spoke about are becoming a lot more holistic, and obviously the importance of the partnerships and becoming more proactive. Myles, could you expound on that?

**Dr. Myles Druckman** (04:17):

I think if you look at the history of both our partnership and then just basically the whole concept of assistance globally, it starts with ensuring you can respond to a crisis well, right? So, it's a very

responsive capability: get people out of harm's way, get them to a hospital quickly if there's a problem. So, that's the core, initial thrust of what assistance started as. But as organizations expanded, as we got smarter and as technologies evolved, we're trying to get further ahead of looking at really what are the root causes of these incidents first, and can we prevent them? So, you'll see what our assistance has moved to is helping organizations better, like Joe said, understand the risks in advance, really watch for things that are coming up, being able to be nimble in mitigating those risks, right?

(05:24):

And so a lot of the services that we're partnering with Jacobs on is helping them and your employees really understand the risk landscape better. It's very fluid. It's very dynamic. We're in a very uncertain world. There's a lot of moving parts that are happening. We're seeing... We've got wars, we've got unrest, we've got political issues, we've got health outbreaks and pandemics. So, it's very dynamic and I think the landscape is definitely more complex. So, helping organizations nut out what's actionable and what's not actionable, what do we need to respond to, what we don't need to respond to has become really key, and leveraging technology to do that in a more effective way so you can get the information quickly and respond quickly. So, I think you've seen assistance go from a very reactive position to a much more proactive position. And I think with our partnership with Jacobs, really Jacobs has helped us drive that agenda within our organization so that we can be more responsive.

(06:36):

And also, I think the other issue is personalization. So, I think the other key thing is that trying to provide support that is unique to your individual employee. Joe touched on the issue of mental health. Obviously it's a really major issue, not just for Jacobs, but really for every organization in the world. So, how do we help reduce the stress in the workplace? How do we reduce the actual need for mental health resources, and then also be able to provide those resources when they are needed? So, the agenda is broadening, and I think even when you look at the workplace in general, as Joe said, looking at those work-related safety risks, how do we help identify those more quickly? How do we try to actually rule them out as even risks? We're also helping to assist in that area, too.

**Arthur (07:39):**

Polly, what is your take on the changing nature of the safety and health?

**Polly Willis (07:44):**

Thanks, Arthur. Well, I'd absolutely reiterate that it's very much a move from quite a reactive model, whereby any organization operating internationally would have an insurance in place to step in if somebody needed medical treatment, to a much more proactive and preventative approach. And that's where we really act as an extension of the Jacobs team and help them make sure that every single employee who is going on a business trip or going on an international assignment on behalf of the company is well-prepared, well-informed, understands the environment in which they're going to, and feels supported.

**(08:26):**

And our mission, really, at International SOS is to help organizations do that, to fulfill their duty of care that they have to their employees and really be proactive in that space. And it's something that Jacobs do incredibly well. We have very regular dialogue around how our service is being used. So, if somebody does call us for assistance, Jacobs are really interested in the trends around that. So, what kind of medical incidents are people facing or safety concerns have they got? And we will help them look at the data, and make sure that they have the right tools and resources in place to support that and prevent anything going wrong in the first place.

**Arthur (09:10):**

It's fascinating to hear how the world has changed and obviously the challenges you all face as a partnership, but it's also reassuring to hear how you're using data technology and new ways of working, obviously, to solve those problems, and also be more proactive, as you've all mentioned there.

**(09:26):**

And I suppose that I'm going go back to what Myles mentioned there. You did say, obviously the world has become a lot more uncertain. It's very dynamic, which I think is a great way of looking at it, very complex problems. So, protecting employees now in a multinational company with remote offices and job sites is becoming a lot more challenging, especially when they're visiting

areas where, Myles mentioned, there's maybe more political conflict or elevated crime rates. So Polly, what are some of your safeguarding steps and tools you use to protect global employees at Jacobs, no matter where they're located or where they're traveling to?

**Polly Willis (10:01):**

Yeah, so there's a few different tools that are absolutely critical, and the first one is access to trusted and verified information and intelligence about every different location that Jacobs is operating in or sending employees to at any one time. So, that information needs to look at anything that could impact on the safety or security or health of their employees. So, what are the health threats? Are there infectious diseases in that location? What vaccinations do you need? Is it safe to drink the water? From a security side, what are the crime rates like? Is there a risk of terrorism in that location? Understanding those risks and understanding the landscape is absolutely critical for the organization to make decisions about whether it's safe to send people there in the first place, and if so, what do they need to do to mitigate against any of those risks? So, access to that kind of information is critical.

**(10:59):**

And the second piece is having visibility of where your people are at any one time. So, if there is a major incident, whether that's a natural disaster or a terrorist attack, the organization needs to identify, almost immediately, who they've got who could be impacted by that situation. So, that's where we link in with the travel agencies that are being used, and also with a smartphone app, so that people can share their location in real time with their organization, should they need to. So, having visibility of where people are is absolutely critical for an organization the size of Jacobs, who are operating in over 50 countries, I think last year had trips to over 130 countries. So, being able to identify who is in that location when there's an incident.

**(11:51):**

And crucially, make sure that they are sent guidance and practical advice. So, if it's a security-related incident, knowing is it safe to leave the hotel? Should they avoid certain parts of the city? Should they look at steps to leave that location? So, getting the right information to the right people at the right time is absolutely critical. So, that's one of the tools that we provide.

**(12:18):**

The other really crucial elements are around empowering the individuals themselves to make informed decisions and have the awareness of what it's like to travel and work in different locations. So, understanding the cultural nuances, having a good understanding of what the risks are, whether it's cybersecurity risk of going to a certain location that's elevated, or the risks I've already mentioned around health and safety and security. So, they're the key ones.

(12:51):

And then, of course, having the ability to communicate with those employees if you need to, and of course the final bit is that 24/7 number for support. And the support needs to come from medical experts and security specialists who understand the location that employees are working in and have the language capabilities, the cultural understanding, and know how we can assist those people.

**Joe Olivarez (13:21)**:

I think Polly summed it up well. For us, we try and run an intelligence-based, risk-driven organization, right? So, we're risk-driven, we're intelligence-based. That intelligence comes from our ability to acquire information, and ISOS is critical to helping us really understand the landscape of where we're operating in from a static perspective, but also from a dynamic perspective of where we're traveling or where we're going, vitally important to us. So, our ability to acquire that information, receive it, consume it, and make it applicable to Jacobs.

(14:02):

And one of the things I wanted to go back to was this area of trust. So, trust in the data, but also trust in the relationships and the valued partnerships that we have with our partner here, ISOS. Polly talked about the reviews and making sure they understand our organization. So, the information that we're getting really is consumable in a Jacobs way. What does it actually mean, how we can actually action it, and where does that information need to go? Really, really vitally important for us.

(14:39):

From a technology perspective, knowing where our people are is one thing, and as she talked about, being able to communicate with them, in times of stability, early on, before, as they're doing the research and traveling to X location, or potentially standing up a project. We've got a

new project somewhere around the world: what are the risks that we're going to be facing there? What are the things that we need to consider? Not only us, but our project managers and our directors and those that will be executing the projects, what is it that they need to know? What are the capabilities that they need to have to be able to deliver to our clients?

(15:15):

One of the things that's vitally important to me in running a program is ensure that we can deliver to our clients in times of stability, but also in times of instability, which Dr. Druckman talked about. There is so much change and constant fluidity in the operating environment that you have to be able to manage, too. So, some examples. Whether they are employees who have become medically ill and outside of their home country, and maybe where they're at, the capabilities or the support are enough to triage and to understand, but we need to get them elsewhere. ISOS has been vitally, critically an important player and partner for us to be able to medically evac people from operating locations around the world and getting them to institutions with greater capability to be able to deliver the type of medical care that they need.

(16:15):

We've seen individuals at times that may get caught up in the wrong place at the wrong time; our ability to reach out to their security personnel to actually know exactly what's happening on the ground, so we can actually steer the mobility of our people, versus thinking we need to go north, we actually need to go south, and get them to a location that's safe and secure that we can individually get that person out of harm's way, which we have done through this partnership.

(16:48):

And then also, as our world continues to change, certainly we've seen larger macro environments that have caused us to move project teams out of locations. And how do you do that, right? It doesn't happen by just picking up the phone and calling. It is really working and developing your plans in advance, training your teams on the ground to understand their roles and responsibilities, understanding the trigger points of when we need to be communicating, who we need to be communicating with. So, when it is time to make that decision, if that's what we needed to do, which we have recently, putting capability on the ground in safe locations to be able to evacuate our personnel, get them to a location that was safe, and quite frankly in a

location that they were not only safe, but they were able to be up and running and deliver back to our client.

(17:50):

So, from a continuity perspective, I can tell you that is a value differentiator, right? Not only to our employees, who feel the sense that they're being looked after, but to our clients, that they feel the sense as well, that their programs and the projects that they're trying to deliver and we're enabling them can actually get done around the world.

(18:11):

Think a couple other elements was the education aspect. So, not only through ISOS and through our programs can we actually push educational elements, but the team can actually pull educational elements. Polly talked about whether it's cultural issues they need to think about, whether it's medical information, whether it's security information, whatever that might be, these things are at our employees' fingertips, at their computers or on their phones, to be able to access and acquire to make more informed decisions about their safety and security. We really try to drive that independent culture, that we're all responsible for making sure that we look after one another. It is our BeyondZero culture, it is our culture of caring that we are constantly looking after one another. And it's vitally important for us to build relationships with partners that have those similar values that we have across our organization, of doing things right, of challenging the accepted, of aiming higher, and really live in inclusion.

**Arthur (19:19)**:

And I'd like to move back to one of the themes that have come through in all your answers, and it's the strength of prevention, being more proactive rather than reactive. And I'd like to talk about, there's some research that came out in 2023 that showed that workplace injuries cost US businesses more than a billion dollars a week. So, I'm going to start with you, Myles. What would you say is your strategy to help lessen the risk of these injuries?

**Dr. Myles Druckman (19:46)**:

Yeah, it's a really important issue, and if you look at the US-based companies, we're just talking in the US, but then if you start to look at Jacobs' footprint, which is a global footprint, you can



multiply that by a number of factors. And I think obviously everyone is focused on the health of their workforce. It's just as important today, but it's much more visible today. And I think the typical worker today has higher expectations of what their company is going to provide for them. So, the bar is definitely higher. And I think this is where you have this kind of layered approach of prevention for everything from how do we ensure that your employees are accommodated if they have to go on an international assignment, if they have any kind of support that they need, can you get it in advance so when they show up on site, they're supported? All of those things play into reducing the potential risk for injuries.

(20:52):

We talked about stress and mental health. That is a factor that can play into it as well. So, how do you ensure that people are not fatigued, that their stress is not at an area where they're into the burnout focus? And then also looking at the work environment, ensuring that it is safe, ensuring that you've got on-site medical support people that can mitigate a minor injury so it doesn't become a major injury. I think that's another key factor when you're looking at particularly locations in remote areas, where maybe the on-site or the community medical care may be very limited. Companies often have to augment the on-site medical support so that they don't have to be continually flying people for medical conditions that could be treated locally.

(21:45):

So, all these capabilities are playing into it, and as Joe said, leveraging technology so that you can understand what the threats are out there. We talk about work-related being very important, but I think Jacobs and SOS as well, we're interested in everyone's health, whether it's a storm that comes through, an earthquake, a natural disaster of some sort. These are all within the responsibility now of the organization, so there's no place to hide. And so it's getting the information in advance, supporting your people, making sure they're fit to work, that their work is safe and secure, that it's psychologically secure as well.

(22:33):

And then having a plan when things potentially go wrong. And of course, unfortunately, they do. So, having a medical emergency response plan for the site so you know exactly where you're going, how you're going to do it, having plans for specific types of security threats or health-

related outbreaks, all of those things. The speed and efficiency of responding is absolutely critical to the health of the employee, but also to the business as well, because if your organization can respond well and respond effectively, then that's a really good news story for everybody.

**Joe Olivarez (23:10):**

Absolutely. And I think that if you move in or they're operationally... Everything still ties to, to me, that intelligence-driven and risk-based, and one of the things that we try and operate to is a bit of a triangle model. If you take a triangle and look at the edges, the pointed edges, right at the top, assessment, on one side, manage, and on one side, respond. And if you actually shade that triangle, you want that triangle to be shaded very heavy on the assessment and the management program, and less on the response, because you don't want... We know there's unpredictability in the world, but the things that you can potentially mitigate out and root out, you want to be able to do that really early on to deliver that consistency to your clients and to your employees.

**(24:08):**

And so the kinds of things that we are doing there, so when you think of large projects that are here in the US and globally around the world in developing countries, it all starts with, what are the needs of that project? What are we trying to deliver? What operating environment are we in? What kind of, certainly, health, safety, and security management program do we need to develop? Do we need on-site medical clinical capability here? Because our assessment tells us that it's not to the standard that we want.

**(24:39):**

And quite frankly, what that does is it helps in your recruitment of people coming there in the first place. Their families feel better about sending their family members there, because they know that that capability is there. It helps with retention, because those capabilities are there for them. For some of them, when you think about the places we operate around the world, some of this capability, they may not have in their own communities, right? So, it's a learning opportunity, and that's one of the things that Jacobs wants to do, is that we're challenging the day, we're reinventing tomorrow. What today looks like doesn't need to be what tomorrow looks like if it's not where we want people to operate and how we want them to operate or the capabilities that

should be there. We can bring those things. And that's really important to us. As Dr. Druckman said, early advance analysis of are our employees fit for duty there? Are they capable of managing in that space? Or what are the capabilities that we need to bring full circle?

(25:53):

So, not only, again, does it help in delivery consistency, but it really helps in talent acquisition, talent retention, and overall satisfaction to the employee experience, which is something we're all about as well in our culture here at Jacobs. So, constantly trying to evolve, right? Constantly trying to get better. And that BeyondZero culture stems at... It's not a program around metrics. Metrics is an element. Metrics are important. Data gives us information. But really, this is about taking care of people, right? Bottom line, we are taking care of people from a safety, security, resilience perspective, no matter where they are around the world.

**Arthur (26:45)**:

That was a brilliant answer, Joe, because you've also answered bit of the next question. But I'd like to get some more insights from you on that, because you mentioned company culture there a few times, but what role does the Jacobs company culture play in the health, safety, and security programs? And what are your insights that you've learned at Jacobs?

**Joe Olivarez (27:04)**:

Well, I'll tell you. Someone else said this, that culture eats strategy for breakfast, right? And I truly, really believe that. If you build a culture that's principled in the values that we have, and you actually execute and you demonstrate, and you bring transformational leadership where people buy into the ideas, right? This isn't a Joe program or a Myles program or a Polly program, this is our program. This is all of our program. That's what BeyondZero is all about. BeyondZero, if you look at Jacobs, we have our PlanBeyond program around sustainability, we have BeyondExcellence around quality. All of these things started with BeyondZero. BeyondZero is really foundational to our organization, in that we have an expectation that we will look after one another. And we're very principled around that, and very committed to that on a daily and an everyday basis.

(28:12):

And we're very open to challenging one another when we don't see that behavior happening. Recently, Bob Pragada, our CEO, in Safety and Health magazine, was recognized as one of the CEOs that gets it, the whole safety element and the importance of what it can bring to an organization, and how it can wrap your arms around you in the workplace and allow you to thrive and bring your best as you go forward. So, there's a real sense of pride. Bob's focus, and I think in that article, is around psychological safety, positive mental health. We have over 2,000 Positive Mental Health champions here at Jacobs that we developed this program back in late 2016, 2017, where we took a stand to say, "Look, there are too many people in the construction space that are suffering, that are struggling with this space, and we have to make Jacobs a safe place to talk about this particular subject." And I'm telling you, it resonated, and it became our program, where people volunteer, put their hands up to say, "I want to be a part of this. I want to help enable and address this particular matter."

**(29:40):**

And then, look, constantly trying to drive to that dual accountability or that interdependency, that safety and security isn't the safety and security professional's job only. This is all our responsibility, to look after one another. And quite frankly, the partners that we bring in, they come with that professional subject matter expertise. But after doing this for 35 years, you can tell the people and the organizations that do this in a transactional way, or are they really committed to transforming the way we think about how we take care of people, and actually leading with the heart a bit and ensuring that people are being looked after? And it's really, really important to us as we scrutinize and constantly evaluate the partners that we decide to engage with, going forward.

**Arthur (30:44):**

I'd like to take a step back and move back towards another theme that I've picked up here, which is about technology and using data and digital tools, especially as Polly explained a little bit earlier, there's some really great tools that the partnership's relying on. But Myles, what are the potential ways for generative AI to be used in health, safety, and security programs? Are there any future trends like that technology in these programs that you're excited about?

**Dr. Myles Druckman (31:14):**

So, AI is the sexy word right now. So, if you're not saying something's doesn't have AI, it seems also like it's not really good. But we're literally just in the early days of understanding how artificial intelligence can support and enhance services. So, I think we have to be very careful that AI is not going to replace, as Joe says, leading from the heart, making sure you have a live, warm body that you're talking to, you're not talking to some empty robot when you've got a life-threatening emergency. So, I don't think we want to replace that. But I think where AI immediately is going to have an effect is looking at large datasets, and helping us better predict future outcomes, so we can be smarter in looking at risk. So, we're going to see this in assessing risk. International SOS has a new partnership with a group called Ontic that is helping us take that technology to the next level.

**Polly Willis (32:22):**

And yeah, I'd just echo that. I think there's huge potential for AI in terms of synthesizing multiple sources of information and intelligence, and we know how critical this is for risk management. And so yeah, it's changing very rapidly in that space, but I think we do need to remain mindful of the potential for inconsistencies and inaccurate data. So, at the moment, it's still very much critical to have that human lens verifying any outputs that are coming or being produced by the AI technologies. And then also that awareness of the potential for bias as well in any information that is shared back. But huge potential and changing very rapidly.

**Joe Olivarez (33:19):**

Yeah, we have an opportunity here at Jacobs. So, within our HSSE organization, we have a digital and data insights group that works across our safety, security, resilience, and quality, and looking at all our technology and datasets that come in to really harmonize and bring consistency to what we're acquiring, and what it means to us, and what hands we put it in, so folks can make right decisions. But also, within Jacobs, having our data and digital organization, we have an opportunity to incubate and ideate ideas around AI. And we're doing so with our HSE capability, and looking and taking that across, as an example, historical incidents, and what can we learn from those in a faster way, right? Rather than looking at one or two incidents at a time, being able to look at multiple, or maybe whatever the number might be, to gain early insights to then help us adjust what our programs, our mitigation programs, our proactive programs might be as

we go forward. So, really, we're blessed to have that capability here, and we certainly are going to leverage and utilize that by working with our internal colleagues and partners here.

**Arthur (34:44):**

Polly, Joe, and Myles, thank you so much. I learned a great amount there. I think some of my favorite lessons there were around the way that you have changed from a reactive to proactive way of working, how strong your partnership is, the shared cultures of trust and transparency in the way you work together. Very enlightening, and thank you very much. I really appreciate the chat today.