World Learning
EDUCATION | DEVELOPMENT | EXCHANGE

Date: April 19, 2024

Subject: World Learning (WL) responses to questions received on the following Request for Proposal issued on March 29, 2024:

RFP #: DC-BR-02
RFP-Insurance Brokerage Firm.pdf (worldlearning.org)
Commercial Brokerage Firm
In support of
World Learning
1015 15th Street NW, Ninth Floor
Washington, DC 2005

Summary

World Learning Inc. (WL) has responded to all questions received by the stated deadline in the RFP. Questions received, and WL responses, are listed by category and in no particular order.

Questions and WL Responses

Questions regarding selection committee composition.

- Who will participate on the selection committee?
- Will the selection committee make themselves available for feedback to bidders at the conclusion of the process?

WL Response:

Selection committee Members include the following positions:
CFAO and SVP of Finance; Director of Security and Global Program Operations; Senior Vice President, Legal Affairs General Counsel; Executive Director: Corporate Finance; Treasury Manager

We are not able to provide specific feedback on proposals beyond notification to offerors informing whether or not their proposal is selected.

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Questions regarding organization

- What changes in strategy is the organization considering over the next 3 years?
- What sets you apart from other organizations in your industry?
- Who do you consider to be your three closest peers?
- Staff abroad – 600 employees in 40 countries – Is WL providing full benefits/WC coverage for these individuals or does it differ by country/staff, etc.?
- Please provide an organization chart.
- Where do you see WL in 5 years/10years and how would you like your broker to advance with you?
- Can you provide us with the following information regarding World Learning?
- Breakdown of employees by location.
- Projected revenue for the 2024-2025 policy year.
- What assets does WL have outside of the US?
- Your website shows offices in only Algeria and Lebanon. Can you please let us know what other countries and number of employees in each that you have offices?
- What is the internal structure for managing exposures across the Globe? Is it all handled out of the corporate office in the US?
- Provide an overview of the decision making process for sourcing a local policy - who decides, are policies subject to review by head office to check quality and potential overlap with global?
- Contractually what are WL responsible for in their operations around the world?
- Is there any duty of care incurred for staff, volunteers, and students?

WL Response:

WL is in the process of conducting a review to determine what strategic direction we will take over the next several years.

WL's coverage for staff based outside of the US varies by country. Obtaining and placing country-specific policies is outside the scope of this RFP.

WL's position as an international NGO **and** higher education institution differentiates us from other organizations. We also have a refugee resettlement portfolio which is a differentiator, and which has been the model for other institutions.

WL prides itself on maintaining strong, embedded risk management procedures to support all of these program activities.

WL maintains a registered entity in 46 countries.

In each of these we have a network of local counsel that we go to for advice on policies as needed. WL has engaged in a variety of contracts with entities and vendors abroad. These are vetted through general counsel, operations, local counsel, or some combination of these.

Outside of human resources, office equipment and a couple of vehicles, WL does not have any assets outside of the U.S. WL does not own any real estate outside the U.S.

WL maintains a Risk Management Committee based out of the US HQ. This committee is responsible for managing exposures globally and reports to the Audit and Risk Committee of the board of directors.

As mentioned in the RFP, duty of care of our participants and staff is a top priority. As part of its commitment to ensuring the safety, security and wellbeing of all personnel and participants, WL has in place robust security protocols that enable the organization to respond quickly and effectively to any changes on the ground. In addition, our partnership with International SOS (ISOS) helps support the proactive identification of risks and allows us to build mitigation measures into programming that reduce those risks.

WL's financial statements for the last 3 years can be found here.

WL's organization chart is attached.

Questions regarding RFP

- When is the last time the organization conducted an RFP for these services?
- Why are you going out to RFP?
- It says on the cover page that responses are due Friday, April 30. We want to clarify that the response is due Tuesday, April 30.

WL Response:

WL's Purchasing Policy requires that provider relationships are evaluated every 5 years to ensure continuous cost competitiveness of services received.

Responses are due on **Tuesday**, April 30. ("Friday" was an error.)

Questions regarding what services and qualities WL is seeking in broker

- What is the reason for this solicitation?
- When you last made a change what caused it?
- Are there any service issues with your existing broker?
- If you had to choose one quality in a broker, what would that be?
- When you look at your other vendor/partner relationships, what separates the really good ones?
- What are you looking to improve in your program?

- What would you categorize as the biggest insurance challenge facing World Learning for 2024?
- How long have you worked with the current broker?
- What is World Learning most satisfied with their current program and what are they unsatisfied with?
- What are the goals for claims and risk control service?
- What risk management services in particular are you in interested in?
- What would persuade WL to move away from the incumbent broker?
- Are there particular broker services that you have found extremely valuable?
- How many hours of risk consulting does the current broker provide (estimated)? How many do you desire from your broker partner?
- How often do you have claim review meetings?
- Does your institution have a requirement to do business with a public, global broker?
- What are the top 2 or 3 challenges that you are currently experiencing in your insurance portfolio?

WL Response:

The biggest challenge we are experiencing is the changing insurance landscape and rising premiums and deductibles.

It has been more than 5 years since an evaluation of broker services was completed.

In terms of current qualities WL is looking for in the broker we select, it's important that we have access to risk management consulting beyond what is provided directly by the underwriter. At times our evolving profile hasn't received adequate attention during renewal processes. While there has been sufficient focus on providing options to maintain existing policy coverage, there's room for improvement in actively assisting us with ongoing risk mitigation efforts.

We are looking for a broker whose values align with ours as an institution, and with whom we can partner closely, who can facilitate conversations with carriers, help us optimize coverage for existing risks, help facilitate conversations with carriers, and provide greater access to real-time management services, tools and trainings. Responsiveness and proactive recommendations on risks and cost controls will be important attributes in our consideration of broker selection. Overall we are looking for optimized coverage for current risks and greater access to real-time risk management services.

Questions regarding Insurance coverages

- Can you share a current schedule of policies and insurance carriers globally? (And current premiums by policy)
- Can you provide an exposure schedule? To include Insured values for property and other

international exposures/locations/countries

- Does the current domestic broker place "in country" admitted policies for World Learning team? Or utilize separate brokerage teams in country for these placements?
- Do you have a sample of insurance requirements and indemnification language you utilize when contracting with vendors and/or global partners including other non-profit organizations?
- Can you provide us with the following?
  - Electronic copies of all the policies included in your insurance portfolio.
  - Loss history for the last 5 years for all lines of coverage.
  - Copy of your latest NCCI Experience Mod worksheet.
  - Copies of any completed applications for your last renewal.
- Do you have contracts in place, and if so, can they be provided for review?
- Have you met your current insurance underwriters?
- Does WL have a US Master Policy coordinating with a Freedom of Service Policy and other required local placements?
- How does HQ confirm if local staff secure appropriate local auto cover/limits/etc.?
- Do you have a centralized global master insurance program where local underlying policies feed into the umbrella/excess placement out of the US?
- How would you rate overall claims and risk control experience with your carriers? Can you provide the process of an auto claim for example in Lebanon and how it gets filed/handled?
- Please confirm that schedules of insurance and currently valued 5-year loss runs will be provided.
- What would you categorize as the biggest insurance challenge facing World Learning for 2024?
- Please provide the number of certificates needed annually.
- Can you provide a copy of your most up to date Statement of Values?
- When was the last time valuations were reviewed?
- Are any of your buildings historical and would therefore need to be replaced with the same materials?
- What would you do if your buildings burned down?
  - Would you move on from them or rebuild?
- Please provide information on any foreign locations (o5ice or facilities where you have premises and property.
- When was the last time you received benchmarking data?
- Can you provide a general sense of the program's historical loss experience, by line?
- Can you provide a summary of insurance, including expiration dates, or aggregate premiums purchased in the commercial market so we can have some gauge of the scope of work, number of policies, etc.?
- How many local policies are placed abroad?
- How is the program structured between global and local policies - i.e. what policies cover their global risks and what are in place locally?
- Approximately how many certificates of insurance are issued on an annual basis?

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WL Response:

WL utilizes separate brokers for placements outside the U.S.

WL meets with its insurance underwriters periodically and values close collaboration and partnership with them.

WL does not have a master policy coordinating with a Freedom of Service Policy. We do not have a centralized master insurance program where local policies feed into umbrella/excess placement out of the US. This is addressed on a country-by-country basis. We do not centrally control or manage claims for local coverage. WL HQ addresses local staff needs around auto coverage on a case-by-case basis.

WL contractors are required to carry their own insurance and indemnify WL (as stipulated in their contracts).

The insurable value of our real estate in the U.S. is approximately $20 million. None of our buildings have historical designation. The last time our valuations were formally reviewed by a third party was early 2024.

Approximately 50 certificates of insurance are issued on an annual basis. This number has been rising every year, with our having produced 50 last FY and 53 so far this FY with one fiscal quarter to go. FY21

and 22 were far less due to Covid impact to programming, and we did not track as closely pre-Covid as we do now.

WL will not be sharing copies of policies or schedules at this stage. Key information needed to respond to the solicitation is already included in the RFP document.

Questions regarding general safety and risk systems in place

- Which safety training platform online do you currently utilize?
- Crisis Management Plan – are mock events monitored or collaborated with third-party experts for additional insight or opinion?
- What mechanism/technology does WL use to map their associates abroad? And, in the event of an emergency, have full confidence how many students/staff are in a particular country/region?
- Should we move forward with the RFP, is it possible to get a copy of your crisis management plan?
- How much has your current broker provided for pre & post incident information?
- Would you see value in tabletop exercises?

WL Response:

Our crisis management structure is designed to manage incidents at the source as much as possible. Each office and program, both in the U.S. and globally, has its own security and emergency response plans, including evacuation, lockdown, accountability, and reunification procedures.

WL maintains a robust Crisis Management Plan at the headquarters level. It has been designed to help WL identify, communicate and manage crisis events large enough to impact WL's operations and reputation. The plan details the process by which decisions are made at WL in response to institutional crisis situations and to clarify the key roles and responsibilities in any response.

Additionally, all of our offices and programs have plans in place that are required to be updated annually with regular training provided by leadership at the local level at the time of any update or when new staff join.

WL's global risk consultancy partner has reviewed our Crisis Management Plan and delivered a risk management/table top exercise to WL's senior leadership team in the past year.

WL also maintains a partnership with ISOS to support staff travel. ISOS provides global medical, security & emotional support assistance. Trips booked through World Learning's authorized travel agencies are automatically captured in a travel tracker that is monitored by the home office. If there is

a significant incident or emergency in any part of the world, the tracker enables management to drill down and see if we have staff in impacted areas.

A copy of WL's Crisis Management Plan will be provided to any offeror(s) World Learning decides to move forward with in the evaluation stage.

World Learning uses United Educator's training portal to provide key personnel with relevant training courses.

Questions regarding cybersecurity

- Have you conducted a detailed self-assessment of your cybersecurity controls?
- Have you quantified the potential financial impact of your cyber risk through loss modeling analytics?
- Have you identified and vetted cyber incident response vendors?

- What is WL's position on Artificial Intelligence?
- Did you feel support from your broker and your cyber insurer during the recent ransomware incident, or did you feel as if you had to navigate the incident on your own? If not, what type of support would you like to see?
- Can you provide a general understanding of how the current broker supports your cyber efforts? For example: Benchmarking, Vulnerability and Penetration Scans, Claim and Risk Management Services
- Do you have in-house IT in addition to third party vendors?
  - Can you provide a copy of the contract that's place?
  - Can you provide a copy of your latest completed application?
- Have you ever done penetration testing to identify vulnerabilities in your system?

WL Response:

WL maintains in-house IT management capacity responsible for monitoring cybersecurity vulnerabilities. We also maintain CloudStrike Falcon Complete subscrption, including outsourced cybersecurity assistance as needed. At the same time, we are in the process of engaging a vendor to undertake next level penetration testing. We have identified cyber incident response vendors as part of that process.

WL has an AI policy in place.

WL looks forward to hearing what brokers have to offer in terms of support for cyber incidents and lowering the cost of forensics. Additionally, we would like to see carriers advocating for client friendly legislation to protect from enormous losses from data breaches.

Questions regarding travel

- Does World Learning ever arrange insurance coverage for donors and/or students or teachers that are not employees of World Learning that may be involved with trips?
- Does your Global travel accident insurance program cover domestic travelers/associates as well?
- How does your current travel insurance plan(s) manage the fees associated with the services provided by International SOS?

WL Response:

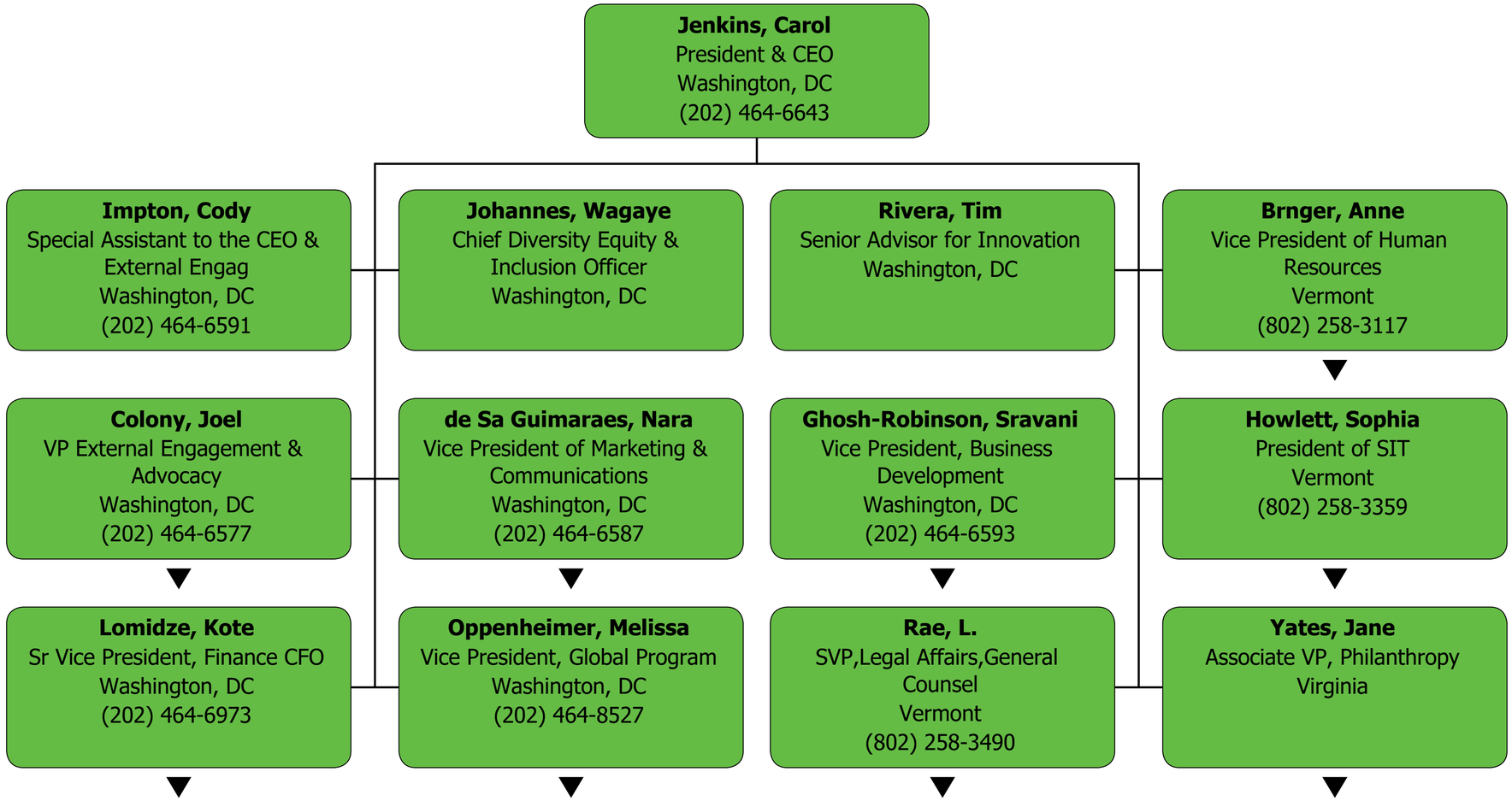
WL maintains a separate travel insurance policy, with a different rate, for staff/participants traveling domestically. WL's service contract with ISOS is negotiated directly between WL and ISOS.

Questions regarding fees

- How are local brokers compensated for placement of insurance?
- Do you prefer annual fee or commissions to compensate your consultant/broker and what are your current fees?

WL Response:

WL is open to different fee proposals, including annual fee or commissions or some combination of the two.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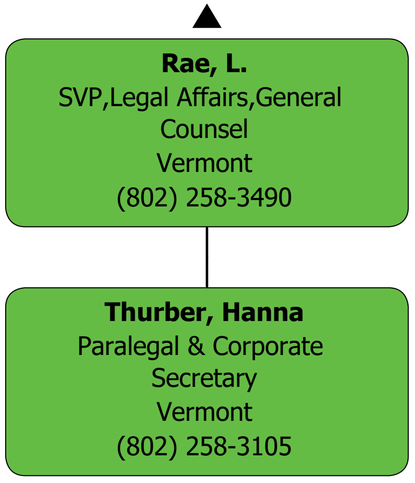
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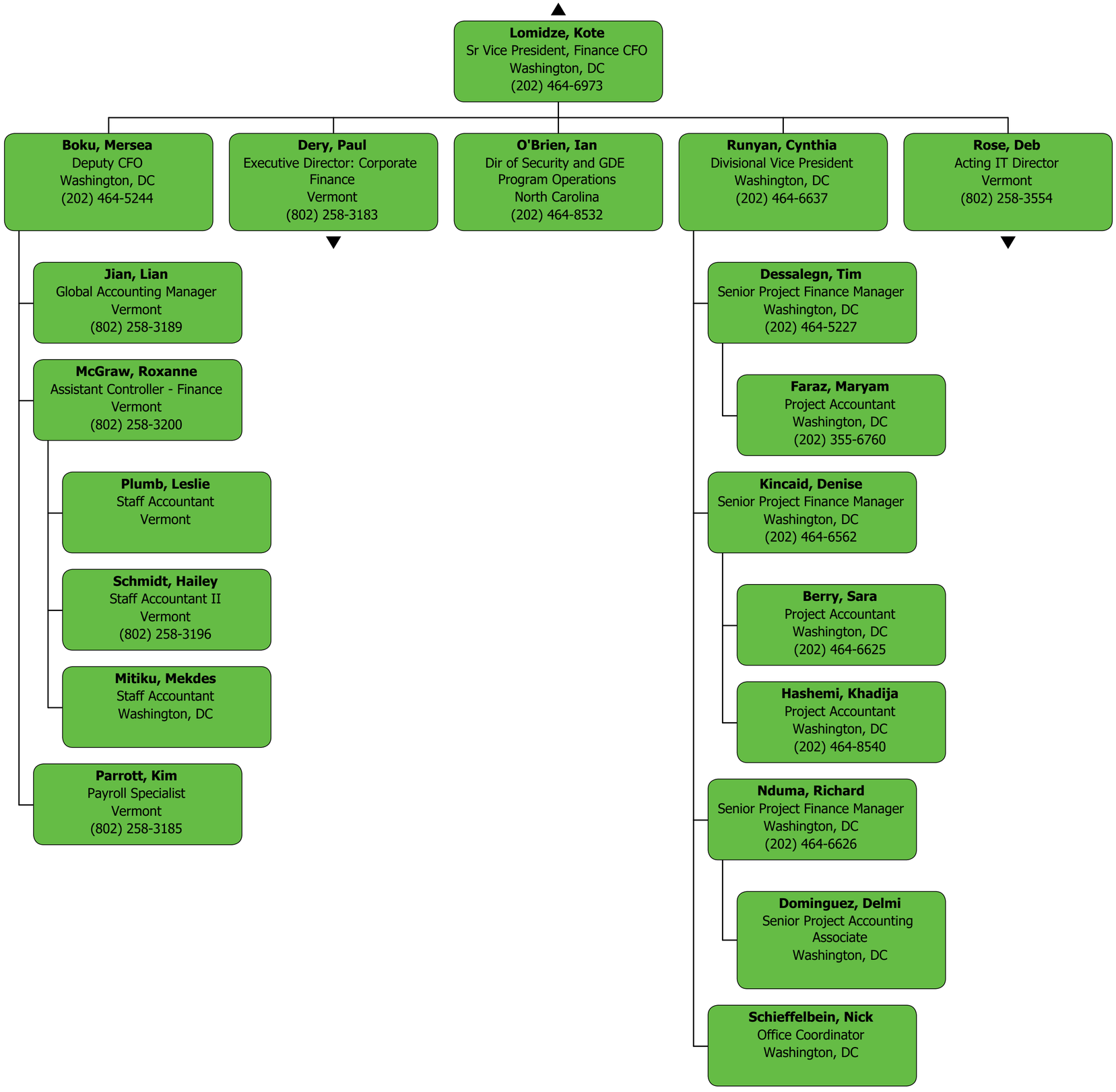
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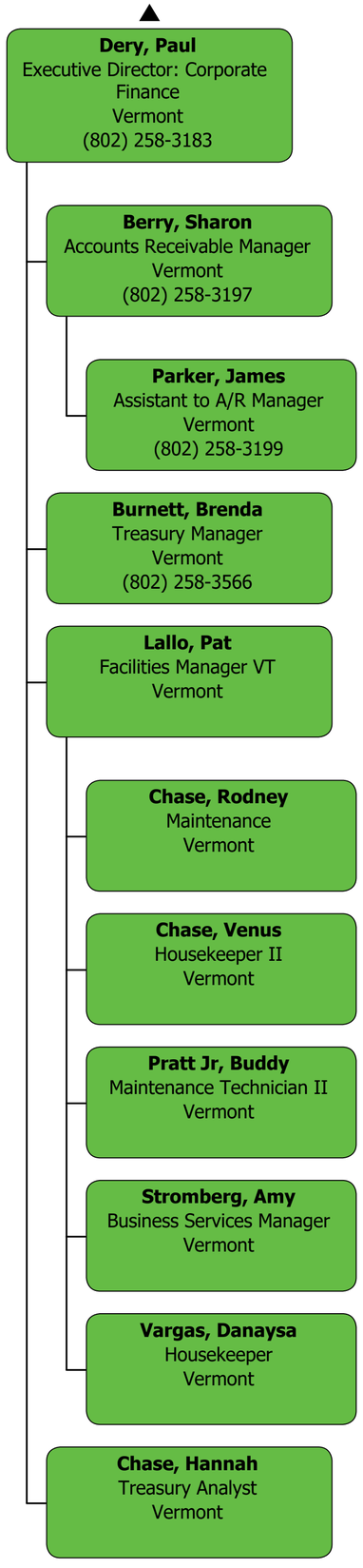
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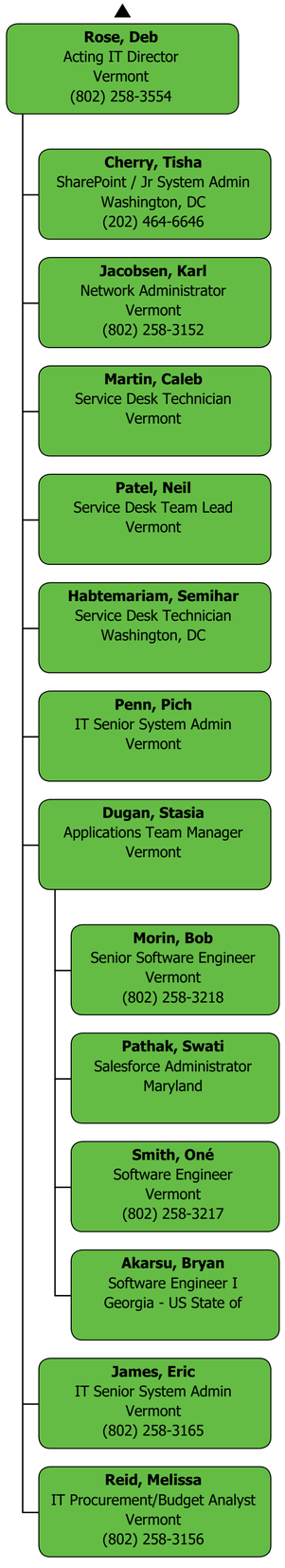
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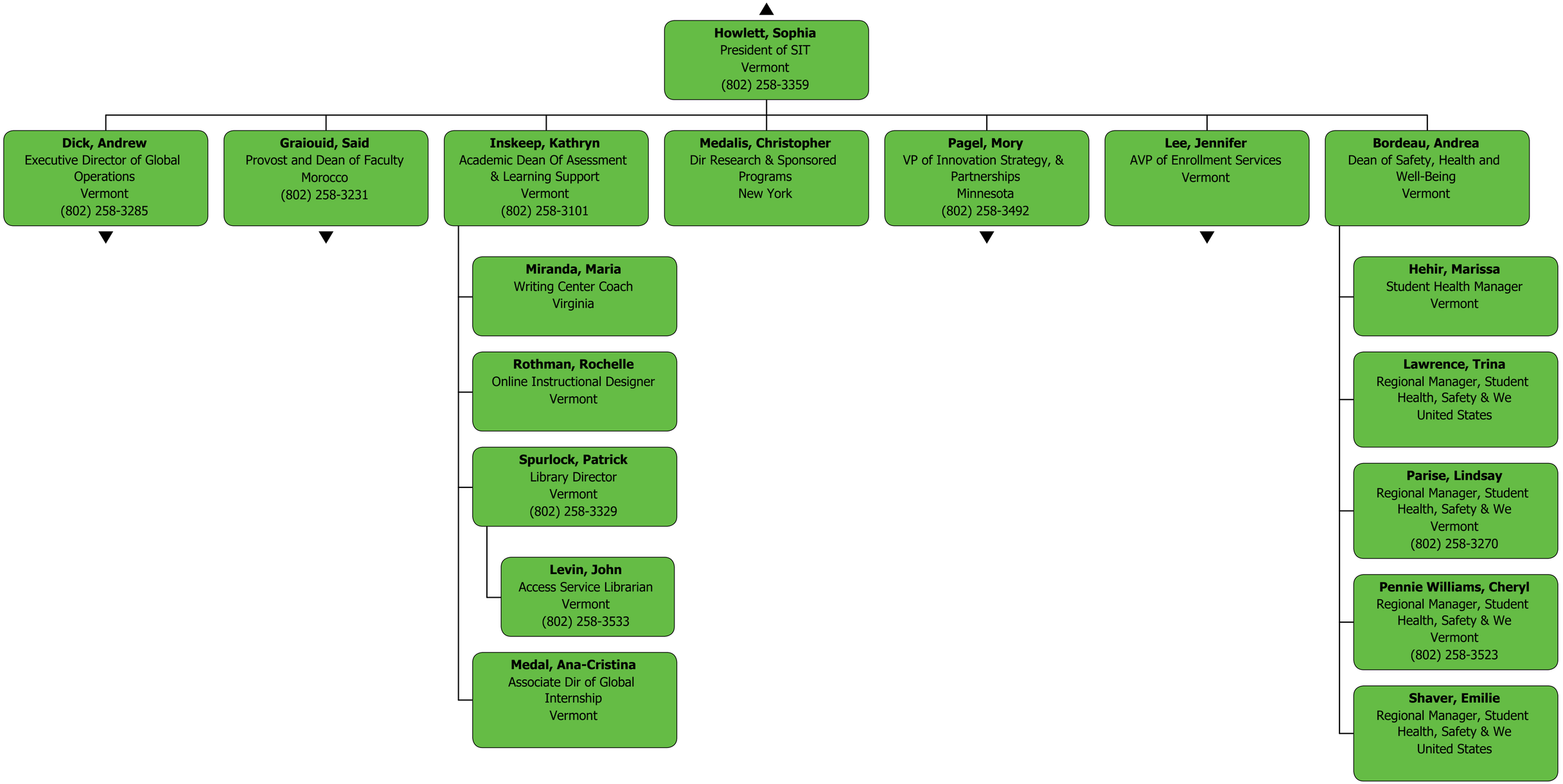
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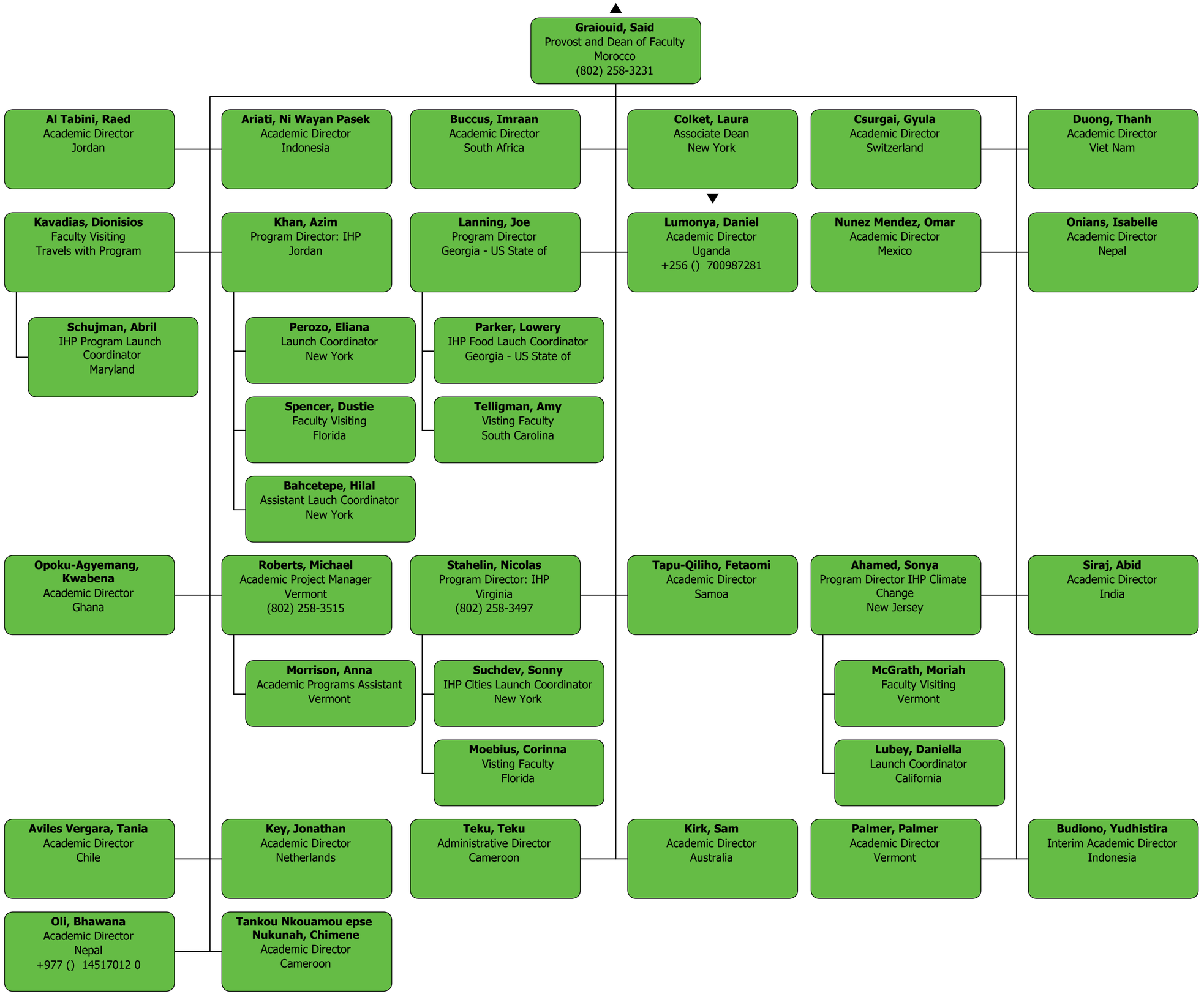
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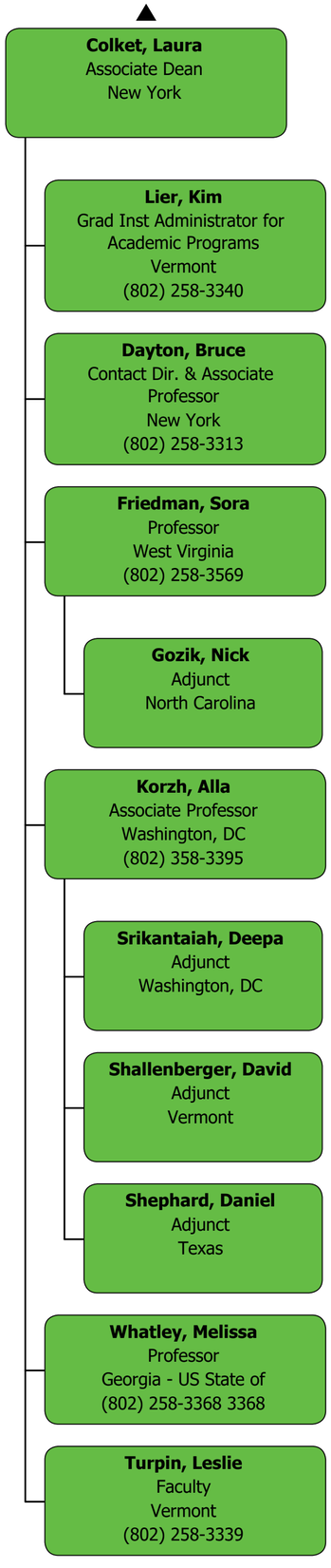
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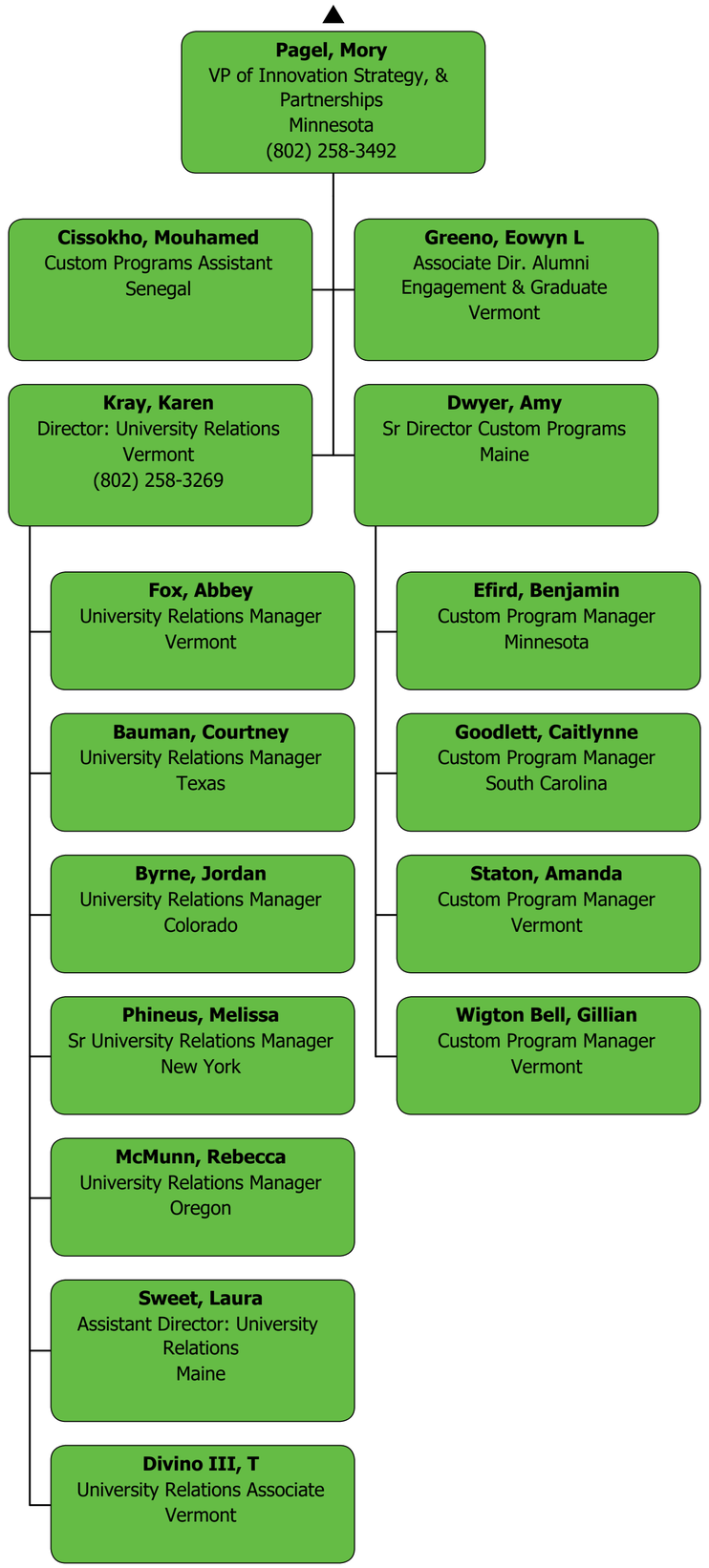
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Vermont
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Texas
Goodlett, Caitlynne
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South Carolina
Byrne, Jordan
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Colorado
Staton, Amanda
Custom Program Manager
Vermont
Phineus, Melissa
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Wigton Bell, Gillian
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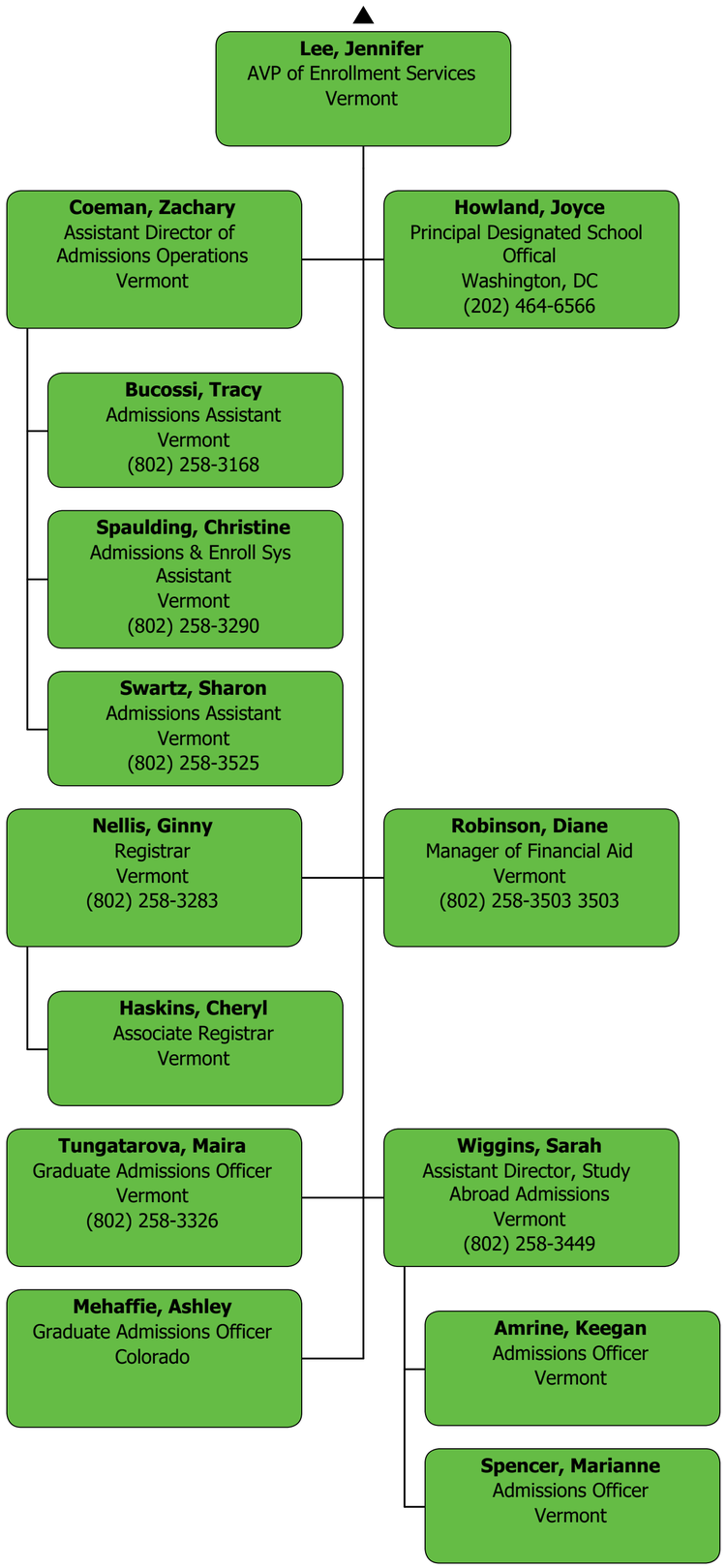
Vermont
McMunn, Rebecca
University Relations Manager
Oregon
Sweet, Laura
Assistant Director: University Relations
Maine
Divino III, T
University Relations Associate
Vermont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Vermont
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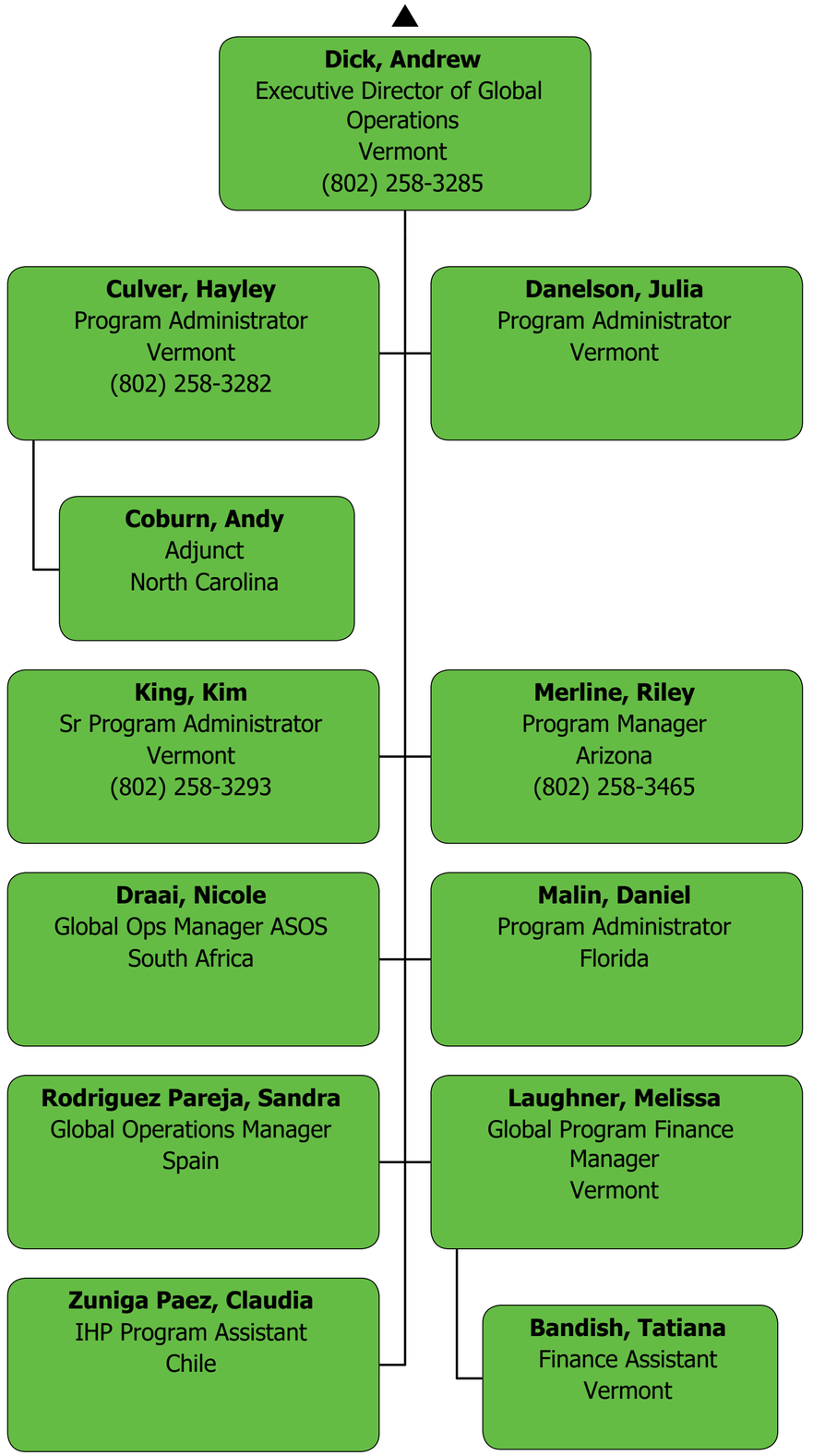
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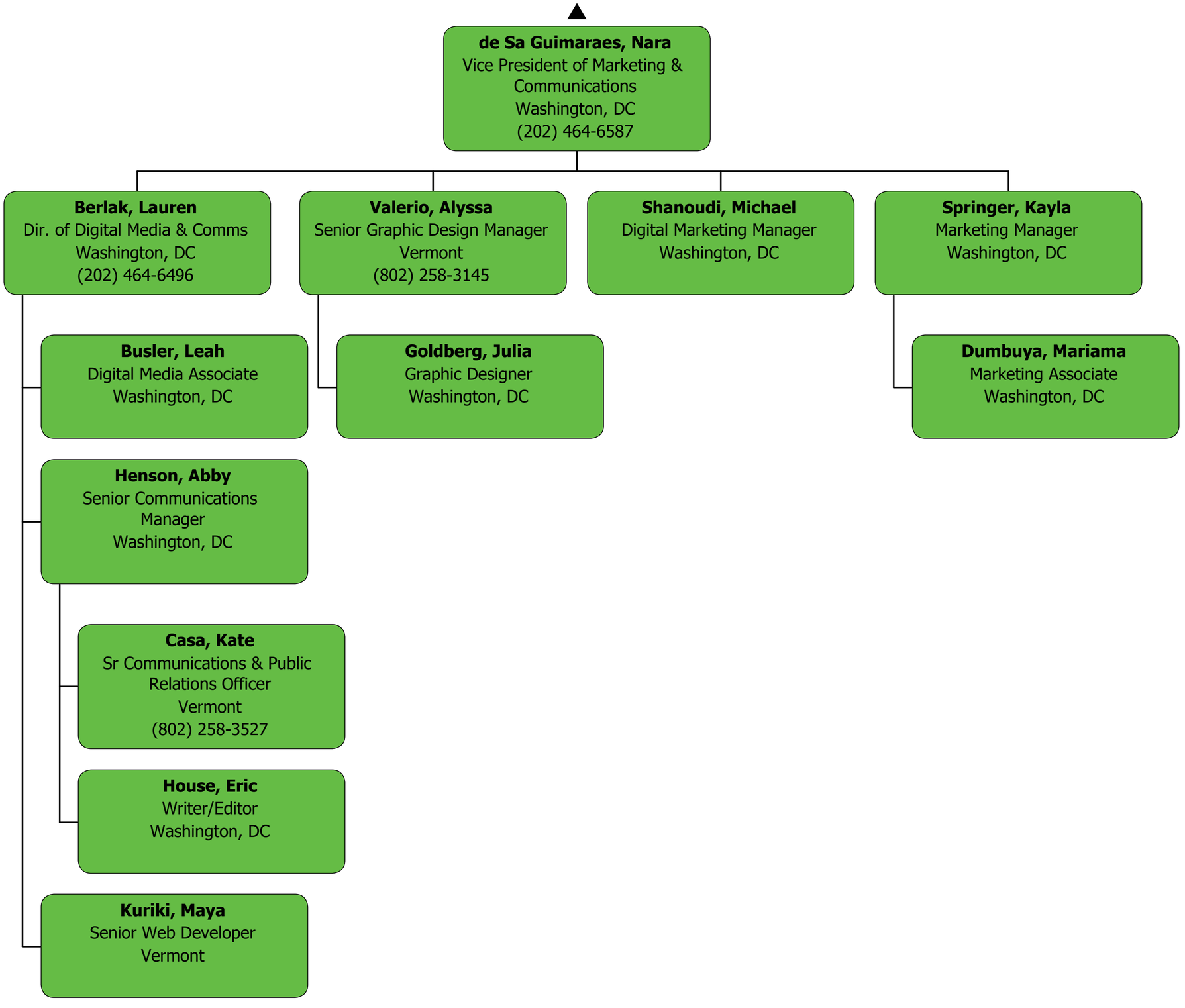
Vermont
Zuniga Paez, Claudia
IHP Program Assistant
Chile
Bandish, Tatiana
Finance Assistant
Vermont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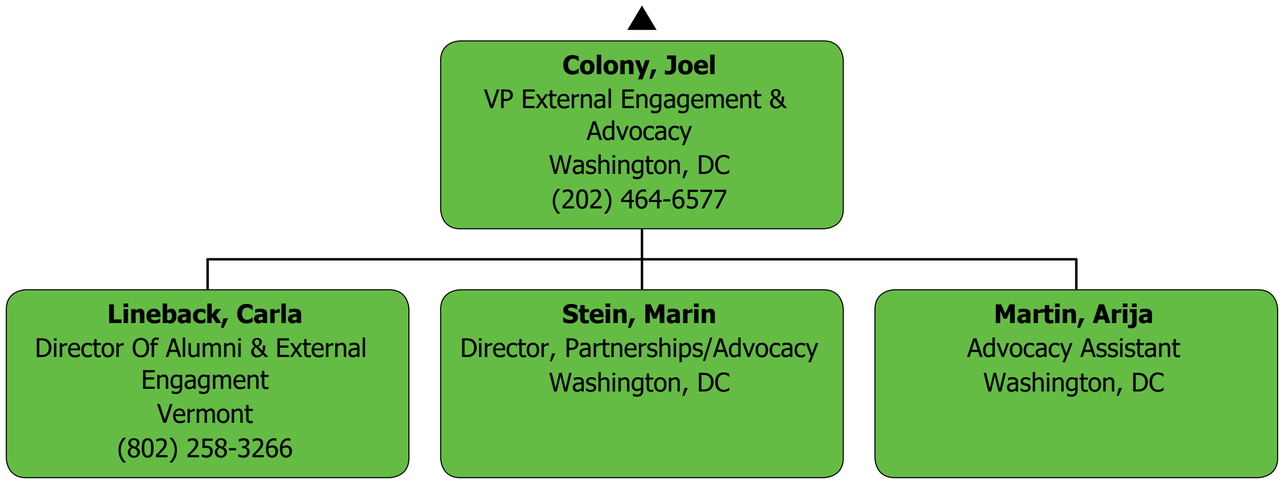
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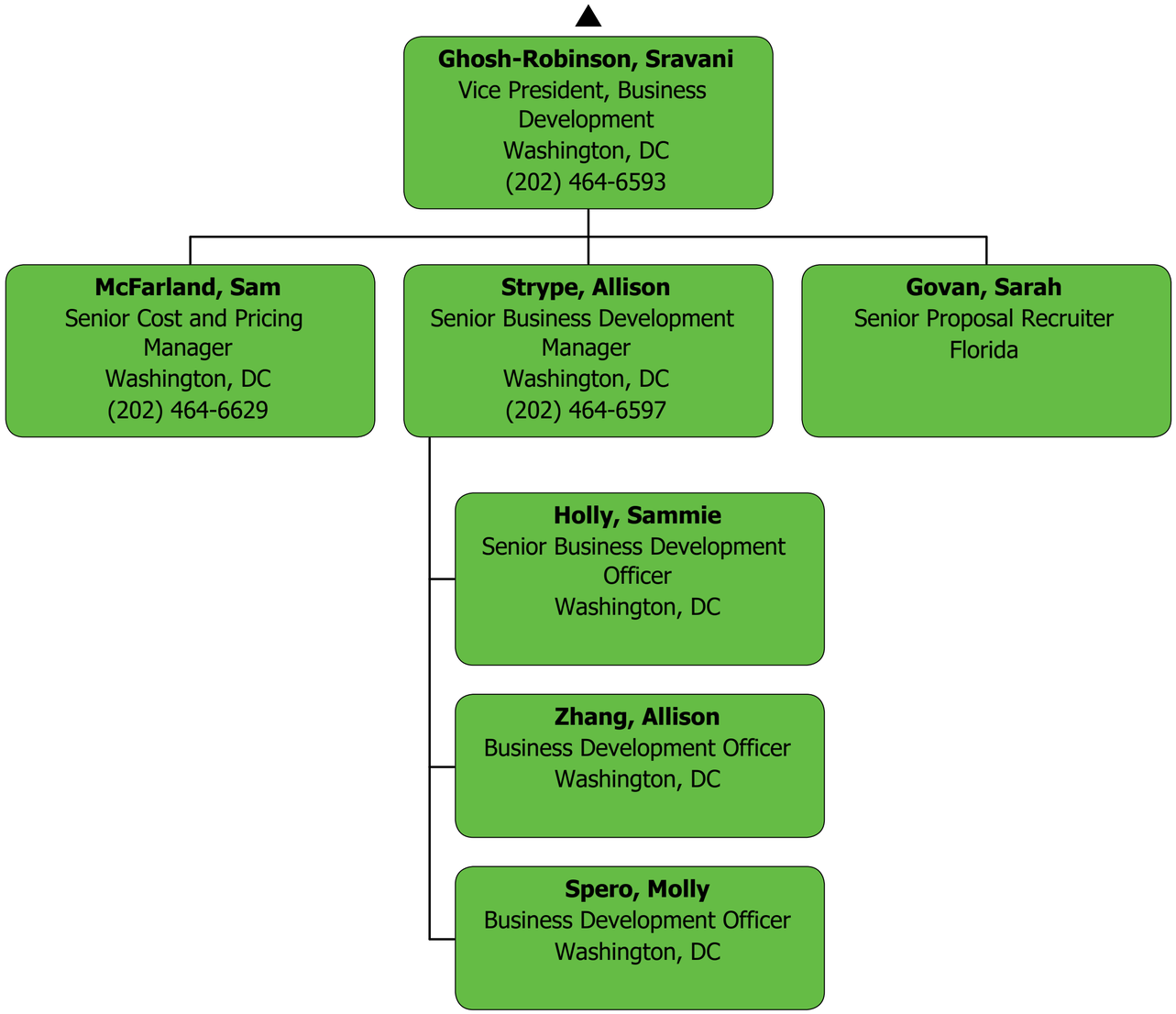
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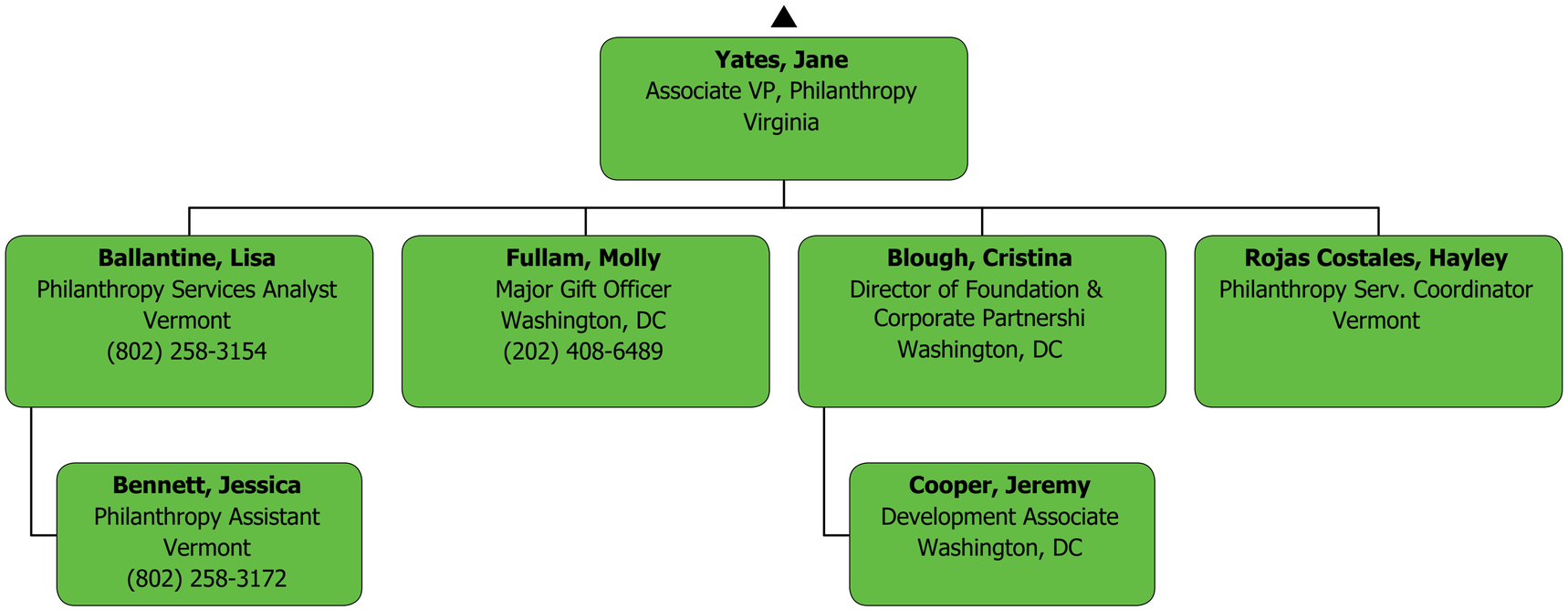
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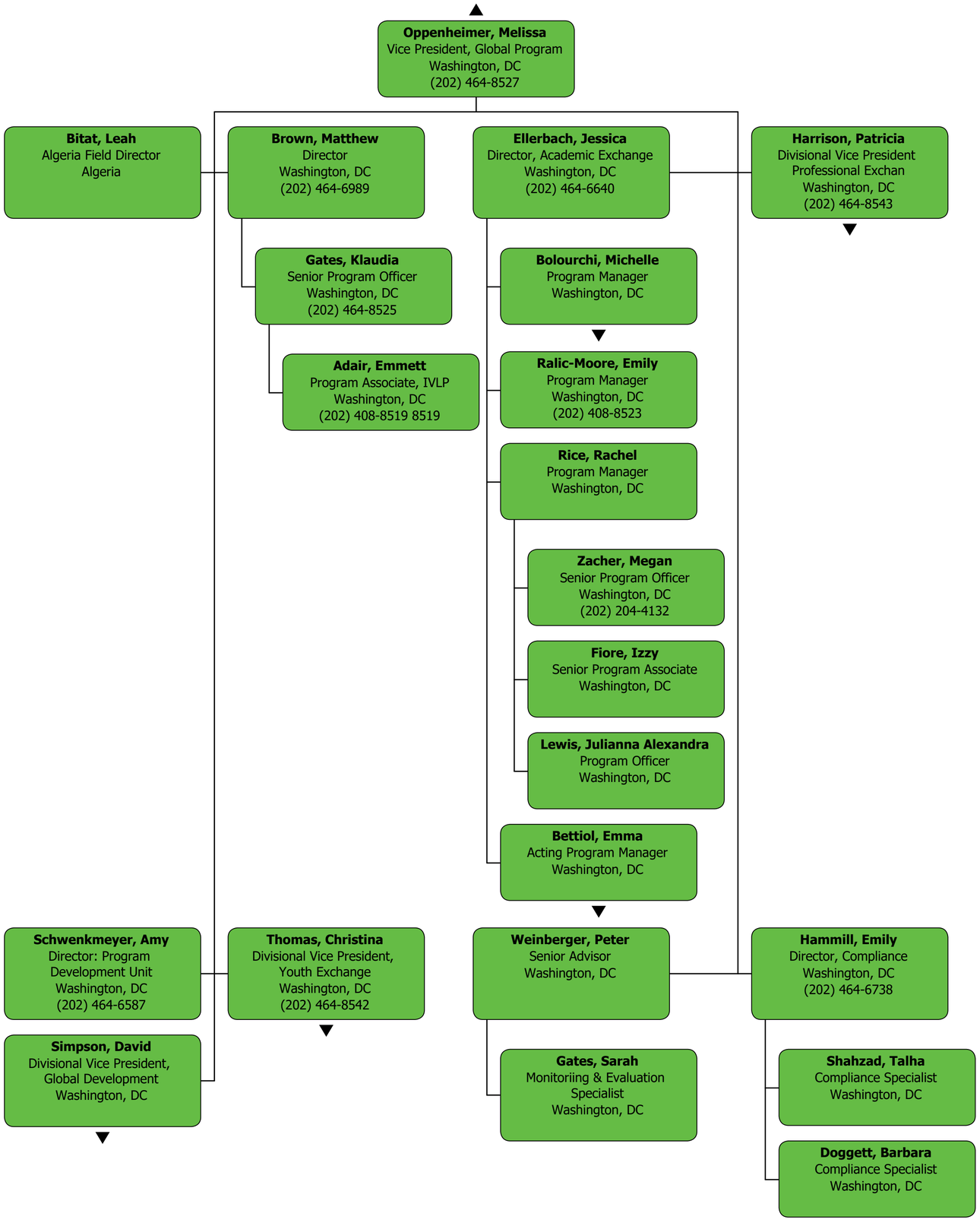
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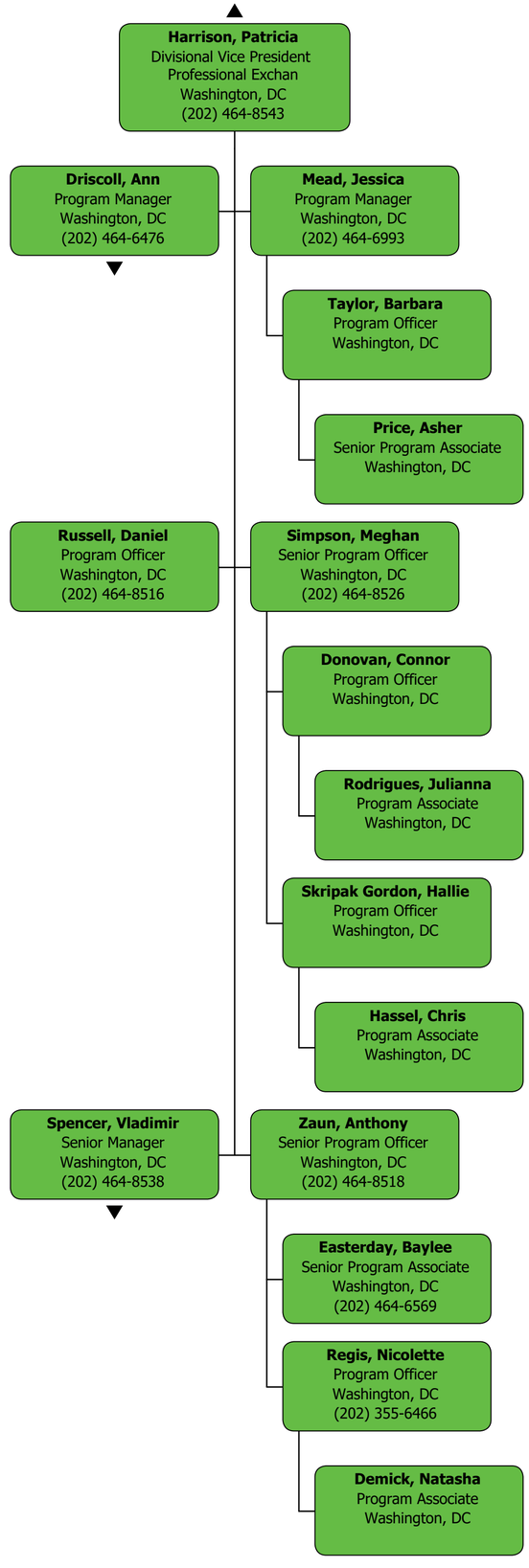
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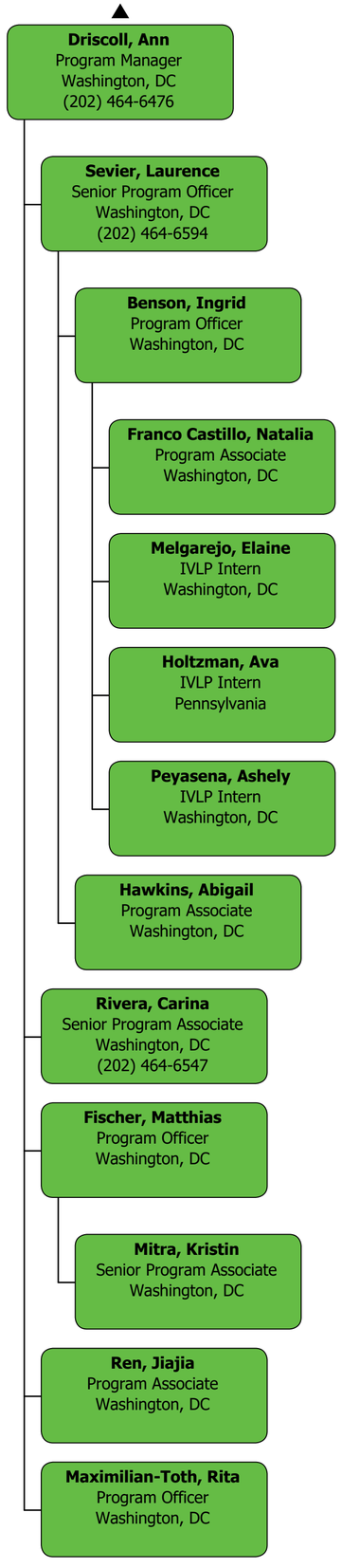
Driscoll, Ann
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Ren, Jiajia
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Program Officer
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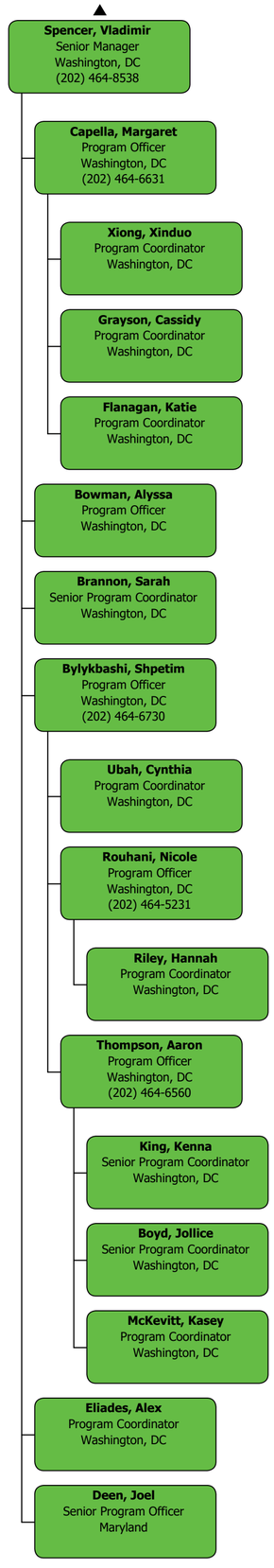
Spencer, Vladimir
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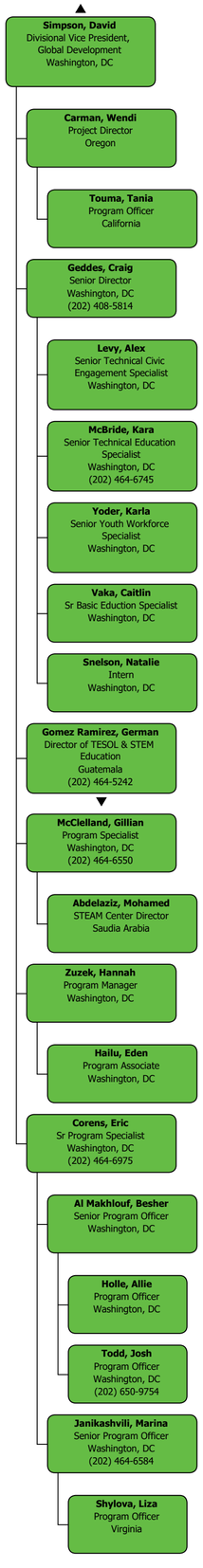
Washington, DC
McKevitt, Kasey
Program Coordinator
Washington, DC
Eliades, Alex
Program Coordinator
Washington, DC
Deen, Joel
Senior Program Officer
Maryland


Simpson, David
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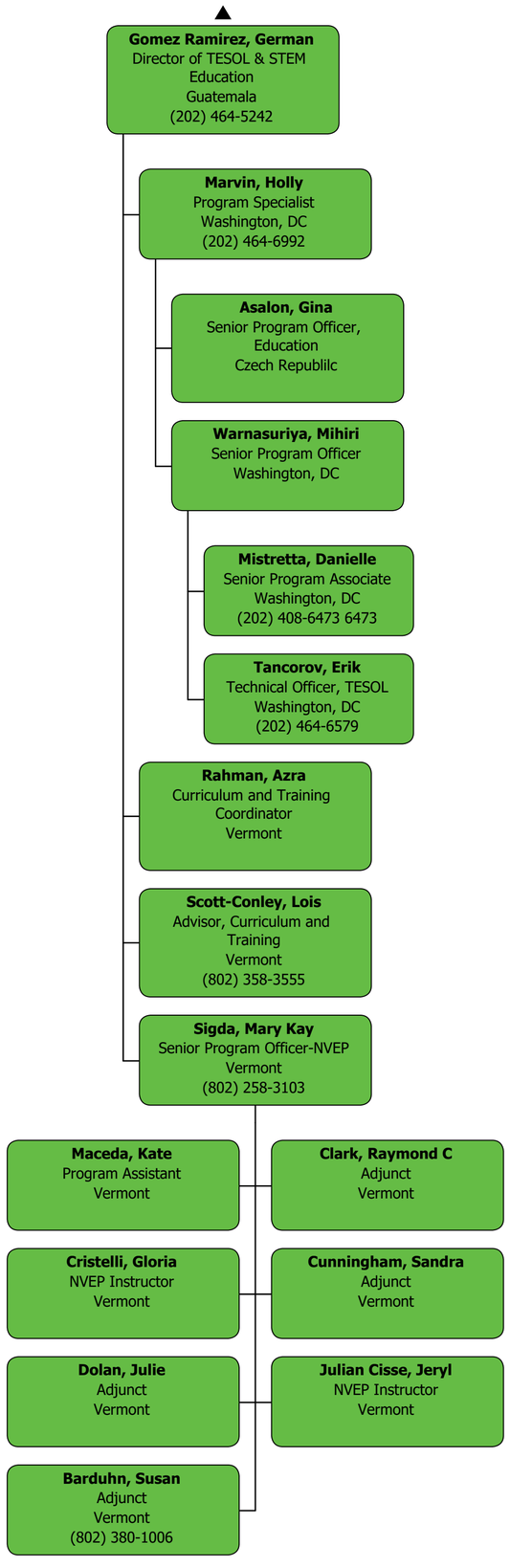
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Dolan, Julie
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Julian Cisse, Jeryl
NVEP Instructor
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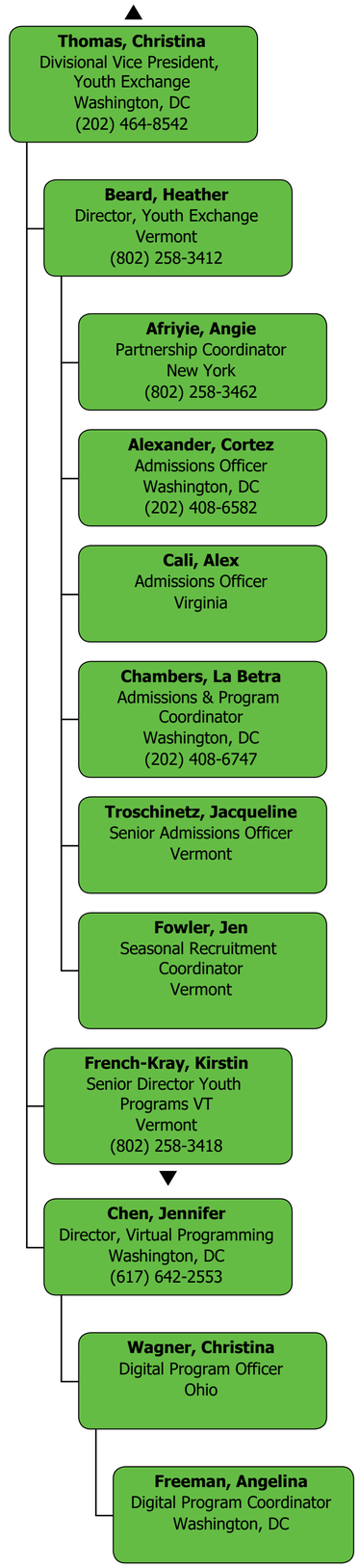
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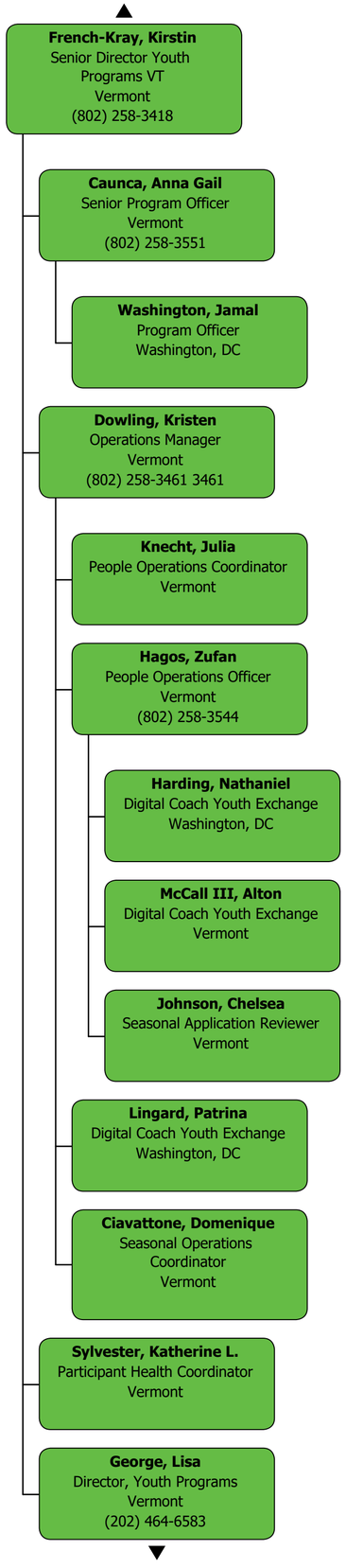
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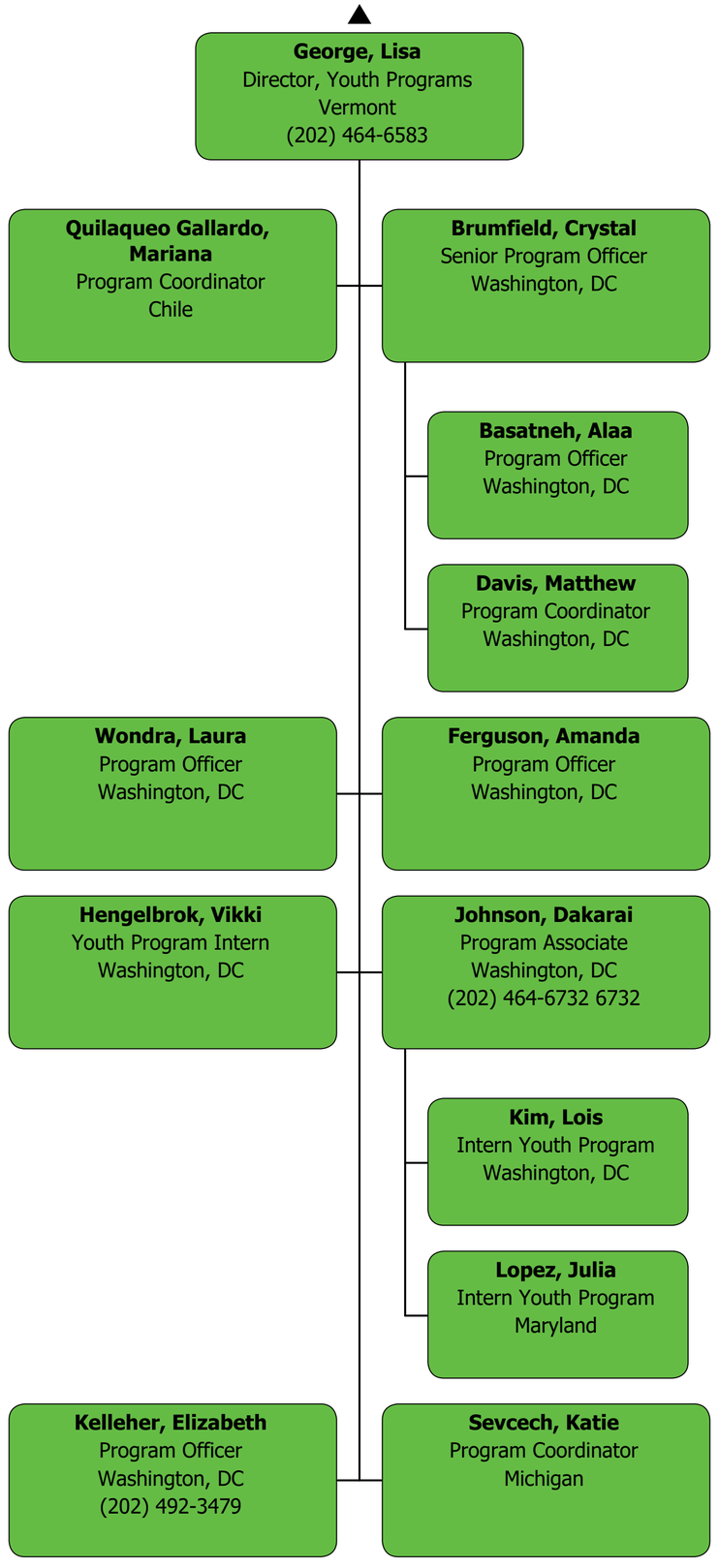
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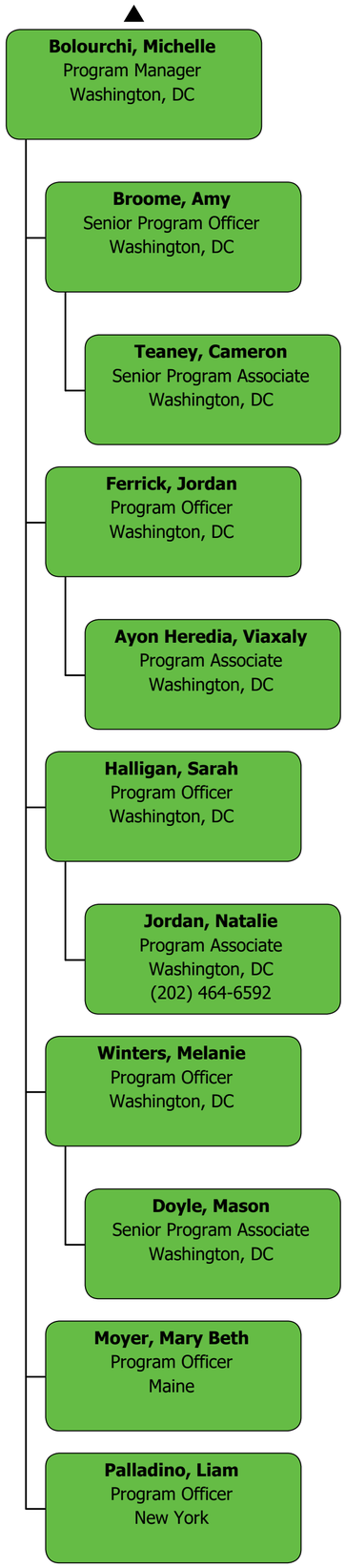
Bolourchi, Michelle
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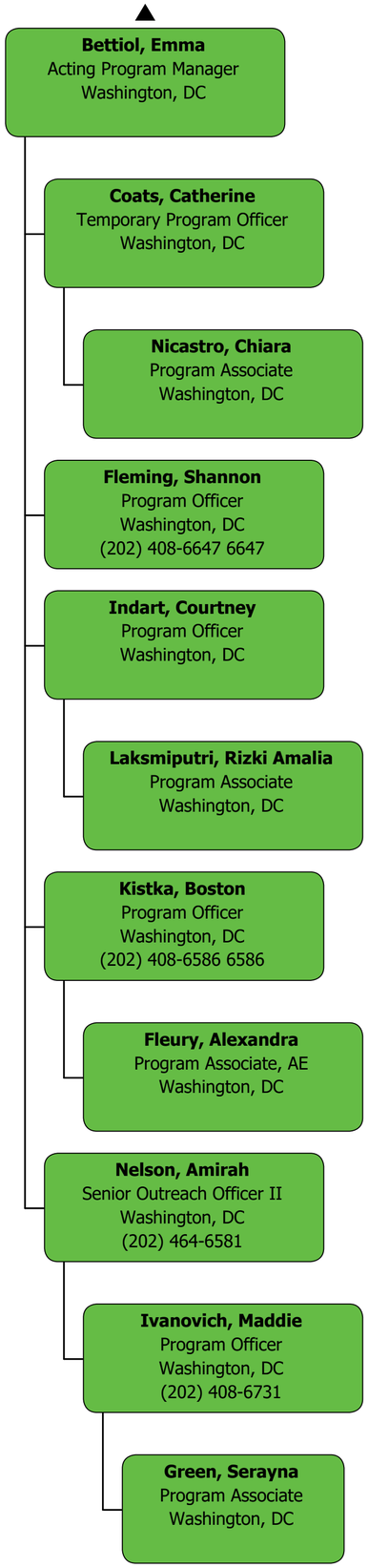
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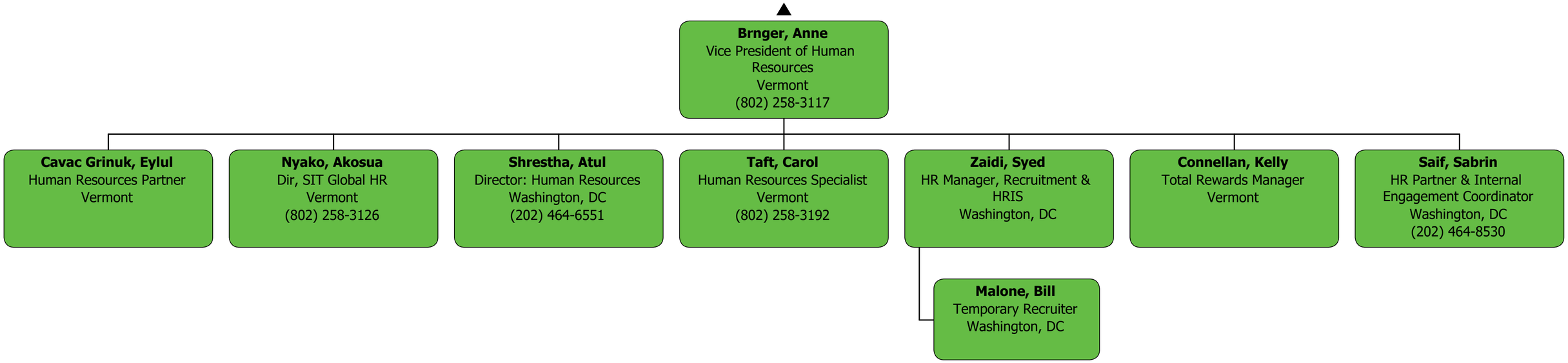
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