



Share brief global update on pandemic, vaccination progress and challenges

Share key considerations and examples on roles that employers can play

- Frame key challenges to vaccine uptake
- Understand employer roles in driving vaccine uptake among employees and communities

Tribute to those who suffer, those who risk their lives, those who help our communities every day

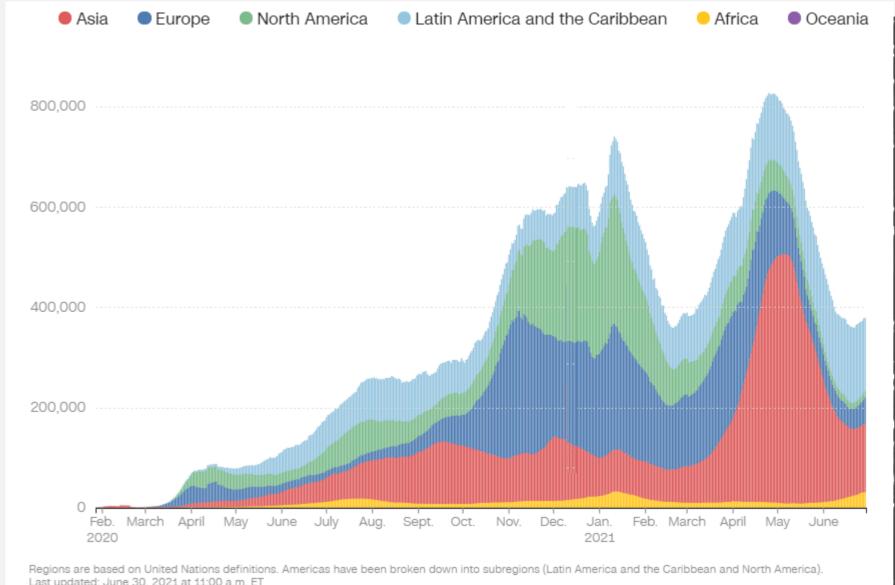








Global update: Positive global trajectory since April peak, but signs of rebound driven by LatAm, Africa and some parts of Europe



Key stats as of June 30th

183M

of confirmed cases

10M+

of active cases

3.95M

of fatalities

3.04B

of vaccinations doses

Last updated: June 30, 2021 at 11:00 a.m. ET Source: Johns Hopkins University Center for Systems Science and Engineering

Very different dynamics per region, and different kinds of challenges

US: Demand challenges to achieve target

NT CTV News

Delta variant is forcing U.S. officials to rethink COVID-19 measures, even for the vaccinated

The more dangerous and more transmissible Delta variant has spread to nearly every state in the U.S., feeding health experts' concern over .. 1 day ago



EU: Focus on re-opening as vaccination accelerates

ABC News

Greece, Germany kick off EU vaccination travel certificates

Greece, Germany and five other European Union nations have introduced a vaccination certificate system for travelers weeks ahead of the July ...

18 hours ago

LatAm: New wave outrunning vaccination campaigns

on NPR

Latin American Countries Struggle To Contain COVID-19

"Glaring gaps" in access to COVID-19 vaccines are partially to blame for increasing infection rates in Peru, Argentina, Brazil and many other. 22 hours ago



China: Fast pace vaccination in sealed country

G Global Times

China passes 1b shots mark; eyes herd immunity by Dec

The high speed has been maintained ever since, moving from 900 million doses on June 14 to reaching 1 billion on June 19, a space of just five ... 1 week ago



India: Race against time to ramp-up vaccination

Reuters

India's vaccine shortage eases as inoculations outpace new

NEW DELHI, June 29 (Reuters) - India has administered more COVID-19 vaccine doses in the last two weeks than the number of people who . Opinion - 1 day ago



SEA: 'Spared' countries caught off-guard by new wave

France 24

Malaysia imposes lockdown as Southeast Asia battles virus



 DW Mala

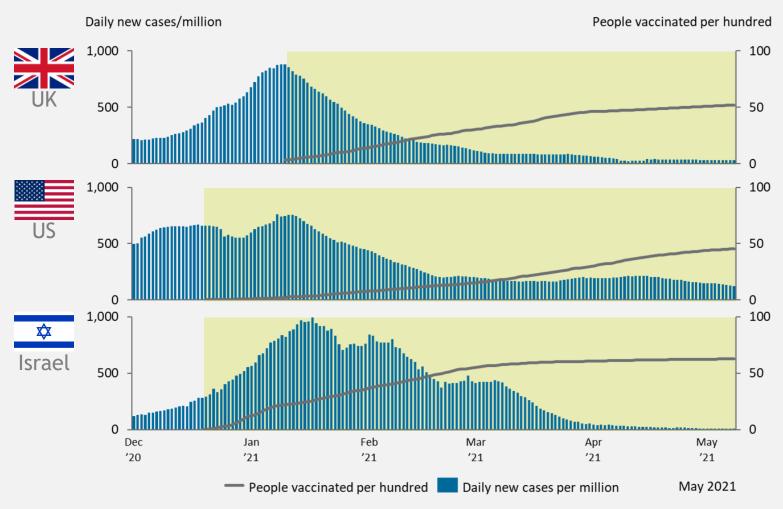
COVID: Thailand's slow vaccine rollout sparks anger | DW ...

COVID: Thailand's slow vaccine rollout sparks anger. The Thai government has been struggling to contain a new, more potent coronavirus . 2 weeks ago



Vaccines work at curbing the pandemic

Daily new cases/million against people vaccinated per hundred

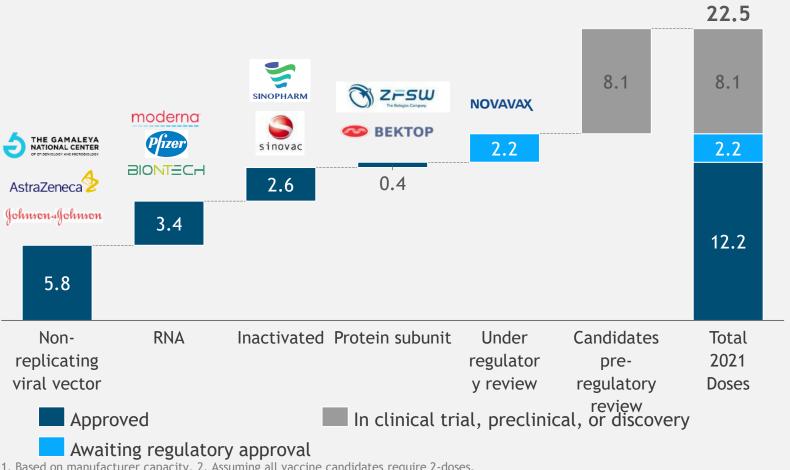


- Real-world data confirms that vaccines work
- Reduction in transmission seen after significant vaccination coverage

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Vaccine supply expected to surpass global population in 2021, but timely and equitable distribution is still a challenge

Vaccine production forecasts in 2021 show the world will have a supply excess¹ (B doses)



Enough supply in 2021 to cover world population with two doses² and vast majority with another one-dose booster

However, ~4 doses per citizen locked in by high-income countries vs low-income countries at 0.9 doses per citizen showing highly inequitable distribution

In SEA, 0.9 B doses locked in by countries which is equivalent to ~1.4 doses per citizen

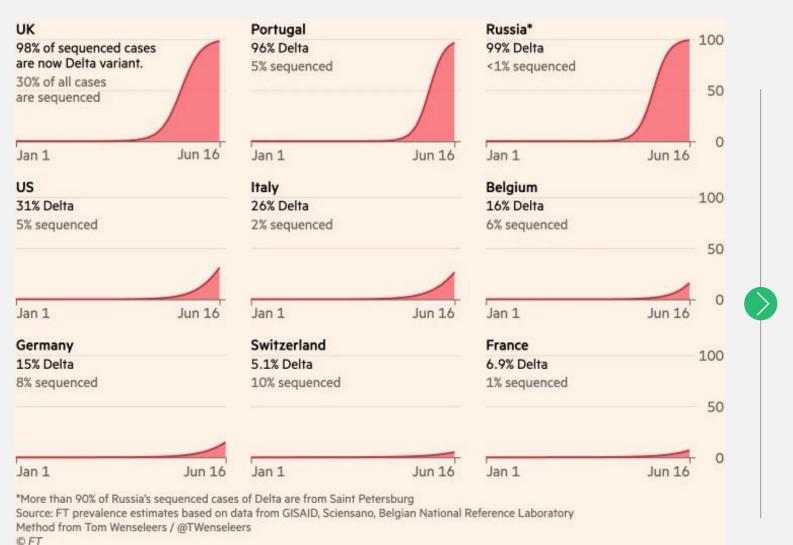
^{1.} Based on manufacturer capacity. 2. Assuming all vaccine candidates require 2-doses.

Source: UNICEF Reported Global COVID-19 Vaccine Production Capacity 4/30/2021, UNICEF COVID-19 Vaccine Supply Agreements 3/16/2021; World Bank 2021 population, Press search

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The Delta variant takes hold in parts of Europe, North America and increasingly in Asia

Modeled estimate of the Delta variant's share in all sequenced cases (%)



UK delayed full re-opening of the country by a few weeks

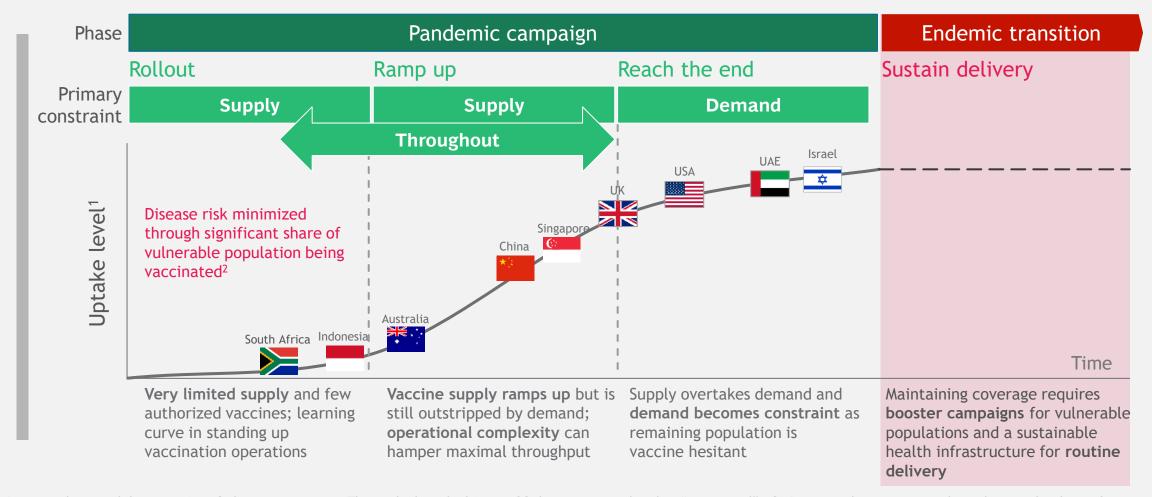
D Variant expecting to become dominant in more countries

More restrictions imposed in countries with high rates of D variant

'Race against time' on Vaccination efforts to mitigate effects

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Key challenges in vaccine uptake vary by markets and phase of adoption



^{1.} Does not distinguish between 1 vs. 2-dose regimen (i.e., Those who have had 1 out of 2 doses are considered as "vaccinated") 2. Disease risk minimization dependent on the share of vulnerable people that get vaccinated

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Employers can play two key roles in supporting vaccination efforts



1. Encouraging uptake

- Educating and encouraging employees towards vaccination
 - Educate and encourage
 - Facilitate access
- Facilitate access by making it easier for employees to get vaccinated
- Develop incentives that are relevant to employees to increase demand
 - Incentives for getting vaccinated



2. Supporting the beneficiary journey

- Minimize barriers to adoption for those willing to get vaccinated by taking active roles across the beneficiary journey
 - Awareness and willingness
 - Registration and scheduling
 - Accessibility and on-site vaccination



Needs to be informed by community needs and specific to population / employee segments

Example interventions

List of potential employer actions to encourage uptake among employees

Most companies considering these actions

Few companies have made decisions on these actions, many open questions



Educate & encourage

Educate employees on vaccines and/or encourage uptake

- Circulate health department and companyspecific guidance
- Host events to address vaccine concerns
- Broadcast CEOs receiving the vaccine



Facilitate access

Make it easier for employees to get vaccinated

- Schedule employees to have time to be vaccinated
- Pre-register employees for vaccination offsite
- Offer free rides to and from vaccine providers
- Partner with clinics to offer employee vaccinations
- Provide onsite vaccination



Incentivize

Reward individuals for inoculating

- Provide paid time off
- · Offer financial incentives, raffles, or food/beverage
- Make a charitable contribution for each vaccinated employee
- Provide discounts to vaccinated suppliers



'Penalize'

Introduced restrictions for those unwilling to vaccinate

- Restrict in-person access to the office, other facilities
- Exclude from certain events or activities
- Stop payment if not vaccinated and required to quarantine



Mandate

Require vaccination for a group of individuals

- Require all or a subset of employees to be vaccinated
- Require proof of vaccination for onsite vendors and/or customers

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Private sector preparation: Holistic internal plan can help accelerate and maximize vaccination of employees

Vx distribution & access Post-Storing & Awareness & Safety **Employee** On-site Sourcing Registration Scheduling **Accessibility** vaccination distribution Willingness promotion dataset vaccination treatment Build goodwill as needed Provide prevention and 8 Develop vaccination Enable Create Facilitate transportation to-from vaccination sites care support employees playbook long-term Coordinate vaccine database perspective purchase 9 Help schedule Drive external Drive vaccination effort in protocol appointment communication Track municipalities status Drive internal 10 Design ideal workforce Prepare playbook/ communication and schedule requirements for on-site enable hot-line vaccination Offer benefits

Initiatives can be prioritized according to their impact and ease of

Initiative list

implementation

Sourcing

Storing & distribution

Awareness & Willingness

Safety promotion

Employee dataset

Registration

Scheduling

Accessibility

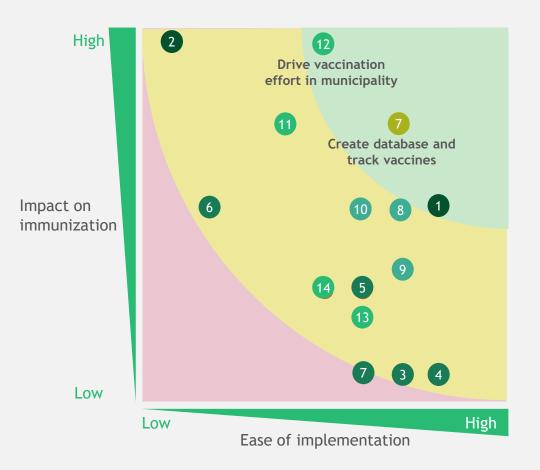
On-site vaccination

Post-vaccination treatment

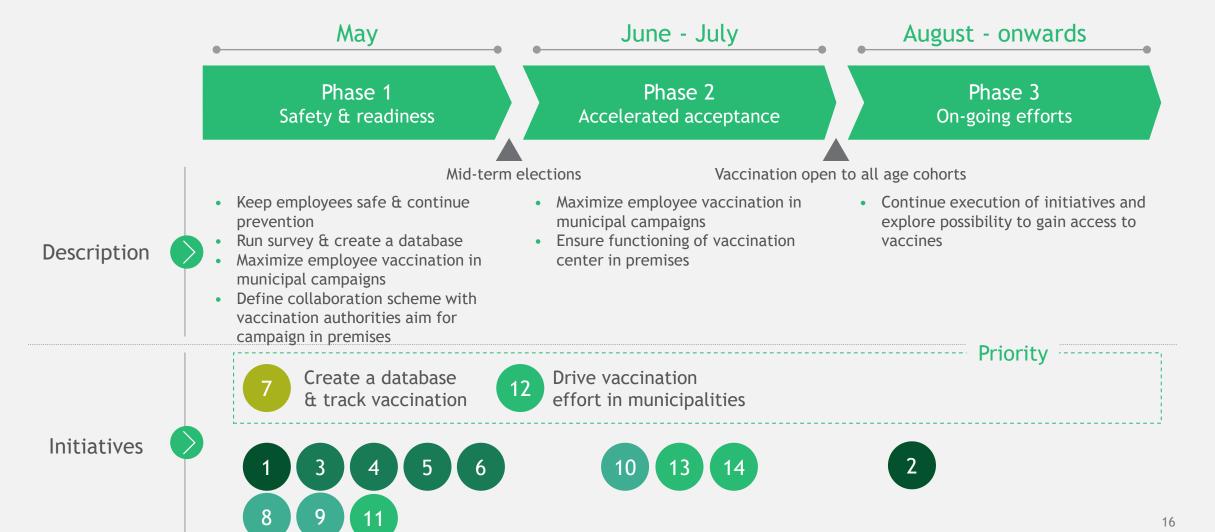
Initiative

- Build goodwill
- Coordinate vaccine purchase
- Provide prevention and care support
- Drive external communication
- Drive internal communication & hot-line
- Offer benefits
- Create database and track vaccine status
- Develop vaccination playbook
- Help schedule appointment
- Design ideal workforce schedule
- Facilitate transportation
- Drive vaccination effort in municipalities
- Prepare playbook for on-site vaccination
- Enable long-term perspective protocol

Initiative map based on status quo scenario

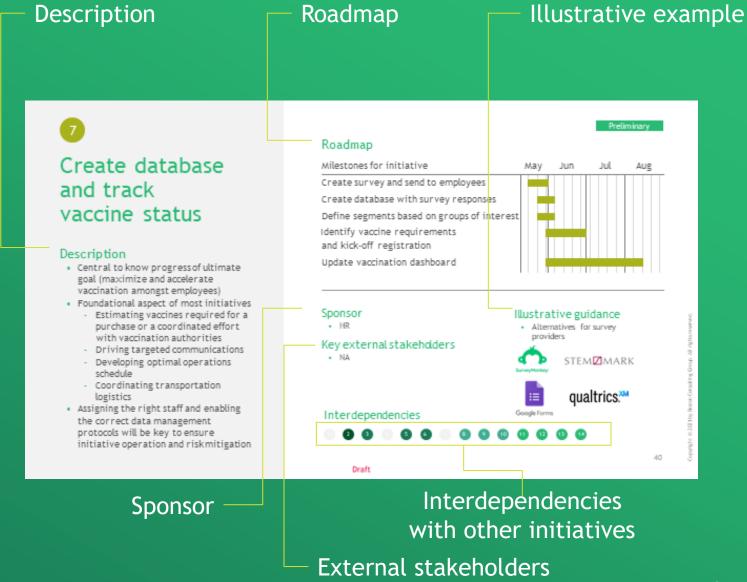


Phased roadmap to be developed in context - Supply outlook, national/regional initiatives, prioritization Mexico example



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Each initiative to be detailed with key information to support execution



National support: Companies can take action to support broader vaccine rollout Optimal action depends on local context; companies may contribute to multiple parts of customer journey



Vx distribution & access

Awareness

Willingness

Registration

Scheduling

Accessibility

On-site vaccination

- Use earned and paid media to push out targeted information
- Create materials on local vaccination sites, eligibility
- Encourage vaccination through PSAs
- Provide incentives for vaccination (e.g. store gift cards)

- Develop customer-friendly registration and scheduling processes
- Provide streamlined back-end data collection and analysis on registrants
- Track inventory and analyze data to improve forecasting and scheduling

- Provide rides to vaccine sites
- Set-up vaccine sites in highest need areas with longer hours that allow walk-ins
 - Create or modify IT tools to assist in site operation
- Optimize site floorplans and flow
- Give out food and goods at sites
- Staff sites with volunteers

Across Vx distribution and access:

- Analyze real-time data and track vaccine dose progress
- Provide coordination and project management support
- Help set goals, determine key metrics and measure progress

Time for Q&A and discussion



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