

A nighttime photograph of a city street. On the left is a historic brick building with arched windows. In the center is a modern building with a glass facade that has a geometric, diamond-shaped pattern. To the right is another brick building. A street lamp is visible on the right, and light trails from cars are on the road. A white heart with the Vhi logo is overlaid on the image.

## Evolving our culture to deliver on our purpose and strategy

Amy Burke, Director, Group  
Human Resources

# Vhi Company Profile

Vhi MultiTrip  
 Vhi Dental  
 Vhi HomeCare  
 Vhi NurseLine 24/7  
 Vhi SwiftCare Clinics  
 Vhi Medical Centres (accredited)  
 Vhi Screening  
 Workplaces  
 Multinationals  
 Innovators  
 Leaders  
 11 million customers  
 Better cover  
 Cancer - Cardiac  
 Experts  
 Vhi International  
 Maternity  
 Big medical data  
 Emotional Wellbeing  
 Vhi Women's Mini Marathon  
 Award Winning Contact Centre



**51%**  
 PMI Open Market  
 Share



**1,154k**  
 PMI Membership  
 (excl. Plan P)



**€1.6bn**  
 Earned Premium  
 Income



**€65M**  
 Group Profit  
 (After Tax)



**€1.3bn**  
 Total Claims paid



**€871m**  
 Shareholders  
 Equity

## Vhi Branded Healthcare Services



Vhi 360 Clinics



Care@Home



Medical  
 Screening



EAP



Midwife at  
 Home



24/7 Nurseline



Clinical Call  
 Centre /  
 Online GP

## Allied Insurance Products



**Vhi** MultiTrip



**Vhi** Dental



**Vhi** International



**Vhi** Life

1957

Voluntary Health Insurance  
 Board Established

2004

Launched Travel & Dental  
 Insurance

2009

RES Activated

2015

Authorised Insurer

2018

Launched Mortgage  
 Protection

2020

Vhi 360 Clinic  
 Limerick

1996

Market Liberalisation

2005

Vhi SwiftCare

2010

Vhi Screening &  
 Vhi Hospital@Home

2016

Vhi Life Insurance

2018

Vhi Health & Wellbeing

2022

Vhi 360 Clinic  
 Carrickmines

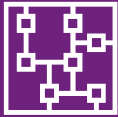
# Our People Strategy 2020 – 2025

## Built across 5 pillars



### Foster a culture where our history & legacy meet our future ambition

Vhi has a rich history and legacy. It is important that as we move forward, we do not lose the many things that make our organisation exceptional. We will look to purposefully evolve our culture to protect this legacy, while meeting the needs of our future ambition, transforming the way healthcare is delivered, as we evolve from an insurance company to an insurer and health provider. We will create an inclusive culture, where diversity is championed, and colleagues are able to fully be themselves at work.



### Transform how we are organised to deliver

As the work continues in defining how we will operate at the business level and as a group, we now need to ensure that the way in which we are organised is appropriate. We will design and implement a structure that fosters collaborative working, quick decision-making at every level and where everyone understands their role and responsibility and how this contributes to our collective success.



### Build transformational leadership & empowered management

We will continue to develop and champion our colleagues to become the leaders we need now and in the future. We will promote leadership behaviours at every level, working together towards our shared purpose and inspiring bravery and excellence. We will empower our people managers to effectively manage their teams.



### Grow our colleagues & enhance our organisational capability

The capabilities that have enabled us to succeed in the past, will not be enough to deliver our strategy. We will ensure our colleagues are supported to develop the skills and capabilities they need to be successful in their roles and to achieve their full potential. We will encourage a growth mind-set in all our colleagues to embrace continuous lifelong learning through formal and informal development and education.



### Deliver an efficient, professional HR Service

We will review and redesign the HR Operating Model to restructure how HR services are provided across the Group aligning to our People Strategy priorities. This will build a proactive and competent, professional HR function, designed to create value and high impact across the organisation. This will consist of delivering excellence in all HR interactions, with HR strategically positioned to support and drive business imperatives.

# Our culture is critical to our success and is a key pillar in our people strategy and our transformation programme



Foster a culture where our history & legacy meet our future ambition

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Evolving our culture is critical when it comes to delivering our strategy and supporting our business aspirations.

And it's more critical during times of large-scale change.

Yes, we have a culture today. But managed more deliberately, we know it can significantly improve organisational performance.

## Identify the Journey

### Our culture today..

We often hear our current culture described as :

- Supportive
- Familial
- Caring
- Conservative

### Big 3 Programme's

### Small 3 Programme's

### Purpose & Values

### Communications & Engagement

### Programme Management

### Ongoing Measurement

3+ Years

### Our to be Culture..

- Improved customer experience
- Increased productivity
- Stronger employer brand
- Better recruitment / retention of talent
- Healthier, happier colleagues
- Better decision-making
- Improved business performance

# We're on a culture journey

*Helping people live longer, stronger healthier lives*



*HR is the custodian of culture, but it needs to be owned by leaders across Vhi.*

## Next Steps:

To deliver on our purpose to help our customers and patients live longer, stronger, healthier lives and to support the delivery of our reaffirmed strategy we need to consider if our culture will get us there. An evolved culture can create more differentiation and increase customer attractiveness and retention. We want customers to join and stay with us because they LOVE Vhi but “Customers will never love a company until the employees love it first” – Simon Sinek.

To evolve our culture established 3 priority areas:

Vision – What will the future be like when we transform?

Core Values – What behaviours do we all need to display whilst we journey towards the future?

Empowerment – How do we best create a sense of ownership and the belief that each person makes a significant difference?



# Our Story

## Chapter One "I'm glad I'm with Vhi"

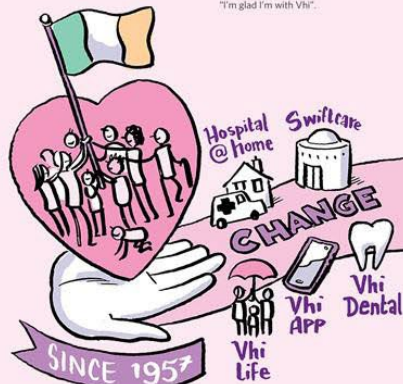
For over 60 years we've been there for our customers and patients, at home and abroad. We've saved and improved hundreds of thousands of lives and we've been there to offer a helping hand in the toughest of times.

That's a lot of responsibility to carry but we're proud to do so, because we know we make a difference in people's lives every day.

We've never been a follower. We've always blazed a trail and led the way for other providers with new products, services and ways of doing things. It's what will make us stronger into the future.

As market-leader, we are synonymous with private health insurance in Ireland, and we've always gone the extra mile so that our customers and patients can say:

"I'm glad I'm with Vhi".



## Chapter Two But, there's much more to do

We're in a really privileged position. We're going to build a new, more holistic healthcare system for Ireland that will get people better and back to their lives, their loved ones, their homes. In doing so we'll set the bar for 'what great looks like'.

Our customers and patients want us and trust us to do more in their lives and now we've got an exciting opportunity to make a bigger difference. But to do that we need to be more ambitious, action-oriented and better at trying new things.

By making things easier, companies like Netflix and Revolut have really raised customer expectations - we need to rise to that and be brilliant at the basics across Vhi.

We need to get rid of process, procedure, complexity and bureaucracy that gets in our way and stops us getting stuff done. And in doing so, we'll get the best from each other so, together, we can achieve more for our customers and patients.



## Chapter Three We'll focus on the things that we know will make a difference

We'll become a seamless insurer and healthcare provider, making things easier for customers and patients. And that will put clear blue sea between us and our competitors - those that are out there today and any new ones in the future.

We'll continue to build and strengthen our insurance business, while at the same time fundamentally transforming how healthcare is delivered in Ireland. That's what's going to set us apart.

To do that we need to constantly improve customer and patient experience, reduce our cost to serve, narrow the pricing gap, structure Vhi in a way that makes us more nimble and much easier for customers and patients to do business with.

This is a game-changer for us, our customers and patients and for healthcare in Ireland. It will mean a lot of change in how and what we do across Vhi, but it will be an exciting journey.



## Chapter Four Together, we'll make that difference

As a business, we depend on and benefit from each other's skills and expertise - that's what makes us strong.

But to be successful on this journey, we have to build on our strengths, working together much more effectively, each of us doing our bit, aligned with our vision, values and strategy.

We'll need to get better at delegating and empowering, taking ownership and driving action. Leaders across Vhi are vital to our success but everyone has a voice and an important role in our success.

It'll mean getting much better at agreeing what we'll do and then getting on with it. And when we see poor behaviour, we'll need to be courageous and call it out.



## Chapter Five We'll truly be helping our customers and patients live longer, stronger and healthier lives

We want to be more than just an annual bill. We want to become a trusted partner to our customers and patients, preventing them from getting sick or injured, but still being there if they do.

They'll say that we're making a positive difference to their lives with easier access to more innovative products and healthcare services they can't get anywhere else.

Together, we'll raise expectations of what great service and care look like and we'll meet and exceed them at every opportunity.

In doing all this, we'll build a Vhi that we can be truly proud of - a Vhi that really is helping our customers and patients live longer, stronger and healthier lives.



Helping our customers and patients live longer, stronger and healthier lives

**QUESTIONS??**