



People and culture

2020 Sustainability scorecard achievements

Continue to focus on diversity and inclusion in the workplace

34.8 % of women in leadership

→ On track
page 49

Maintained fair remuneration on a like-for-like role basis

↻ Renewed
page 51

View our 2021 Sustainability scorecard on [page 68](#).

At QBE we offer a supportive, flexible and inclusive workplace and culture where our people are encouraged to achieve their personal and professional goals.



Key for progress symbols:

✓ Achieved

→ On track

← Behind

↻ Renewed



The key to the long-term sustainability of our business is our people, and we invest in their physical, emotional and financial wellbeing. Our organisational culture is distilled into seven behavioural elements, the QBE DNA. It is not just what we do, but how we do it, that can make a difference in the lives of our customers, communities and our people, helping us achieve our purpose and drive our success. Our QBE DNA outlines the expected behaviours across our Group and is central to the [Group's Code of Ethics and Conduct](#). The QBE DNA is foundational - it helps us respond to current and emerging risks, opportunities and stakeholder needs. We continue to bring our QBE DNA to life across the organisation and in our actions.

Our unique culture

Culture is a key priority at QBE. We already have strong foundations in place and have made good progress in recent years to articulate how our QBE DNA sets us apart. But we know that this work never stops. We have commenced our Board-sponsored organisational culture review following the departure of our Group Chief Executive Officer (CEO) in September. Called the 'Culture Accelerator', this review builds on the work already undertaken to develop a vibrant, supportive and inclusive culture at QBE. We are proposing an evolution of our culture, building on our existing foundations to deliver high performance today as well as constant renewal and modernisation of our business into the future. We believe that

the right culture, when aligned with our business strategy, helps drive business performance and positive customer, employee and partner outcomes. We want to continue building an environment where everyone feels safe and encouraged to speak up, raise ideas and call out issues without fear.

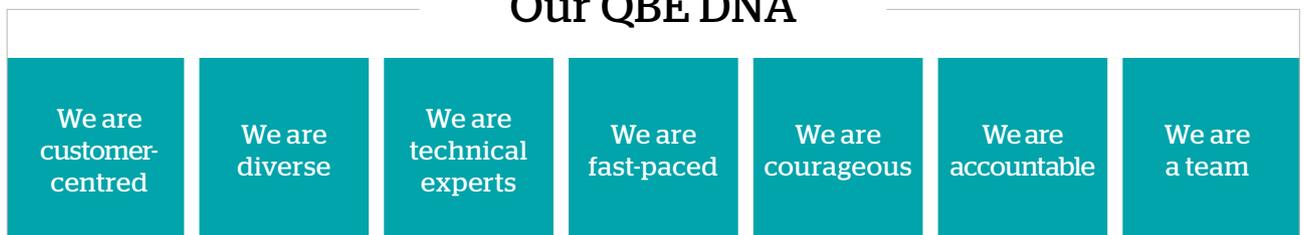
There are already a number of initiatives underway to support our cultural agenda. Globally, we will be increasing our focus on development and succession planning to enable us to have a stronger internal pipeline to senior roles. Work is underway to put targeted development plans in place for our senior leaders in 2021. In Australia Pacific, we have rolled out the Appropriate Workplace Behaviour online compliance module which canvasses what constitutes appropriate workplace behaviour at QBE. It provides tools to help manage the risks of bullying and harassment and generates options to contribute to a positive working environment at QBE. In Asia, we have conducted a risk culture deep dive, focusing on speak up amongst our people.

We have advanced our measurements of culture and have developed our first 'culture dashboard' for the Group. Some of these metrics now form part of the regular management Quarterly Business Reviews. This will be further enhanced as we refine our thinking through insights gained via our Culture Accelerator.

Monitoring the pulse of our employees

During 2020, we measured and monitored employee wellbeing through five global Q.Pulse surveys in addition to our regular annual QBE Voice employee survey. Q.Pulse was designed to take the temperature of our organisation and help address workforce needs around wellbeing, safety, resources and enablement, regardless of whether employees are working remotely or on-site. Q.Pulse results overall showed that more than 60% of our employees consistently reported that they were feeling 'Great' or 'Good'. However, we did report declining trends in employees feeling they can manage demands and pressures of work as the year progressed.

Our QBE DNA



Our annual QBE Voice employee survey focuses on issues such as engagement, satisfaction, enablement, organisational culture, leadership and management effectiveness, diversity and inclusion (D&I) and risk culture metrics. The survey gives our people the opportunity to tell us what it feels like to work at QBE and where we need to improve our employee experience and culture. We also use the survey process to get a point-in-time view of the demographics and diversity of our workforce. Refer to [pages 53 to 55](#) for further information. In 2020, we achieved a strong response rate of 86%, with an overall engagement score of 76%, up six percentage points from 2019, and an enablement score of 76%, up five percentage points from 2019.

Key insights from this year's survey include that QBE continues to respond effectively to changes in the business environment (up 16 percentage points), indicating that our efforts over the year have had a positive impact. Communication has been a strategic focus and during COVID-19, our people have seen an improvement in open and honest communication with a 12 percentage point increase. One of the key highlights for the year is that our employees feel they can speak freely without fear of negative consequences as part of our speak up culture (up five percentage points). There is continued growing trust and confidence in both the Group Executive Committee (up four percentage points) and Divisional/Functional Leadership teams (up eight percentage points).

In light of recent events, our people have asked us to continue to be more innovative and flexible as a company. Feedback has indicated that the work we are doing to achieve our strategic priorities is having an impact, and QBE is continually transforming for the better. Following the 2020 survey, we will continue to take a disciplined, strategic approach to addressing the key QBE Voice themes, communicating actions and progress, and sharing learnings across the divisions.

Keeping our people connected

People are at the heart of our business. Creating an environment where our employees feel engaged, supported and equipped to do their best is essential to our success.

In response to the pandemic, we ramped up our communications and listening to stay connected through interactive forums, regular blog posts, virtual meetings and townhalls that encourage two-way conversations. Our Group and divisional CEOs continue to provide regular updates, giving employees across the Group the chance to directly comment and ask questions about the business and our strategic priorities.

In North America, we rolled out a QBE Connect calendar including various channels to educate and engage employees as they continued to work remotely. We implemented a campaign called 'Café ExCo' to enable our employees to stay connected to their Executive teams. In Asia, our program 'Asia Connects' consisted of monthly leadership calls, quarterly all-employee townhalls and a Monthly Wrap newsletter.

We celebrate our employees' diversity and our various employee network groups support and empower our people to work together on issues they care about. Globally, we champion internal advocacy networks to bring our QBE DNA to life with groups such as QBE Pride focused on LGBTIQ+ inclusion. In Australia Pacific, we launched Bunjis@QBE, formed by the Reconciliation Action Committee to further drive our First Nations reconciliation efforts. In North America, we run Valor for veterans, WIN (Women's Initiative Network) MIX (multicultural), Pride (LGBTIQ+) and Q4S (sustainability). In Europe, Workability focuses on employees living with physical and mental disability, Circle is a supportive gender-related network, Open Mind supports mental health and wellbeing and MIX is our ethnic diversity network.

QBE Voice survey result



Engagement

76%

(Up 6 percentage points from 2019)



Enablement

76%

(Up 5 percentage points from 2019)



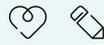
Diversity and inclusion

In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

We continue to embrace and encourage the diversity of all our people, irrespective of difference, and believe this spirit of openness and adaptability is essential to attracting, retaining and developing the best people for the best organisational and personal outcomes. We understand that a diverse and inclusive workforce brings a deep and valuable range of talents, skills, insight and experience, to better rise to challenges and opportunities and support our customers and stakeholders.



These icons denote integration of WEPs



Women in leadership



Across the Group, we came close to achieving our goal of having 35% women in leadership by 2020, with an increase over the last year from 33.7% to 34.8%. This was due to our ongoing focus on recruiting, selecting, promoting and developing all our people. In Australia, for example, we continued to run our flagship career acceleration program 'Lead In' with great success. We continue to identify pain points and develop targeted initiatives to address hiring, promotion and retention challenges related to gender. We developed a new target of having 40% of women in leadership by 2025.

We also achieved our target of having 30% women on the Group Board, which we achieved in 2020. Our new target is to have 40% women on the Group Board by 2025.



Our global policy

Our [Global Diversity and Inclusion \(D&I\) Policy](#) highlights our commitment to promoting equality and embedding inclusion in our culture. The Board People & Remuneration Committee (PARC) oversees our strategy and progress. The Global D&I Council, comprising our Group Executive Committee (GEC) drives our agenda collectively and across our divisions. We report our progress publicly through QBE's [Corporate governance statement](#).

Promoting equality through advocacy

Our GEC has placed a higher level of visible sponsorship and accountability on issues relating to the progression of women in leadership and the fair treatment of all. This included our senior-level leadership advocating for, or being signatories to, external pledges or charters such as the Male Champions of Change group in Australia, the HM Treasury Women in Finance Charter, Tech Talent Charter (to achieve greater gender diversity in technology services) in the United Kingdom and the charter created by the French LGBT+ association, L'Autre Cercle, for the inclusion of LGBTIQ+ people in the workplace.

Equality in recruitment

We continue to focus on strengthening our hiring practices to promote D&I across our workforce including tracking of gender-diverse hires, interview panels and short-listed candidates. We further embedded our recruitment guide to help support and upskill people leaders in promoting diverse hiring practices, and swiftly pivoted our recruitment practices and programs to enable virtual hiring and onboarding during the sustained work from home period.

i Refer to [Customer and community](#) for further information about our contribution to gender equality and women's empowerment through community initiatives.

People and culture (continued)

Diversity in our supply chain

We are committed to encouraging D&I in our global supply chain. Our [Supplier Sustainability Principles](#) outline our desire to work with businesses reflecting the diverse nature of the people and communities we serve, including minority and First Nations businesses, disability and social enterprises, female-owned and/or led businesses, our community and global aid partners and other not-for-profit businesses.

i Refer to [Operational excellence](#) for further information.

Supporting our employees who are carers

We understand that time, flexibility and choice are key to supporting our employees who are parents or carers as they look after their dependants or look to return to work after carer's leave.

In Asia, we launched Family Care Leave consisting of three additional leave days for all permanent employees to cover time out for taking care of a child, elderly and/or ill family members. Across some of our European offices, we have enhanced family-friendly policies in excess of the statutory minimum. We partner with CityParents to give working parents resources to balance home life and their careers with informative events and webinars covering a wide range of subjects such as family, careers and wellbeing.

In North America, we offer in excess of the minimum parental leave requirements, providing 18 weeks' leave instead of 12 weeks. As part of these 18 weeks, which are job-protected, parents giving birth can take two weeks pre-partum paid leave and 6-8 weeks' post-partum paid leave, while non-birth parents can take eight weeks' paid leave.



Flexible working at QBE

Our [Flex@QBE Principles](#) outline our approach to workplace flexibility, supporting our Global D&I Policy. We believe the office will continue to be critical to connection, innovation and collaboration, however, we also recognise the benefits of a more flexible workforce. Our aim is to drive a common culture through shared principles. Our forward looking business strategy speaks to greater trust and empowerment with purpose-led, agile teams. We have continued to see benefits made by our teams in flexible working – a valuable building block to enable us to move toward a more agile business.



Sharing the care

In 2019, we introduced our gender-equal, flexible parental leave policy 'Share the Care' in Australia and New Zealand. The program is inclusive of all parents and family situations and extends to those involving permanent foster care, surrogacy or stillbirth. This policy has resulted in a 300+% uplift in male employees taking paid parental leave, with men now representing over a quarter (27%) of parents in the organisation accessing paid parental leave. QBE has been voted #10 in the 2020 Top 20 Australian Workplaces for New Dads (by HBF Direct Advice for Dads, a website for dads, by dads).

QBE Australia was named the *JobAccess Best Workplace Diversity & Inclusion Program* at the Australian HR Awards 2020, recognising our work in gender-equal paid parental leave.



Upholding human rights

Across our divisions, we respect human rights and commit to avoiding human rights harm. We are dedicated, and promote adherence, to internationally-recognised human rights principles to secure the dignity and equality of our employees, customers, communities and suppliers.

i Refer to [Governance](#) for further information on how we manage human rights across our business.

Fair remuneration and gender pay equity

At QBE, we believe that an inclusive and supportive culture is central to the success of our business, where all our people are valued, and treated fairly. For us, this means equal pay for equal work. As part of the annual salary review process, we perform an analysis of our workforce to assess pay equity. We use multivariate regression analysis to assess the gender pay equity gap based on the key drivers of pay in our organisation including the role, location and the employee's performance. This methodology is applied across all our major markets covering approximately 90% of QBE's workforce, with results shared at Board level. This approach enables QBE to identify areas for improvement within our annual salary review process.

As an average across these markets, our gender pay equity gap is sufficiently small enough to be confident that we pay men and women equally in like-for-like roles. However, we recognise that at an individual level, some pay gaps still exist and we are working to address any identified gaps through our ongoing salary review processes and other initiatives.

Our analysis has also indicated that in our three largest commercial markets (the United Kingdom, the United States and Australia), we pay our employees in excess of publicly-acknowledged levels of what is understood in those jurisdictions as the 'living wage' (broadly, the minimum income necessary to meet basic needs).



Focus on: accessibility

For the fifth consecutive year, QBE has participated in the Positive Action towards Career Engagement (PACE) program, a 16-week program supported by the Australian Network on Disability, connecting jobseekers with a disability to mentors. PACE plays a key role in providing access to the workplace for mentors, building awareness and disability confidence in our employees.

After undertaking the Australian Network on Disability's Disability Confidence Training, our recruitment team has integrated questions around workplace adjustments into every stage of the recruitment process.



Focus on: inclusion

At QBE, we celebrate our people's differences and diversity and are committed to a workplace where all are valued and respected and can feel safe to speak up and seek support. In Australia Pacific, we launched a 'Racism, It Stops with Me' resource page to equip employees and leaders to address racism in the workplace or support those that may have experienced it in the community.

In Europe, we developed a 'Race Matters' guide and glossary, providing our employees with advice on how to engage in conversations around race relations, inequality and injustice and what vocabulary to use in those conversations. We also launched the 'seven asks of action and accountability' to challenge employees and leaders to address the issue of racism and affect meaningful and sustained change within our business. We also raised awareness of support available for mental health as part of Black, Indigenous and People of Colour Mental Health Awareness Month.



► Reconciliation Action Plan

In September 2020, we launched our [third Reconciliation Action Plan \(RAP\) for 2020-2022](#), which sees our continued commitment to creating meaningful relationships and promoting sustainable opportunities to empower Aboriginal and Torres Strait Islander communities, organisations and businesses. We have identified people, supply chain, community and customer focus areas and opportunities we will need to work on as part of our Innovate RAP.

People and culture (continued)

Developing our people and leaders

To enable our leaders to help their teams navigate a year unlike any other, we deployed a range of resources and programs. We expanded the leadership curriculum to include a Leader Toolkit, which articulated practical tips and key attributes needed to lead through uncertain times including adaptability, curiosity and empathy. We also delivered a targeted and contemporary global leadership development initiative focused on building the core mindsets and skills needed for future leadership at QBE. In Australia Pacific, we organised a leadership and executive learning series on how to build high performing teams to lead the QBE way. In Europe, we ran virtual sessions and an eLearning module to support leaders in overcoming distance and on virtual management, as well as how to process and communicate ongoing changes, manage fatigue and keep teams motivated through prolonged uncertainty.

We launched Customer@QBE to help our people generate a consistent customer mindset, develop valuable customer insights and deliver excellence to our customers. In addition, our global sales approach works alongside this to drive more customer-centred behaviours. Across Asia, Europe and North America we have delivered training to support customer-facing employees, including underwriters, portfolio managers, business development and distribution. These sessions have helped provide our people with a practical framework and new skills.

During the year, we re-launched the 'Development@QBE' portal with the aim of providing employees across Australia Pacific with development programs and resources to support their continuous development. This site houses all 'Learning for All' offerings, leadership development, development for new starters, mentoring, on-demand learning and technical and professional development resources. The site has been visited over 17,900 times during 2020. Similarly, North America launched the 'Development@QBE' portal to house their learning offerings and will build on this in 2021 to add additional development programs and resources.

Our learning and development site, Learn@QBE, has launched many new learning modules in 2020. In Australia Pacific, we saw over 1,200 employees attend over 86 'Learning for All' courses. The platform pivoted focus during the pandemic by providing continuous learning to our employees while they worked remotely. It had offerings on digital literacy, having real conversations and owning your own development.

In 2019, we began delivering 'Know the Line: Sexual Harassment in the Workplace' training. In 2020, it was compulsory for employees in Australia Pacific to complete this training session, which involves breaking down what sexual harassment means, where and to whom it applies and giving employees a clear framework to identify and address sexual harassment.

In North America, we launched Women in Agri Leadership Development, a program for women in the Crop business focusing on the unique experiences faced by females in Crop Insurance, to challenge conventional thinking, develop mindsets and advance leadership skills.

As outlined in the QBE Voice, 84% of our employees advised that their manager was supporting their development, up three percentage points.



Performance management and reward

Our performance management approach, ME@QBE, is centred around regular conversations and setting relevant time-bound performance goals that align with our QBE DNA. ME@QBE enables our people to own their performance and take control of their career by setting goals, encouraging check-ins with leaders and requesting regular feedback from managers and peers.

Our annual 'My Year in Review' provides each employee with the opportunity to have in-depth discussions with their leader, reflect on key achievements, feedback received and demonstration of the QBE DNA in the last 12 months and look forward to the following year. Employees are encouraged to collect feedback throughout the year on key strengths and areas to develop. The QBE Voice survey indicated our employees are receiving clear and regular feedback on how they are performing in their roles, up five percentage points from 2019.

This process was enhanced in 2020 allowing snapshot feedback to be gathered in real time. Individual goals and objectives are aligned to QBE's strategic priorities, and these are updated as part of impact reporting periods.

Our workforce

Overall workforce¹

11,697

Total number of employees

52.0% Female
48.0% Male

11,343

Total number of full-time
equivalent (FTE) employees

Geographic footprint by division (headcount)



Workforce (%) by employment level and gender⁴

	2020		2019		2018	
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
Group Executive Committee (GEC)	30.0	70.0	27.3	72.7	27.3	72.7
Level 1	25.5	74.5	19.6	80.4	23.1	76.9
Level 2	29.4	70.6	28.8	71.2	25.7	74.3
Level 3	36.3	63.7	35.3	64.7	33.8	66.2
Level 4	48.3	51.7	48.2	51.8	48.3	51.7
Level 5	56.2	43.8	55.5	44.5	56.1	43.9
Level 6	61.9	38.1	64.4	35.6	64.1	35.9
Female Workforce Total	52.0	48.0	52.2	47.8	52.7	47.3
Total % of women in leadership (GEC–Level 3)⁵	34.8	65.2	33.7	66.3	32.0	68.0

Average tenure by level and gender⁶

AVERAGE TENURE (YEARS)	2020		2019		2018	
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
Group Executive Committee	4.4	5.7	3.4	5.1	2.4	4.6
Level 1	3.7	9.8	4.3	10.2	3.7	9.7
Level 2	6.1	8.9	5.9	8.6	6.0	8.6
Level 3	7.3	8.4	6.8	8.3	7.0	8.1
Level 4	7.4	7.2	7.0	7.0	7.1	7.1
Level 5	6.6	5.2	6.3	4.8	6.3	4.7
Level 6	6.2	3.8	6.0	3.6	5.9	4.2
Total	6.8	6.2	6.4	6.0	6.4	6.0

¹ This includes permanent and fixed term, excludes casual/temporary employees and contingent workers not directly employed by QBE.

² Group Head Office employees are based across all divisions of operation.

³ Group Shared Services Centre employees are based in the Philippines.

⁴ This includes permanent and fixed term, excludes casual/temporary employees and contingent workers not directly employed by QBE.

⁵ Women in leadership (i.e. women in senior management) is defined as Group Executive Committee, levels 1, 2 and 3.

⁶ This includes permanent and fixed term, excludes casual/temporary employees and contingent workers not directly employed by QBE. 2018 data has been updated to reflect changes in our HR system.

People and culture (continued)

Workforce by age and gender

Overall workforce by age and gender (headcount)¹

AGE	2020			2019			2018		
	FEMALE	MALE	TOTAL ¹	FEMALE	MALE	TOTAL ¹	FEMALE	MALE	TOTAL ¹
<30	1,127	959	2,090	1,225	1,026	2,252	1,386	1,096	2,483
30-50	3,731	3,298	7,032	3,705	3,231	6,938	3,945	3,377	7,322
>50	1,222	1,353	2,575	1,176	1,338	2,514	1,232	1,416	2,648
Total	6,080	5,610	11,697	6,106	5,595	11,704	6,563	5,889	12,453

Overall workforce by average age

DIVISION	2020	2019	2018
North America	47.2	47.1	46.9
Australia Pacific	41.4	41.6	42.1
International	40.9	40.9	40.9
Latin America ²	-	-	39.9
Group Head Office ³	42.5	42.2	41.6
Group Shared Services Centre ⁴	33.2	32.4	31.9
Overall average age	40.8	40.5	40.3



HEADCOUNT %

<30		
Female	54.0	
Male	46.0	
30-50		
Female	53.1	
Male	46.9	
>50		
Female	47.5	
Male	52.5	

Attrition⁵

	OVERALL LEAVERS ⁶		VOLUNTARY ATTRITION ⁷ %		INVOLUNTARY ATTRITION ⁸ %		OVERALL ATTRITION %	
	2020	2019	2020	2019	2020	2019	2020	2019
By gender								
Female	681	1,334	8.1	12.4	3.3	9.2	11.4	21.5
Male	664	1,145	8.4	12.4	3.6	8.0	12.0	20.4
Total⁹	1,346	2,479	8.3	12.4	3.4	8.6	11.7	21.0
By age								
<30	276	520	11.6	18.9	2.8	6.2	14.4	25.2
30-50	767	1,435	8.0	12.0	3.0	8.2	11.0	20.2
>50	303	524	6.6	8.4	5.0	11.4	11.6	19.8
Total	1,346	2,479	8.3	12.4	3.4	8.6	11.7	21.0
By division								
North America	212	349	6.4	9.0	3.2	6.4	9.6	15.4
Australia Pacific	386	565	7.8	11.3	5.1	8.2	13.0	19.6
International	267	425	8.9	11.8	1.0	4.3	9.9	16.1
Group Head Office	111	208	8.2	10.7	1.7	8.0	9.9	18.6
Group Shared Services Centre	370	607	9.7	18.1	5.0	4.1	14.7	22.2
Total	1,346	2,479¹⁰	8.3	12.4	3.4	8.6	11.7	21.0

¹ This includes permanent and fixed term, excludes casual/temporary employees and contingent workers not directly employed by QBE. The total numbers from 2018 to 2020 include employees with gender noted as 'Unspecified'. Total 'unspecified' in 2018 = 1; total 'unspecified' in 2019 = 3; total 'unspecified' in 2020 = 7.
2018 data has been updated to reflect changes in our HR system.

² Latin America disposed of in 2018 and therefore discontinued operations.

³ Group Head Office employees are based across all regions.

⁴ Group Shared Services Centre employees are based in the Philippines.

⁵ This includes permanent employees, excludes fixed term and casual/temporary employees as well as contingent workers not directly employed by QBE. Leavers are counted on the first day that they are not working at QBE.

⁶ Overall leavers include both voluntary and involuntary figures.

⁷ Voluntary leavers typically comprise resignations, contract terminations or voluntary retirement.

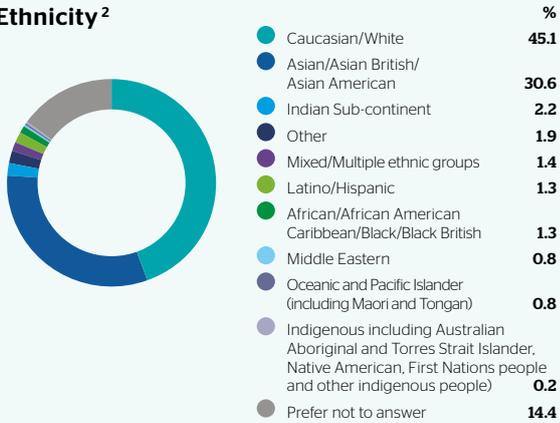
⁸ Involuntary leavers principally include those terminated through dismissal or redundancy.

⁹ The total for 2020 includes one employee with gender noted as 'Unspecified'.

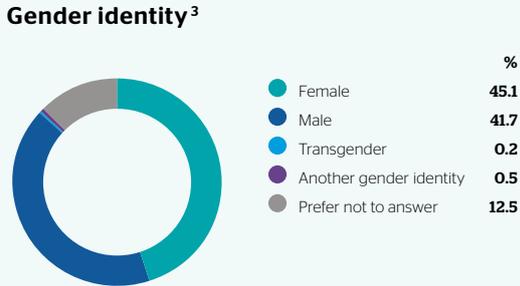
¹⁰ Latin America disposed of in 2018 and therefore discontinued operations. Total leavers in 2019 includes 325 in Latin America.

Workforce diversity indicators¹

Ethnicity²



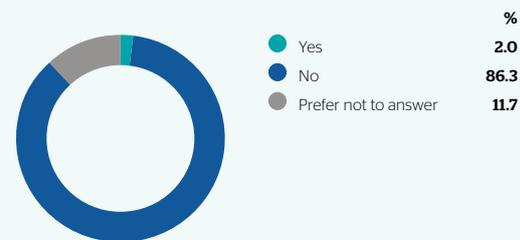
Gender identity³



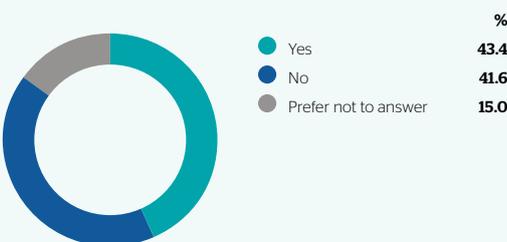
Sexual orientation⁴



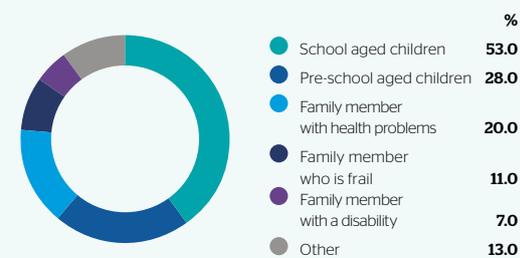
Disability⁵



Carer responsibility⁶



Carer responsibility: care provided to⁷



Diversity breakdown of workforce

Employees working part-time

4.3%

Down from 4.5% in 2019

PART-TIMERS	2020	2019	2018 ⁸
Female	455	472	484
Male	52	57	51
Total	507	529	535
Total Workforce	11,697	11,704	12,452
Part time %	4.3	4.5	4.3

1 The following information is at a point in time, collected anonymously and voluntarily as part of the annual QBE Voice employee survey completed in November 2020.
 2 Based on % of survey respondents. Total survey respondents = 9,641. Papua New Guinea, Solomon Islands, Vanuatu, Fiji, French Polynesia and New Caledonia were excluded from this survey question.
 3 Based on % of survey respondents. Total survey respondents = 9,415. Papua New Guinea, Solomon Islands, Vanuatu, Malaysia and UAE were excluded from this survey question.
 4 Based on % of survey respondents. Total survey respondents = 9,339. Papua New Guinea, Solomon Islands, Vanuatu, Fiji, French Polynesia, New Caledonia, UAE and Malaysia were excluded from this survey question.
 5 Based on % of survey respondents. Total survey respondents = 9,641.
 6 Based on % of survey respondents. Total survey respondents = 9,772.
 7 Based on % of survey respondents. Total survey respondents = 5,589. Respondents were able to select multiple options, therefore the % does not add up to 100%.
 8 Figures have been restated.