

**Risk Solutions.
What you can
expect from us.**

Made possible
 **QBE**

Risk. Proof of your ambition.

Where there's ambition, there's risk. We live in an unpredictable world. So, whether you're diversifying, scaling your business or entering new geographies, an element of risk inevitably comes with the territory. At QBE, we don't see risk as something to be feared, simply as proof of your ambition. Our job is to help you interpret and manage risk, so you can embrace exciting new opportunities with confidence.

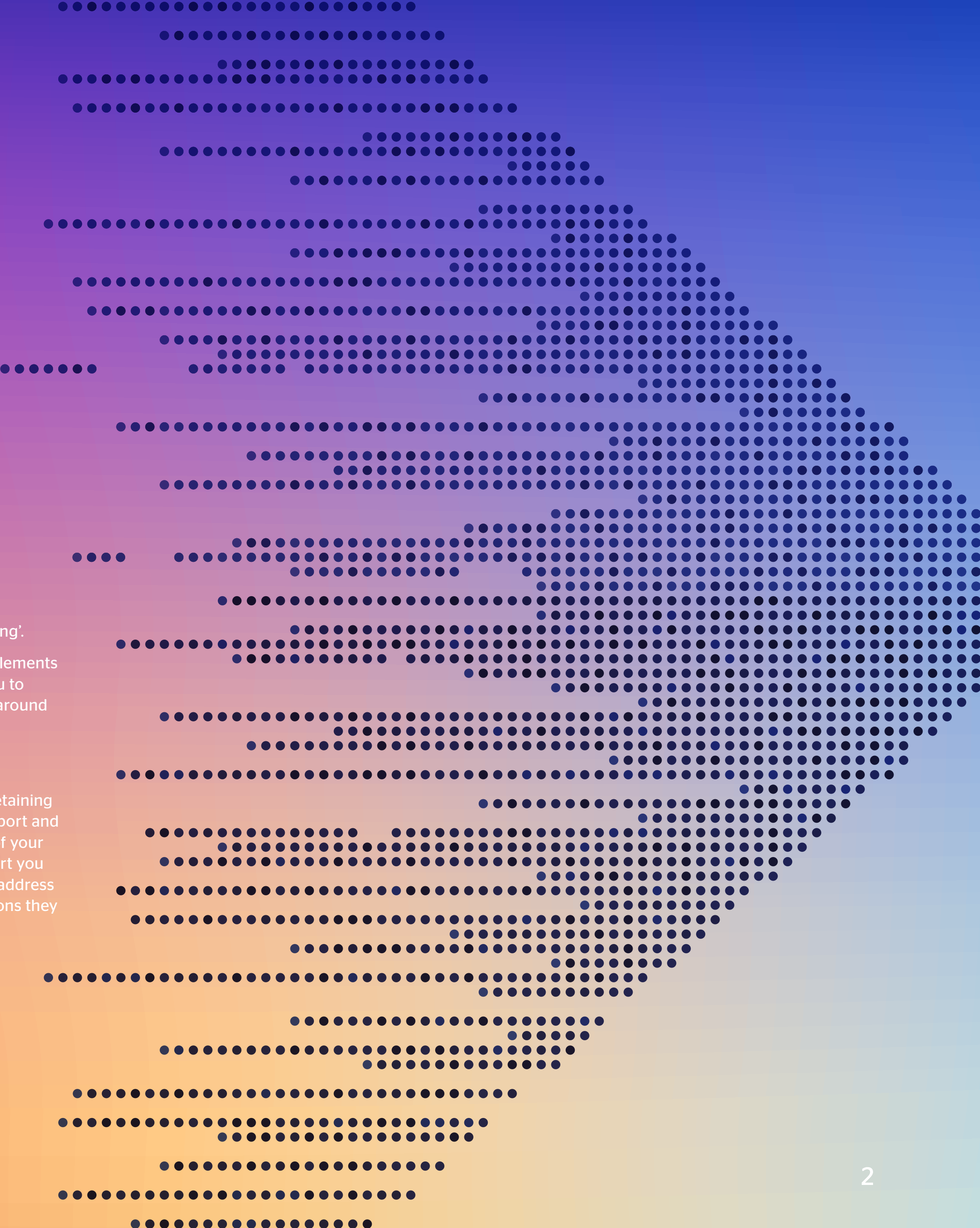
The Basics

We define risk quite simply as:
'The likelihood of something occurring vs. the consequences of it happening'.

Our expert guidance and analytical tools help you understand how both elements in this equation relate to your business. This understanding empowers you to balance risk and reward intelligently - and make better informed choices around any challenge or opportunity.

An intelligent approach to risk

Most organisations choose to transfer some of the risks they face, while retaining and managing those they cannot transfer or choose to retain. We can support and enhance this approach by helping you build a clear and accurate picture of your risk profile and then create an effective risk management plan. We can alert you to specific issues exposing you to risk and, if necessary, show you how to address them. We'll work closely with our underwriting teams to ensure the decisions they make reflect the positive impact of your risk management activities.





Benefit from collective experience.

We help you build resilience into your business in two main ways: by partnering with you on your long-term strategy and by recommending improvements you can make today.

Over the past five years QBE has carried out around 10,000 surveys and issued 5,000 self assessments via QRisk. The data assembled in this way forms a vast knowledge base that helps us take a more informed and evidence-based approach to both risk management and risk selection.

Customers who are committed to risk management show a lower propensity for accidents and losses. When adverse incidents do happen, they are better prepared to respond to them. Both those aspects are important considerations for our underwriters and claims teams.

Our advice and guidance reflect everything we've learned over many years working with businesses of every shape and size, across a huge array of sectors. That means you benefit from the collective experience of a multitude of different organisations, rather than learning the hard way. This helps reduce incidents, losses and claims. Obviously, that's better for us as your insurance partner – but, more importantly, it's better for you.



An approach that works for you.

Working with all kinds of businesses, from start-ups to multinational household names, has taught us that no two businesses are alike – and nor is the service they need from us. Some are looking for a ‘root-and-branch’ review and consultancy engagement, others just want access to our library of self-help resources. It’s all about what works for you.

We take the same individually tailored approach in how we communicate with our customers. If you’re a risk manager looking for consultancy input, we’ll get right into the technical detail. Or if you’re just getting started, and still looking to build your risk knowledge, we can support you with self-service materials offering crystal-clear guidance in plain English.

Our team is your team

Our specialist team brings together individuals with a wide range of backgrounds and experience, including roles in industry and risk management. This rich blend of knowledge and perspectives adds significant value to the guidance and advice we provide.

Our specialist Risk Management partners

We know what we do well, and we also know when it makes sense to draw on other peoples’ specialist expertise. We maintain a hand-picked panel of providers with a proven ability to add value to particular aspects of your risk management strategy.

Across products, services and support, each of these providers is a recognised leader in its field, and each has something different to offer. We’ll often recommend you work with a combination of providers to give you an integrated support service that meets your precise requirements.

Some of our partners offer discounts and incentives for our customers. It’s great when they do that, but it’s not why we work with them. We do that because we know they’re the best at what they do, and we know they’ll match the same high standards you’d expect from QBE.

Tools you won't find anywhere else.

By covering off the basics and putting the right people and processes in place, we build bespoke Risk Solutions propositions on firm foundations. To get you to the next level, we might recommend you make use of one of the unique risk management tools we've developed here at QBE. We highlight four of these below.

Risk culture profiling tool

Less than a third of those surveyed in our most recent risk culture review felt they had a positive risk culture embedded in their businesses. Given that we frequently identify a sub-optimal risk culture as a background contributor to claims, this is a worryingly low figure. Risk culture is an issue that affects every kind of firm, at every stage in the risk management journey – even those with otherwise rigorous risk mitigation programmes in place.

It's impossible to overstate the importance of adopting a robust approach to risk culture.

We know, from long experience, that companies who do this are much better placed to improve their overall risk profile.

Whatever risk controls you put in place, it's impossible to cover every eventuality. Decisions taken in the gaps or grey areas between those controls can have significant risk implications for your business. Those decisions will be influenced by individual and collective attitudes to risk. So, where a rule-based approach can't help you, a healthy risk culture will.

That's why we've developed our unique Risk Culture Profiling Tool (RCPT) to help our customers assess and address issues around risk culture.

What does Risk Culture Profiling do?

Stakeholders across your businesses will be asked to consider a series of around 30 statements designed to evaluate a particular aspect of your organisation's risk culture. Each of these is linked to a range of indicators and behaviours that can help to shed light on your current status. They cover seven key areas:

- > Leadership
- > People
- > Reward and recognition
- > Communications
- > Operations
- > Product and service evaluation
- > Continuous improvement.

Based on the responses to these statements, we'll come back with a grading for each key area and for your business as a whole. We will then provide tailored advice and guidance to help your organisation shape its overall strategy.

What are the benefits?

We believe any organisation with a mature operational risk management system can significantly improve its risk agenda by using the RCPT. Listed below are just some of the benefits of engaging with the process:

- > Identifies grey areas in an organisation's risk management strategy - capturing issues that can be difficult to articulate or define
- > Sets an aspirational risk management benchmark for all stakeholders, internal and external, promoting collective buy-in
- > Offers a truer picture of an organisation's risk profile via an inclusive, non-intrusive, and anonymous process
- > Allows immediate improvements to be made, alongside a long-term strategic approach, by combining qualitative and quantitative data
- > Takes the organisation on a collective learning journey that can be viewed as professional development.

Proven success

The value of our RCPT tool has been validated by QBE customers in sectors like construction, healthcare and law. In professional and chair-level AIRMIC discussion forums, it has generated strong interest from institutions like CIMA and CIPD.

“

A brilliant little tool. It's really innovative and is already generating enormous interest. Its development has been driven by clearly defined business needs.

”

Julia Graham,
Deputy CEO and Technical Director, AIRMIC

QRisk.

QRisk is a unique web-based system, exclusive to QBE customers, that helps you understand and manage your risks. Over time, this can help reduce your frequency of claims or losses and bring down your overall cost of risk.

QRisk provides an overview of your risk management activities, helping you identify risks, assess your controls against best practice standards, monitor risk improvements, and access guidance on the latest thinking on key risk management issues.

Assess your risks

It's impossible to manage your risks effectively if you don't understand where those risks exist. We've developed a range of online self-assessment tools that pinpoint precisely where claims are most likely to arise within your business.

Monitor progress

QRisk enhances the transparency of the site survey process.

It enables you to:

- > Assess your current operational risks
- > Receive instant guidance and support to help you improve your risk profile
- > Benchmark specific elements of your practices against industry peers
- > Monitor your progress, with automated tracking and reporting.

Stay informed

The QRisk Knowledge Centre provides access to a wide range of publications providing guidance on current industry hazards, claims, legal cases, emerging risks, and best practice.



Minds in Business.

With rates of absenteeism and presenteeism on the rise across the country, there's never been a better time to review your organisation's strategy on mental health and wellbeing. Issues relating to mental health are costing businesses billions of pounds. But QBE is here to help with an innovative solution called 'Minds in Business'.

A costly issue

Mental health issues are the leading cause of workdays lost in the UK, accounting for around 57% of the total figure. Deloitte believes this is costing British businesses as much as £45bn a year in lost revenues – a figure that's been steadily rising since 2016, at a rate of around 16% per annum.

Many organisations are improving their understanding of the challenges mental health issues pose to their businesses. However, our research suggests more can be done, particularly around some of the key factors contributing to absenteeism and presenteeism.

Why mental health should be a priority

Accidents and claims

Mental health can play a part in many of the losses covered by casualty, property, motor, and professional indemnity insurance policies. Problems around presenteeism reflect the fact that too few employees recognise the link between mental health and performance in the workplace.

Personal and organisational performance studies have shown that individual wellbeing has a direct impact on an organisation's overall culture – and on its employees' propensity for human error. A business is only as resilient as the most vulnerable link in its mental health chain.

Safety first

Human error is the hidden claims driver that's often not captured in the statistics. But our research clearly shows that customers with mentally resilient workforces have fewer accidents and improved claims profiles.

Prosperous culture

Our research indicates that companies who invest in their mental health strategies benefit from an improved culture, creating an environment in which employees can prosper and fulfil their potential.

A sound investment

There have been many studies on the impact of positive mental health in the workplace. Focusing on improving productivity and engagement and reducing absenteeism and presenteeism has been shown to generate a return of £5 on every £1 invested.

Minds in Business

To help our customers meet the mental health challenge, we have collaborated with the charity Mind and organisational culture and human error specialists Anker & Marsh to develop Minds in Business - a process that's unique within the insurance market.

The process

Organisations engaging with the Minds in Business process will be asked a number of questions designed to consider the following areas:

- > Organisational culture
- > Programmes of activity
- > Workplace design and organisational arrangements
- > Mental health culture
- > Confidence and capability
- > Available tools and support
- > Transparency and accountability.

Once they have completed this process, they will receive a bespoke set of recommendations aligned to each of the areas outlined above, along with a proposed timeframe for completion. This enables them to evaluate where they are on their organisation's mental health journey and to identify areas for improvement. The recommendations will also signpost them to a suite of resources and guidance, many of them provided by our specialist panel of partners.

The result

Our primary goal is to help businesses build and maintain healthy and happy workforces. Even a marginal improvement in your approach to mental health will significantly help them address some of the key drivers of the alarming statistics quoted above. Any firm that engages fully with our process can expect to see a significant improvement in its overall claims experience.

An aerial photograph of a green field with a wind turbine in the foreground. The field is divided into sections by dark lines, possibly furrows or paths. The wind turbine is white with three blades, and its shadow is cast on the ground. The overall scene is bright and green, suggesting a rural or agricultural setting.

Sustainability (ESG) Framework.

The challenge

Businesses today face an increasingly complex set of challenges around environmental, social, and governance (ESG) risk. Concerns over ESG and broader issues around sustainability have reached the point where no organisation can afford to ignore them. ESG failures can severely damage a company's reputation – even its ability to operate. Getting ESG and sustainability wrong can attract negative media attention and shareholder activism, while listed companies can see their share price slump.

Understandably, investors and other stakeholders are increasingly concerned to know what businesses are doing to manage their ESG risks. Without the right culture, governance, and oversight in place, directors and officers will find themselves squarely in the firing line should a risk event materialise. Not taking ESG risk seriously could result in criminal charges, enforcement actions, management liability claims, injury or death, severe reputational damage and ultimately, business failure.

The opportunity

On the upside, establishing a positive sustainability agenda offers benefits way beyond simply managing risk. Taking a robust and enlightened approach to sustainability and ESG offers an opportunity to reduce costs, seize new opportunities, attract new stakeholders, and provide a more attractive work environment. Organisations that understand the importance of ESG and sustainability, and manage these issues well, are increasingly seen as more attractive to investors and other stakeholders – not least current and potential employees.

The solution

Most larger organisations today are investing significant time and money in getting to grips with sustainability. But smaller and medium-sized businesses with more limited resources often struggle to match this progress. That's why QBE has invested in developing a Sustainability Framework that gives our customers the tools and templates they need to take effective action on their ESG risks. It enables businesses to consider how a comprehensive range of related issues impact them, develop appropriate policies, and put these into practice.

How our tool works

QBE's Sustainability Framework covers the full spectrum of the sustainability and ESG landscape, providing practical templates that can easily be adapted to suit the scale and nature of a company's activities. It includes explanatory notes and helpful links that address materiality, reporting, and integrating ESG into a broader risk management agenda, enabling customers to establish what's relevant and what goals they want to set. QBE is committed to the sustainability agenda and to proactively building on the Framework so it reflects the latest developments in this rapidly evolving field.

Large organisations. What you can expect from us.

We're ready to consult with large corporates, every step of the way. That could mean acting as an extension to your in-house risk management team, or it could mean carrying out a wholesale review of your business to help you create a tailored risk management plan.

We take the time to understand your goals and then make recommendations that reflect that understanding. We'll work with you to establish targets and timelines for delivery, and provide realtime feedback to help you keep on track.

Offering guidance and advice on any aspect of your business, from 'bricks and mortar' to corporate culture, we're here for you every step of the way. You'll have a single point of contact. They'll signpost you to our full suite of risk improvement materials and ensure you have access to our dedicated webinars and learning modules.

We also 'close the loop' with our colleagues in claims and underwriting, so you benefit from a joined-up learning and improvement cycle, supported by a single integrated team.



Smaller and medium sized businesses. What you can expect from us.

If you're a smaller or medium-sized business with big ambitions, we offer a tailored service to meet your needs. From site-based risk assessments to adhoc advice on demand, from our suite of online training modules to self-service materials and toolkits, we'll deliver the support you need, in a way that works for you.

When you're busy running a growing business, decoding risk-related jargon is probably not how you want to spend your time. All the materials we provide are written in plain and practical English. They're created by the same team of specialists who work with our large corporate customers, with no corners cut on the standard of guidance.

Motor customers. What you can expect from us.

Whatever the size of your fleet, accidents are bound to happen from time to time. You're also vulnerable to claims from third parties - and to fraudulent claims. Helping you reduce risk and manage costs is a fundamental part of the service we provide. We offer practical guidance that helps keep your fleet compliant, safe and roadworthy. We also share regular insights on best practice and emerging risks.

Depending on the scale and complexity of your operations, our Risk Solutions services can include:

- > An online self-assessment process to help you identify and minimise risks
- > Risk management articles and material published throughout the year
- > An extensive library of risk management materials
- > Site visits, surveys and evidence-based reviews carried out by experienced risk management professionals
- > Collision investigation training for managers
- > Driver training, driver assessor training, driver profiling and e-learning solutions
- > The chance to participate in the fleet safety steering groups we bring together
- > Sharing best practice, in partnership with organisations like Brake, the Royal Society for the Prevention of Accidents, and Thatcham Research.

QBE has been a pioneer of research into the causes of common types of claims. Rear-end collisions, for example, often result in costly soft tissue and whiplash injuries. Our risk-specific risk management packages help reduce these kinds of claims, with tools to help you educate and raise awareness among your drivers, and guidance on the latest vehicle safety systems.

Helping you handle compliance

Compliance is one of the biggest challenges facing many businesses today, SMEs in particular. We'll help you stay up to date with the latest regulations. We offer templates for driver handbooks and policies, collision investigation protocols, and scene-of-accident report forms. We can also advise on the electronic driving-licence checks employers need to carry out on anyone driving on company business (even in their own vehicle). You'll benefit from our long experience of helping businesses of all types and sizes manage their fleets safely, legally and efficiently.

Property customers. What you can expect from us.

We can help you build resilience into your business with an approach that's not about ticking boxes or simply covering the property risk management basics. Of course we can help you implement fire prevention measures or fit sprinkler systems – but we can do so much more than that. For example, we can review your management systems to ensure they're effective and robust and minimise the risk of incidents that could cause a major loss.

Depending on the size and complexity of your operations, our property Risk Solutions services can include:

- > High-level review of risk management standards and loss prevention procedures
- > Site visits, surveys and evidence-based reviews carried out by experienced risk management professionals
- > Bespoke and targeted risk improvement programmes
- > Risk-quality benchmarking
- > Hazard evaluation and protection
- > Business impact analysis and business resilience assessments
- > An online self-assessment process, helping you identify and minimise risks
- > Access to an extensive library of risk management materials
- > Topical articles and reference material published throughout the year
- > Risk management events, workshops and training, including e-learning packages
- > Sharing best practice, in partnership with organisations like RiscAuthority and the Fire Protection Association.



Casualty customers. What you can expect from us.

Our casualty Risk Solutions team is here to help you positively influence your organisation's safety, health and liability risk profile, reducing the likelihood of incidents and mitigating their overall impact when they do occur.

Our specialist casualty risk management experts have the skills, experience and insight to help you understand and quantify your exposures. This empowers you to make informed decisions on reducing, mitigating, or living with those risks, building resilience into your business.

Our solutions are designed to help you prevent injury and ill health within the workplace and to your workforce, to protect the public, your product liability exposure and to prevent damage to third-party property.

Depending on the size and complexity of your operations, our Risk Solutions services can include:

- > High-level review of risk management standards and hazard control procedures
- > Site visits, surveys and evidence-based reviews carried out by experienced risk management professionals
- > Bespoke and targeted risk improvement programmes
- > Risk-quality benchmarking
- > Online self-assessments to identify - and tools to control - the most common causes of accidents and losses
- > Claims risk resilience reviews in collaboration with our claims colleagues, to help capture learnings from previous incidents and to help you to prepare for future claims
- > Incident investigation training
- > Access to an extensive library of risk management materials
- > Topical articles and reference material published throughout the year
- > Risk management events, workshops and training, including e-learning packages
- > Access to IOSH, NEBOSH and RoSPA accredited health and safety training modules
- > Access to risk topic expertise through our Risk Solutions Panel.

Financial lines customers. What you can expect from us.

Businesses active in the financial and professional services sectors are constantly exposed to a wide range of liability risks. Failure to understand and manage those risks can threaten your operations, your reputation, and your bottom line.

QBE's expert team provides risk management support to businesses with a high level of exposure to Professional Indemnity, Cyber Risk, Crime, and Management Liability risks.

Our approach focuses on the specifics of your business: your aims, your ambitions and the nuts and bolts of your operations. We listen, learn, and then give you access to the expertise, the tools and the resources you need to improve your risk profile. If there's a particular issue that you're worried about, the chances are that others will be too. That's our cue to develop guidance that everyone can benefit from.

We pride ourselves on being innovative and pragmatic. We were the first insurer to introduce quality models to risk assessments for lawyers, generating a 26% reduction in claims for our customers. Our Risk Culture Profiling Tool was adopted by Airmic as the basis for its own guidance on organisational culture. We also recently introduced an Environmental, Social and Governance Framework to assist our customers in their ESG endeavours. Each of these is an example of the added-value products and services QBE customers benefit from.

Overview of services

We offer a range of services that address the full risk management life-cycle:

Assess

- > Risk management review
- > Risk culture profiling and benchmarking
- > Self-assessment tools: professional indemnity, fraud and crime prevention and cyber risk
- > Board-effectiveness reviews.

Alert

- > Risk alerts and updates
- > Webinars and in-house training sessions
- > Risk identification exercises.

Analyse

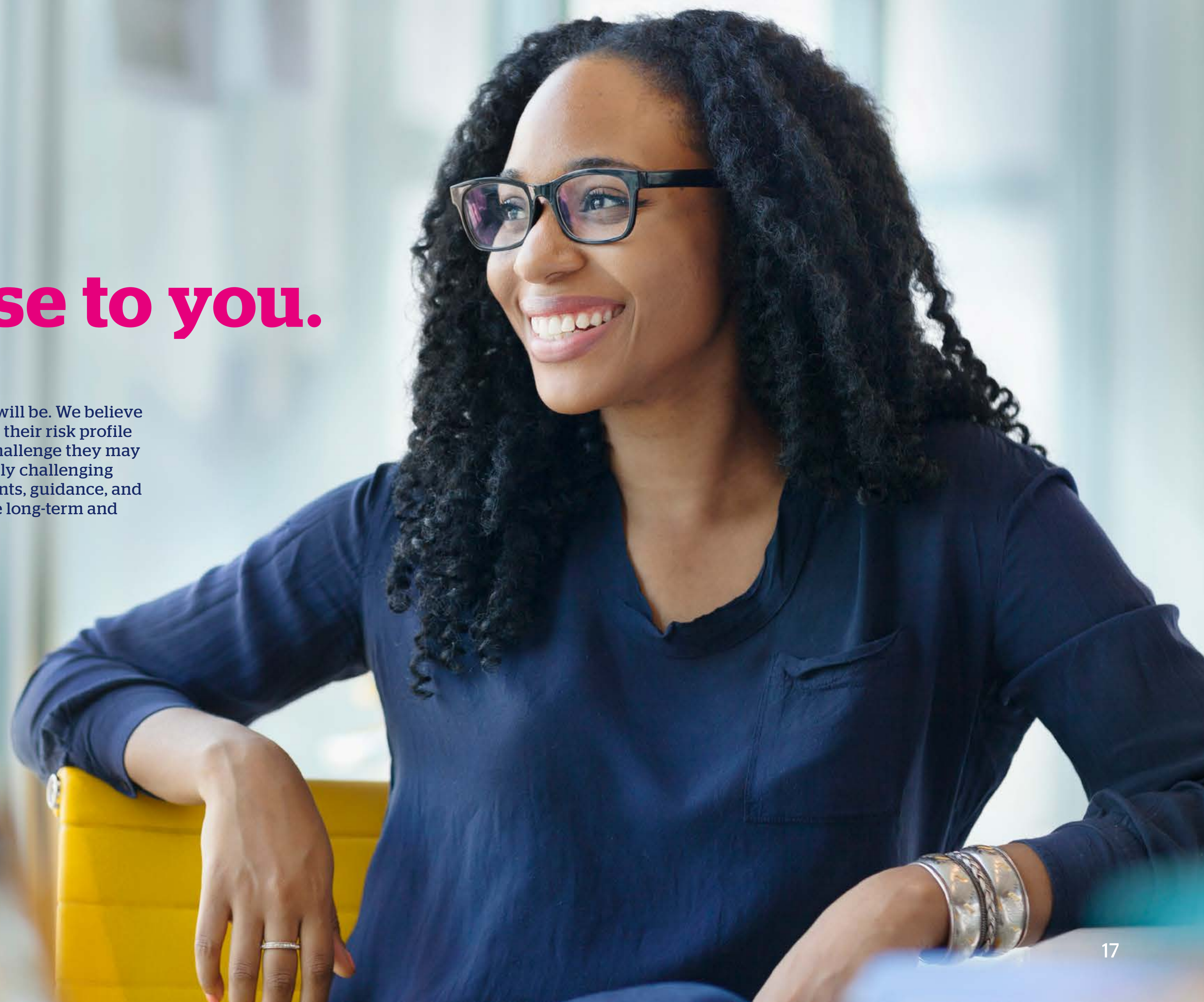
- > Claims causation and organisational learning reviews
- > Review of policies and risk control documents
- > Business process audit and review.

Apply

- > Templates and toolkits
- > Practical guidance notes
- > Ad hoc advice on specific risk issues.

Our promise to you.

Risk is part of being in business, and always will be. We believe those organisations with the clearest view of their risk profile are those best positioned to cope with any challenge they may face. We can help you navigate an increasingly challenging and complex risk landscape - with assessments, guidance, and practical advice - partnering with you for the long-term and supporting you every step of the way.



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