

# PREMEX SERVICES LIMITED CORPORATE GOVERNANCE STATEMENT

## About Premex Services Limited

Premex Services Limited (PSL) is wholly-owned by ExamWorks UK Limited and a leading provider of independent medical reports and rehabilitation services. Our services are used by both insurers and the legal profession to assist in the resolution of personal injury claims.

We are committed to the highest standards of corporate governance, recognising that an effective corporate governance framework leads to a culture of long-term success and sustainability.

We constantly assess our service delivery to provide the best solution for all those who transact with us. As a market-leader, we recognise our responsibility to be a trusted partner to the local community, suppliers, customers and our people to make the right decisions to continue the long-term success of the business.

## Strategy

Our services are a key part of an essential process, the end point being an assessment, prognosis or treatment. The key external influence impacting the business is the changing regulatory context. Therefore our long term strategic priorities are:

### ➤ Industry engagement

To constantly engage with all industry stakeholders, both in an informal and formal manner. Keeping the industry and customer at the core, we have been able to positively influence the future shape of the market. In addition to delivering our own supply chain (medical expert) training and providing networking forums for our customers, some examples of formal stakeholder engagement include our active voice in the following organisations.

- Association of Medical Reporting Organisations (AMRO)
- Association of Consumer Support Organisations (ACSO)
- Together for Rehabilitation
- MedCo (The Ministry of Justice system for soft tissue injury claims in road traffic accidents)

### ➤ IT and data management leadership

In a marketplace where customer's confidential data is processed, investment in secure IT infrastructure, data management and the development of dynamic customer applications is essential. PSL has its own in-house IT team which delivers change and improvement projects. Sustained investment has been an enabler to maintain our leadership position and to be a trusted partner of choice. Examples of this include:

- ISO 27001 certified, with a data security culture permeating throughout the business
- Full VDI set up, with increased security and scalability
- VuPro delivered in 2019 application to application architecture to securely transact with our customer base
- Investment in AI and launched the "Preambots" increasing efficiencies and reducing case life cycle

### ➤ Acquisitions:-PSL as part of the UK Group (ExamWorks)

As part of the UK group strategy, acquisitions have been identified and, where pursued, have led to both organic growth and synergy benefits. Acquisitions remain a key factor in the long term strategy of the UK group. The directors made a decision to acquire Kindertons Limited in 2018, and PSL has benefited significantly with both organic and new business growth. The UK group did not make any acquisitions in 2019 but continue to explore opportunities for the future to support the growth strategy.

Our long terms strategic priorities are supplemented by strategic pillars:

- Market leading product offering and focus on customer service
- Getting the best out of our people
- Managing our risks
- Minimising wastage - operating efficiently
- Profitable growth only

On an annual basis, a business plan is prepared and agreed by the Premex board which sets the strategy for the upcoming year. Throughout the year, business plan actions and strategies are reviewed and reported on quarterly, making changes where

required to align the business with market dynamism and external factors. This ensures that short term decision making is aligned with the long term strategic vision.

## Culture

Premex has a dynamic culture, which has been built on openness and trust. We have an environment where people support each other by sharing knowledge and ideas in order to drive the business forward. This is supported by our Group Code of Business Ethics which is approved by our UK Group Managing Director. Continuous improvement is encouraged, challenging our teams to improve their ways of working.

## How we interact with our stakeholders

Regulators	<p>As market leader we have a duty to uphold the best possible standards of service and compliance, thereby pushing up the overall standards within the marketplace. Data protection and security is a fundamental part of every process we undertake, reinforced by our ISO 27001 certification which demonstrates our ongoing commitment to information security.</p> <p>As a High Volume National Medical Reporting Organisation appearing on the Medco Portal, we adhere to the rigorous requirements and audits required by Medco.</p>
Industry bodies and trade associations	<p>Liaison with governing bodies and competitors enables us to benchmark new ways of delivering services, in a compliant way. We engage with industry bodies including AMRO, ACSO, MedCo and the General Medical Council, allowing us to share our views on a wide array of issues that matter to our marketplace.</p>
Our customers	<p>Our customers demand an outsource service from Premex that makes their lives easier, allowing them to focus on core business activities. The success of our business relies on the maintenance and development of strong relationships with our customers and a reputation for trusted and professional service delivery. We have an extensive account management team to supplement the relationship management activities undertaken by the directors.</p> <p>Our 'voice of the customer' and supplier surveys align customer requirements with service delivery.</p>
Our suppliers	<p>Suppliers are a key part of our business, in particular our medical expert supply chain. Our medical expert liaison team constantly engages with both new and existing experts to ensure compliance, quality, capacity and expertise. We deliver training and development to our medical experts to ensure both they and we have access to the latest best practise.</p> <p>Our supplier on-boarding and management programme is a fundamental aspect of our control framework and adheres to the ISO27001 standard. All suppliers are assessed and, where applicable, audited on the basis of risk and controls, with contractual provisions being applied accordingly.</p>
Our internal stakeholders	<p>Our company values play an integral part in outlining our culture and driving positive behaviours. Objectives are set for every employee. The objectives and values are embedded into our performance management framework, which encourages individual achievements, recognising people for their efforts and further embedding the business plan strategy. The performance management framework allows the business to identify any instances of underperformance and behaviours not in line with our values</p> <p>We offer an extensive benefits package and career paths designed to attract and retain the best people and we are an IIP Gold organisation. We continually engage with our people through a programme of wellbeing, employee surveys and employee representation for decision making.</p>
Our local community	<p>As one of the largest private sector employers in the Bolton area, it's important that we support the community with a number of charitable and social activities. Every year, we fundraise internally for our nominated charity of the year, as well as sponsoring a wide array of local community initiatives. In 2019 we undertook social media engagement initiatives which lead to significant donations to local charities.</p>
The environment	<p>Whilst our business practices do not have high environmental impact, we have been successful in</p>

	achieving and maintaining the ISO14001 environmental certification and encourage suppliers to consider the environment.
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## Division of responsibilities

### Statutory Directors

Exercising reasonable care, skill and due diligence, the Statutory Directors collectively act to make decisions on behalf of the company. They make the strategic and operational decisions and are responsible for ensuring that the company meets its statutory obligations.

Additionally, the role of the Statutory Directors is to promote the success of the company, giving due regard to:

- the likely consequences of any decision in the long term;
- the interests of the company's employees;
- the need to foster the company's business relationships with suppliers, customers and others;
- the impact of the company's operations on the community and the environment;
- the desirability of the company maintaining a reputation for high standards of business conduct; and
- the need to act fairly between members of the company.

## Composition, succession and evaluation

### Succession planning

To ensure the long-term success and stability of our company, we are working to ensure we have succession planning in place to identify and develop future leaders. This will increase the availability of experienced and capable employees prepared to assume senior leadership roles as and when they become available. We use the following high-level approach to ensure we have the appropriate levels of succession planning throughout the business:

- Identify critical roles;
- Assess staff;
- Create development plans;
- Develop successors;
- Review and adapt.

### Evaluating the performance of the Board and Directors

The Board have clear objectives which are reflected in their incentive plans to deliver on company profit, as well as personalised Key Performance Indicators. The targets set are aligned to the strategic business plan and are cascaded down to the various teams using best practices. Furthermore, the Group Managing Director holds regular 121s with all members of the Senior Leadership Team, which may result in a re-prioritisation of tasks where appropriate.

## Audit, risk and internal control

### Group Forum

Board members and the Senior Leadership Team meet on a monthly basis to review group wide team risks and issues raised. Every quarter, the Group Managing Director communicates an update regarding financial performance in this forum.

### Monthly Board Meeting

Board members and the Senior Leadership Team also meet on a monthly basis to review operational risks and performance.

### Quarterly Business Review Meeting

Board members and the Senior Leadership Team also meet on a quarterly basis to review the company's adherence to internal controls, operational risks and performance.

### Internal audit

Whilst we do not currently have a dedicated audit function internally, we recognise that it is important to provide assurance that our company's risk management, governance and internal control processes are operating effectively. We have therefore included this responsibility into the roles of key identified employees who carry out scheduled and regular audits on matters such as adherence to processes, policies and procedures.

### Compliance monitoring

Compliance monitoring is carried out by the Group Compliance Team.

## Policies and procedures

Our policy and procedure framework forms a fundamental part of our internal controls, as it sets out the principles we apply as a Group to protect us, our customers and their information. We regularly review existing principles and policies to ensure they are in line with our regulatory requirements.