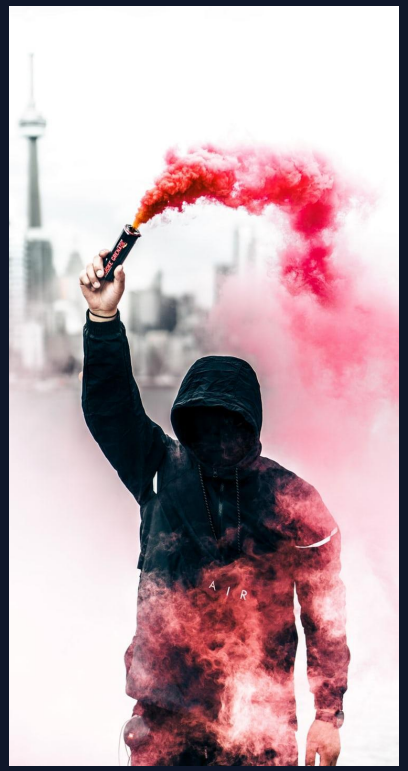
WRMC 2026

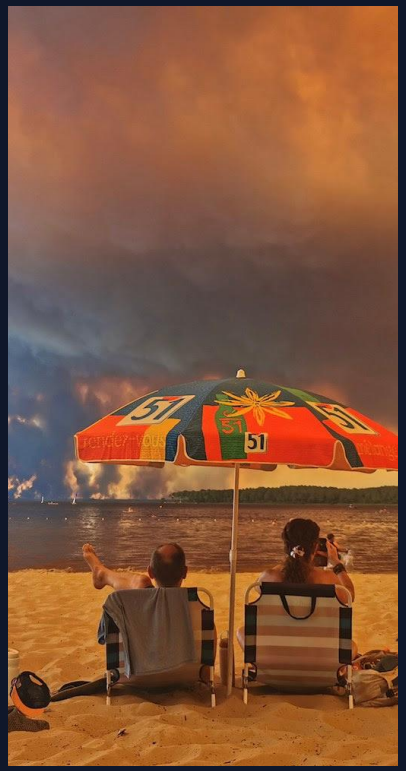
Veni, Vidi, VUCA, Pura Vida:

Navigating Health & Safety for International Programs









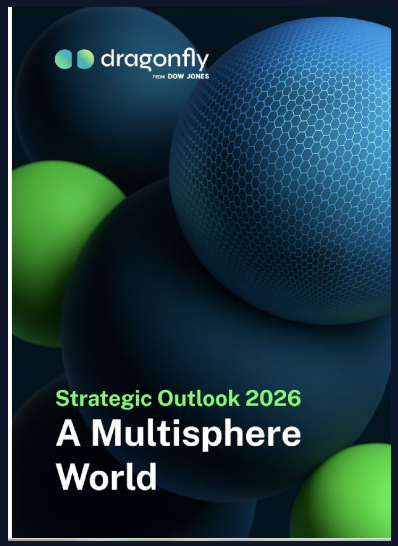
Presenters

Tim Barker
Hurricane Island Outward Bound

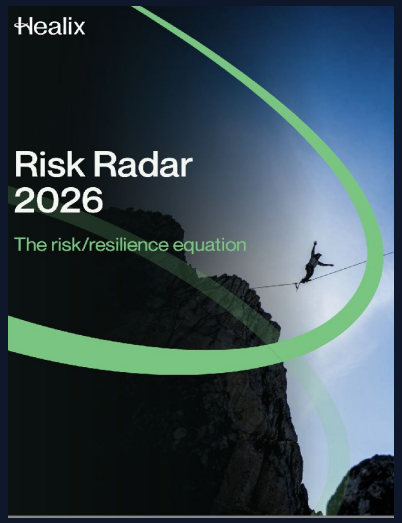
Bill Frederick
Lodestone Safety International

RISK OUTLOOK 2026

Global Risk Reports | 2026 Outlooks & Intelligence Maps















HURRICANE ISLAND
OUTWARD BOUND SCHOOL

FRAMEWORK OVERVIEW

VUCA World | Navigating Volatility, Uncertainty, Complexity & Ambiguity

Volatility

= Rapid Change

We live in a world that's constantly changing, becoming more unstable each day, where changes big and small are unpredictable and happening faster.

Uncertainty

= Limited Predictability

It's becoming more difficult to anticipate events or predict how they'll unfold; historical forecasts and past experiences are losing their relevance.

Complexity

= Multiple Interacting Factors

Problems and their repercussions are multi-layered and harder to understand. Intermingling factors make overview and clear decisions difficult.

Ambiguity

= No Obvious Answer

Things are rarely clear or determinable. Demands are paradoxical, requiring courage, awareness, and willingness to make mistakes.

FRAMEWORK OVERVIEW

Hazard Landscape | Navigating Volatility, Uncertainty, Complexity & Ambiguity

Hazards

MACRO HAZARDS

- Climate change related natural disasters
- Political upheaval – war, strikes, riots, protests, terrorism, etc.
- Crime and undermining of rule of law

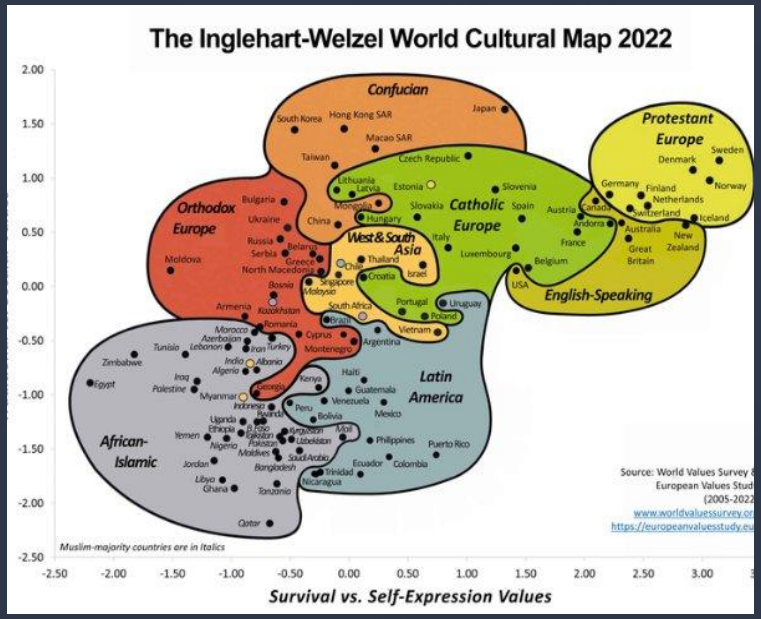
SUBJECTIVE HAZARDS

- Mental Health
- Behavior

Country Profile

- HIC vs LMIC
- Geography
- Infrastructure
- Regulations
- Regulation Enforcement
- Political Stability
- Underdeveloped insurance and torte law

Country Culture



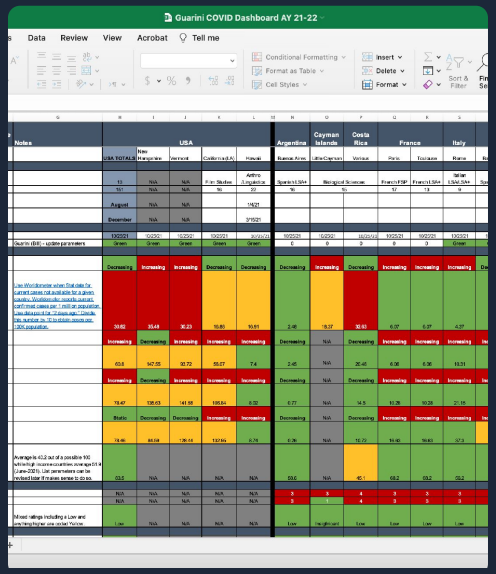
HURRICANE ISLAND OUTWARD BOUND SCHOOL

LODESTONE SAFETY INTERNATIONAL

RISK OUTLOOK 2026

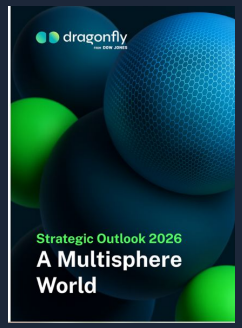
Strategy | Benchmarking, Industry Reports & Risk Models

DATA
Tracking Matrix



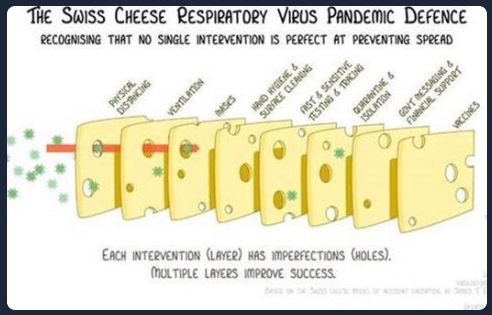
INDUSTRY REPORTS
Global Outlooks







SAFETY FRAMEWORKS
Defense & Risk Models



HURRICANE ISLAND
OUTWARD BOUND SCHOOL

The Safety Matrix

Less Aggressive

More Aggressive



<u>Strategic Interventions</u>
Admin
Program Selection
Screening
Preparation
Providers & Vendors
Transportation\
Accommodations
Medical/Mental Health
Knowledge Management
Policies & Protocols
Staffing
Emergency Response
Risk Transference
Vetting
Networks of Expertise



Who/What/Where/When/Why/How/How Long

PROGRAM EXPOSURE

LODESTONE
SAFETY INTERNATIONAL

INTERACTIVE SESSION

Warm Up | Group Discussion Exercise

STEP 01

Form Groups

Break into groups of 4/5 with those sitting near/next to you.

STEP 02

VUCA Impacts

Share a recent event of our VUCA world that has impacted your organization, domestically or internationally?

STEP 03

Group Synthesis

Quick share

STRATEGIC OVERVIEW

Overview | The HIOBS / OBCR Strategic Partnership

01 / OPERATIONAL TAKEOVER

2025 Partnership

In 2025, HIOBS entered a partnership with OBCR and effectively took over operations after 20+ years of working together in a limited capacity.

02 / INHERITED ASSETS

Legacy Scope

HIOBS inherited legacy staff, program areas, and historical complexities.

03 / RISK PROFILE

Expanded Risk

HIOBS expanded its risk exposure through the partnership.

CASE STUDY ACTIVITY

Case Study Overview | Handout & Group Exercise

EVENT A

Panama SCUBA Incident 2025

EVENT B

Cable Car Replacement 2026

ACTIVITY INSTRUCTIONS

Group Discussion

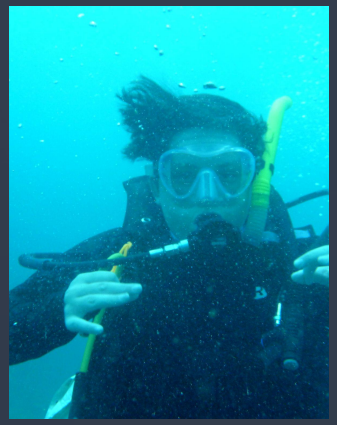
In your groups formed by the earlier warm up, please review the case study and follow the prompts.

ACTIVITY DEBRIEF

Activity Debrief | Discussion & Action Steps

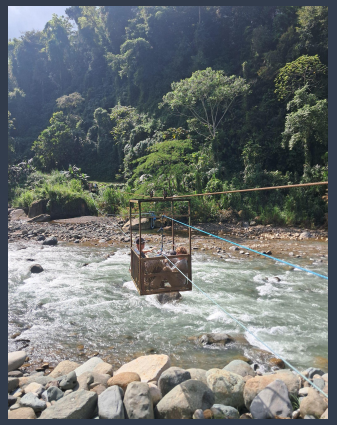
EVENT A

Panama SCUBA Incident 2025



EVENT B

Cable Car Replacement 2026



ACTIVITY INSTRUCTIONS

Share Out

How did VUCA influence your case study? What pressures or contributing factors led to negative outcomes?

CASE STUDY OUTCOMES

Case Study Outcomes

EVENT A

Panama SCUBA Incident 2025

Investigation & Action Plan

- Develop course area redundancy
- New contractor relationship with built in feedback loops
- Updated LOPs for technical activities
- Stop action, real time near miss reporting

EVENT B

Cable Car Replacement 2026

Current Status & Field Context

- Key cable car is replaced
- Replacement has created community conflict in the valley
- Another cable car is being modified by community members

SUMMARY & CONTACT

Thank you! | Key Takeaways & Presenter Contact

PRESENTERS

Tim Barker
Hurricane Island Outward Bound
tbarker@hiobs.org

Bill Frederick
Lodestone Safety International
bill@lodestonesafety.com

01 **Exposure Identification**
Use the Safety Matrix to identify your programs exposure by location and activity

02 **Work with your leadership team to:**

- Understand context and develop resources
- Challenge assumptions
- Plan for uncertainty and disruption
- Build adaptability and redundancy
- Strengthen local partnerships

03 **Incident Investigation Template**
Use the incident investigation provided as a template for developing actions steps for near misses or incidents driven by VUCA events

HURRICANE ISLAND OUTWARD BOUND SCHOOL

LODESTONE SAFETY INTERNATIONAL