



International SOS Health & Security Risk Outlook

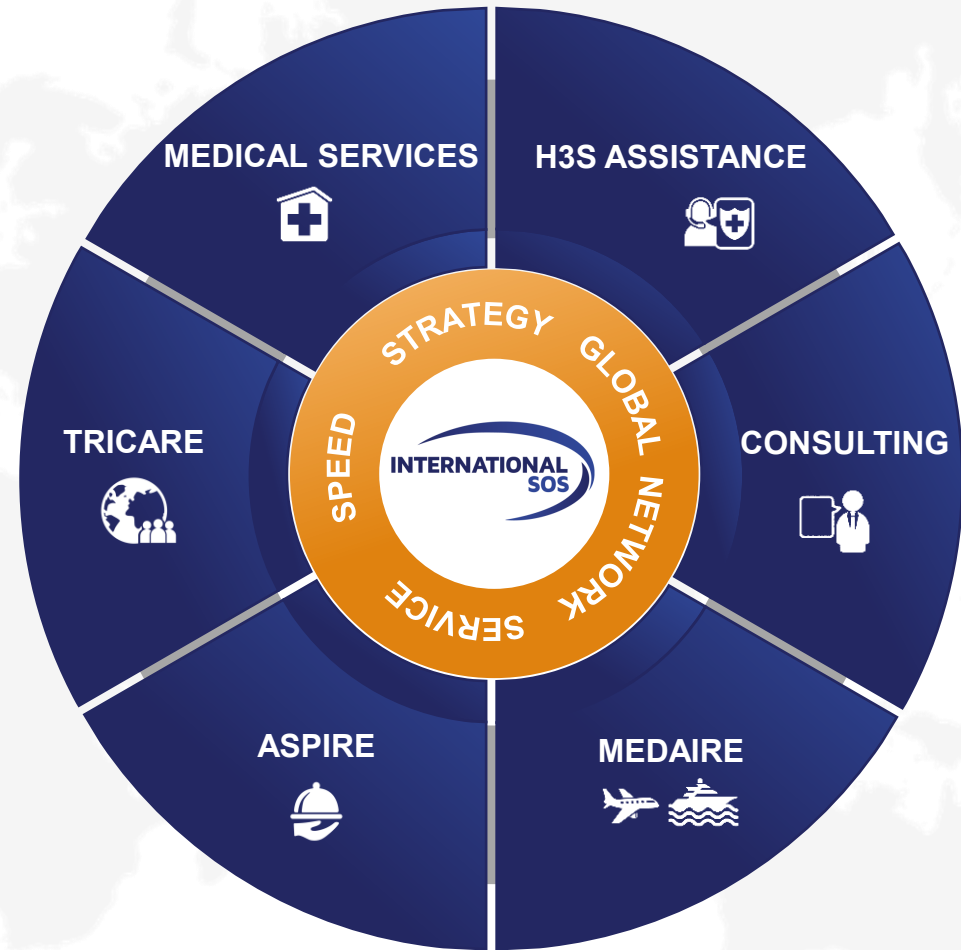
Priyanka Menon | May 2026

WORLDWIDE REACH. HUMAN TOUCH.

ABOUT INTERNATIONAL SOS



International SOS is the world's leading provider of health, security, and risk- management services. Through a global network of medical professionals, security experts, digital platforms, and on-the-ground resources, the organization enables companies to protect their people, maintain operational continuity, and meet evolving duty-of-care obligations. Their integrated offering spans aviation and maritime support, digital risk-management technology, global assistance services, consultancy, and comprehensive medical solutions.



EMERGING TRENDS IN HEALTH & SECURITY FOR ORGANIZATIONS



Convergence of Health, Safety, and Security – Enterprise Resilience Framework

AI-Driven Transformation (and Risk) - Diagnostics & health analytics

Increased Focus on Executive Protection & Workforce Safety - Increased spending in EP, Secure Travel and Residential Security

Workforce Health Evolution: Shift towards Personalized, data driven health solutions - Wearables & continuous monitoring, Mental health and wellbeing programs

Regulatory & Compliance Intensification – New and evolving regulatory landscape and increased enforcement of risk assessments

WHAT HOLISTIC APPROACH TO RISK MANAGEMENT LOOKS LIKE FOR ANY ORGANIZATION



Compliance

Essentials

High Performance



Emergency Action Plans

Occ Health Requirements

Workplace Violence Program

Travel Risk Management

Incident Management

Crisis Management

Health Spend Optimization

Event Management

Stress Management

Wellbeing Program

Optimal Health Strategy

COMPLIANCE

ESSENTIALS

HIGH PERFORMANCE

MIDDLE EAST CONFLICT



ACTIVITY
SINCE
28 FEB 2026

5,140+

CASES
MANAGED

1,470+

CLIENTS
SUPPORTED

1,385+

PEOPLE
EVACUATED BY
LAND AND AIR

680+

SECURITY ALERTS,
INSIGHT REPORTS &
CRISIS UPDATES

Aviation Considerations

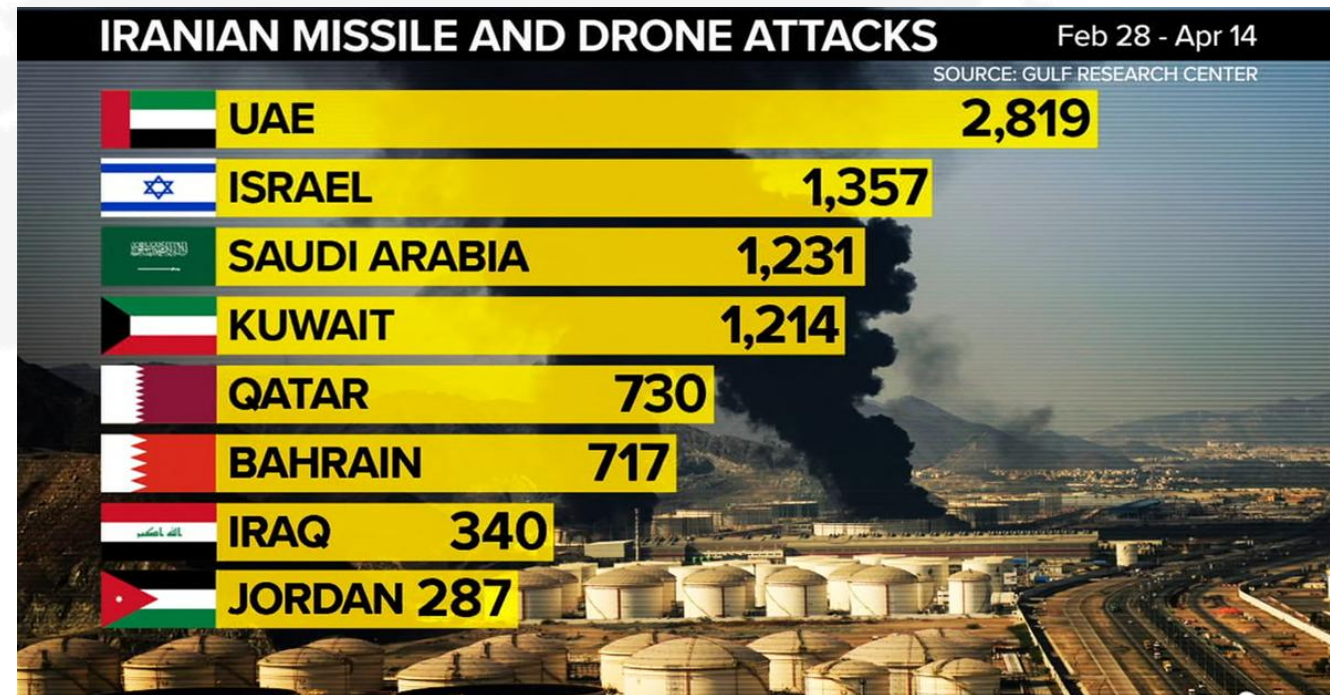
Approx. 8,700 aerial attacks since 28 February 2026, with major combat lasting roughly 40 days.

Approx. 13,000+ Iranian targets struck.

83%–85% of Iran's total missile and drone strikes were aimed at GCC countries.

Maritime Considerations

- Vessel movements remain heavily constrained.
- The Strait continues to be used as a strategic pressure point by all sides, not a neutral transit route.



MIDDLE EAST CONFLICT

INTEGRATED SECURITY & MEDICAL RESPONSE,
AS OF 04/21/2026



PLANNING & MONITORING

Jan 2025: Israel Security Assessment trip conducted to ground truth assessment, reaffirm security partner capability and review safe accommodation options.

June 2025: Iran's risk rating was raised from Medium to High due to the credible risk of military operations amid the low likelihood of a prompt comprehensive agreement around its nuclear programme.

8 Jan 2026: We raised our Evacuation Monitor level for **Iran** to FULL EVACUATION, and our top-line security advice for the country to Defer All Travel due to the elevated risk of renewed military action against Iran.

Feb 2026: Monthly Security Forecast indicated increased rhetoric over military operation against Iran. Further, Iran-US "Risk of conflict, regional spillover" Insight Report highlighted a very high likelihood of US-led military operations against Iran and outlined scenarios for potential regional conflict.

28 Feb 2026: Insight Report assessed the potential trajectory of regional developments and the risk of conflict involving Iran, Israel and the US. We examine key assumptions underpinning the strategic postures of all three actors and outline three primary scenarios for how the situation may unfold in the coming days and weeks.

CRISIS RESPONSE

28 Feb: Special Advisories issued following missile strikes on Iran and Israel's announcement of a State of Emergency. Additional Advisories were released after Iranian retaliatory strikes on **Israel, UAE, Doha, Bahrain and Kuwait**, most of which were intercepted. Regional airspace closures were imposed.

28 Feb: **1st Party Line issued**—engagement with credentialed security partners in the region.

2 March: Evacuation level for Israel raised from Stand By to EVACUATE: NON: Essential Workforce.

Special Advisories issued for **Lebanon** following Israel's announcement of a campaign targeting Hizbullah positions in response to the group's rocket and drone attack on Israel, and reports of airstrikes in areas of Beirut and southern Lebanon.

6 March: Evacuation level for **Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the UAE raised** from PREPARATORY to WARNING.

2-12 March: Secure ground transport missions from Israel (into Jordan and Egypt), UAE (into Oman), and from Bahrain, Kuwait, and Qatar (into Saudi Arabia). Movements ranged from individual transfers to large bus and convoy operations involving more than 100 pax.

4 charter flights were completed from Saudi Arabia and Musat Oman with over 600 pax in total

THE HIDDEN RISKS: REDEFINING THE THREAT VECTOR

10%

The visible threats

90%

The hidden risks



“ Even when employees were not directly harmed, the accumulation of threat alerts and uncertainty created chronic, system-wide strain.

THE 2026 RESILIENCE BLUEPRINT

Operational Continuity

Healthcare provision

- Audit mental health coverage.
- Ensure fast access to stress/outpatient care.
- Wellbeing agenda.

EAP Activation

- Verify 24/7 multilingual capabilities.
- Draft pre-approved executive communications endorsing confidentiality.

Work model governance

- Establish pre-authorized hybrid work triggers.
- Train managers to spot the quiet accumulation of burnout.

Integrated coverage

- Review standard policies for conflict exclusions.
- Unify medical, security and evacuation riders.

Psychological resilience cannot be retrofitted during a crisis. It must be built into the operational baseline today.

WORLD CUP NEWS



World Business Markets Sustainability Legal More

European fans file complaint over World Cup ticket prices

By Reuters
March 24, 2026 4:36 PM EDT · Updated 21 hours ago



USA TODAY · 17h

FIFA president Gianni Infantino defends 2026 World Cup ticket prices

Gianni Infantino has defended ticket prices at the 2026 World Cup, acknowledging that some seats are expensive but saying ...



NEWS · 13h · on MSN

Iran 'will be participating' at World Cup, including games in U.S., FIFA chief says

More than a month after Iran raised the possibility of withdrawing from the World Cup over concerns about the team's security ...



AP · +15 relevant news >

BBC · 19h · on MSN

Iran miss Fifa congress but 'will play' at World Cup

Fifa president Gianni Infantino says Iran will be at the 2026 World Cup, while Iranian officials are absent from the world ...



+17 relevant news >

THE KANSAS CITY STAR · 21h · on MSN

World Cup Fan Fest construction set to begin at World War I Museum and Memorial

Kansas City World Cup organizers had one thought in mind when planning the construction of the soccer Fan Festival.

Iran wants to move its World Cup matches from US to Mexico. FIFA is sticking to its schedule



1 of 1 Iran's players pose for a team photo before an Asian group A qualifying soccer match against North Korea for the 2026 World Cup, June 10, 2025, at Azadi Stadium in Tehran, Iran. (AP Photo)/Yahid Salemi, file

Kansas City lands flights from Argentina during FIFA 2026 World Cup

The Athletic

World Cup Countdown | LIVE Latest News | UEFA, FIFA Playoffs Exp

World Cup fans from several nations facing \$15k bonds to enter U.S. – and players may not be exempt



Senegal supporters are among those impacted by the bond payments Paul Ellis/AFP via Getty Images



By Adam Crafton

March 25, 2026 | Updated 8:30 am EDT

WORLD CUP – WHAT TO EXPECT...



Key Patterns Include



Large metropolitan areas face greater crowd pressure

Densely populated cities with active nightlife districts are more likely to experience congestion, public-order challenges, and heavy activity in transport hubs and city centers



Diaspora presence can increase informal fan gatherings

Cities with strong local connections to participating teams are more likely to see spontaneous celebrations and large unofficial fan gatherings beyond designated zones



Multiple high-interest matches create cumulative strain

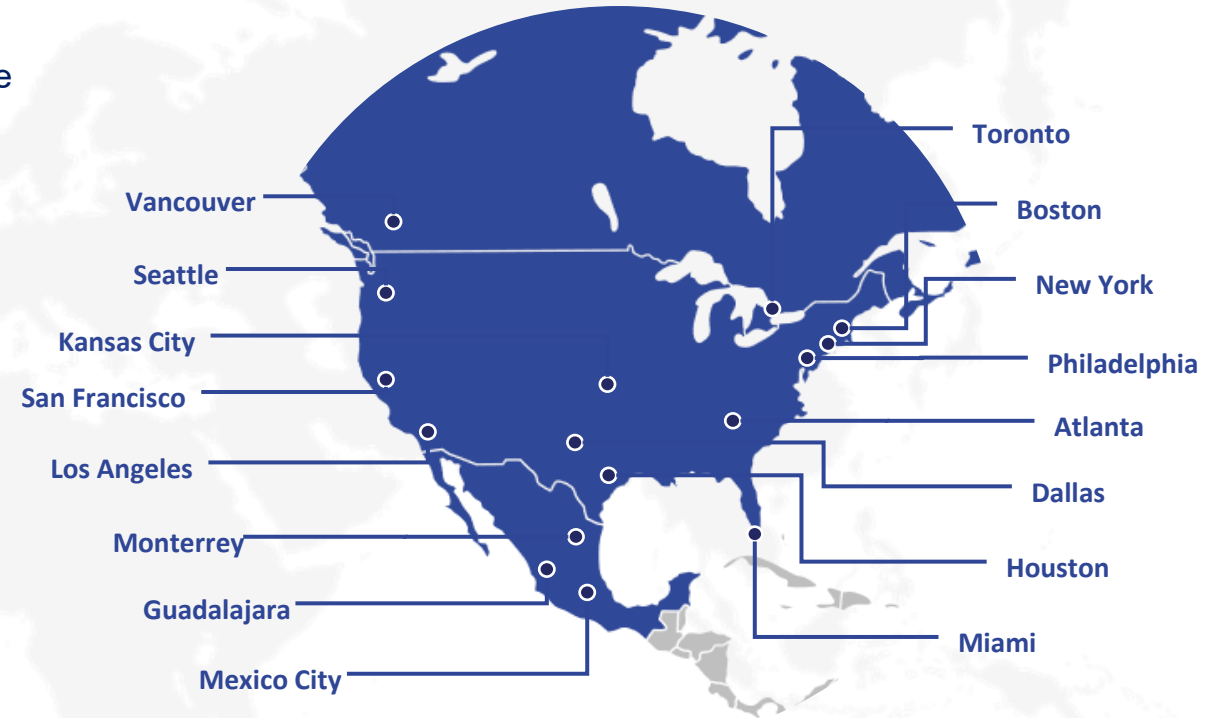
Cities hosting several major fixtures in close succession may face sustained pressure on transport networks, emergency services, and public infrastructure



Environmental factors add operational variability

Heat, severe weather, and climate conditions may influence crowd behavior, medical demand, and travel reliability

3 Countries, 16 Cities, 39 Days,
Unlimited Event Possibilities



Planning implication

For organizations, cities should be viewed in relative risk bands – not ranked individually. This approach supports practical decision-making by helping identify where enhanced awareness, flexibility, and planning may be most important

WORLD CUP HEALTH OUTLOOK



United States

Accessing care:

- Deciding on urgent care vs ER
- Wait time variability
- High demand

Paying for healthcare:

- Based on type of care accessed
- Can be complex
- High costs for care



Canada

Accessing care:

- Strain on system causing impacts
- Must have third party insurance
- Staffing shortage nationally

Paying for healthcare:

- Complex
- Hospital's hesitant to accept third party payments



Mexico

Accessing care:

- Private hospitals preferred
- Service can be refused without payment
- 911/emergency lines not generally recommended

Paying for healthcare:

- Easier system willing to accept third party payments
- Cost can vary widely
- Passport or credit cards may be held

WORLD CUP SECURITY & RISK OUTLOOK

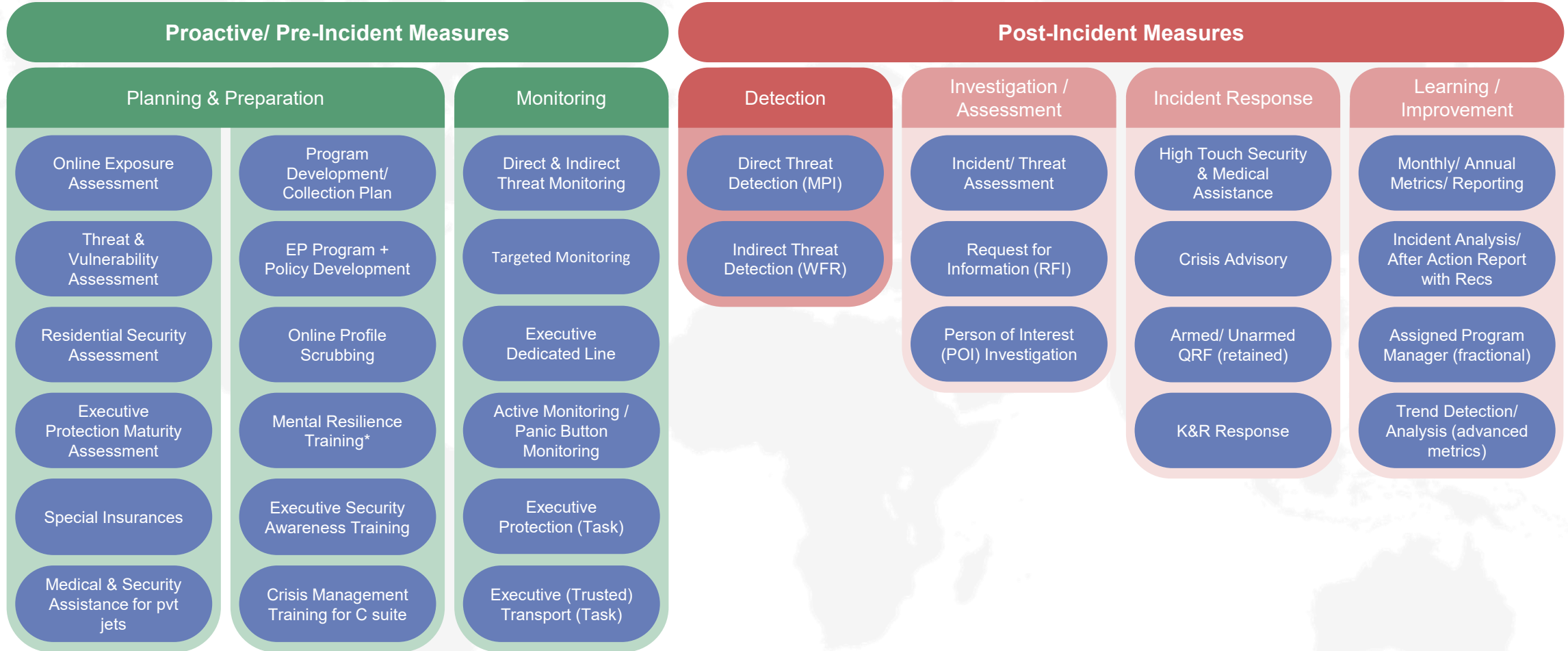


SCAN TO ACCESS



- **Risk will be concentrated, not evenly distributed:** A limited number of host cities and matchdays account for a disproportionate share of operational pressure. Most locations and periods will remain manageable, but specific high-attention windows will require heightened awareness.
- **Fan dynamics will be the primary risk amplifier.** Historic rivalries, large travelling supporter groups, and diaspora concentrations are more significant drivers of disruption than stadium security conditions or match attendance alone.
- **Cumulative pressure matters more than single matches.** Cities hosting multiple high-interest fixtures within short timeframes are likely to experience greater strain on transport systems, public services, and crowd management capacity.
- **Group-stage dynamics drive early risk exposure.** Early tournament enthusiasm, peak fan travel, and overlapping match schedules typically generate the greatest crowd density and behavioural risk before elimination rounds begin.
- **Disruption risks will extend beyond stadiums.** Most operational impacts are likely to occur in transport hubs, city centres, fan zones, and hospitality venues rather than within controlled stadium perimeters.

EXECUTIVE PROTECTION CONTINUUM



SUMMARY



Preparedness, resilience, and wellbeing are now core business priorities.

Strategic Focus Areas

- Build integrated and people-centric duty of care programs
- Strengthen traveler education, communication, and situational awareness
- Enhance crisis management and incident response readiness
- Foster a culture of resilience, wellbeing, and psychological safety
- Leverage partnerships, intelligence, and technology for informed decision-making
- Continuously review and adapt policies to evolving global risks

A light gray, stylized world map is centered in the background of the slide, showing the outlines of continents and major landmasses.

THANK YOU!