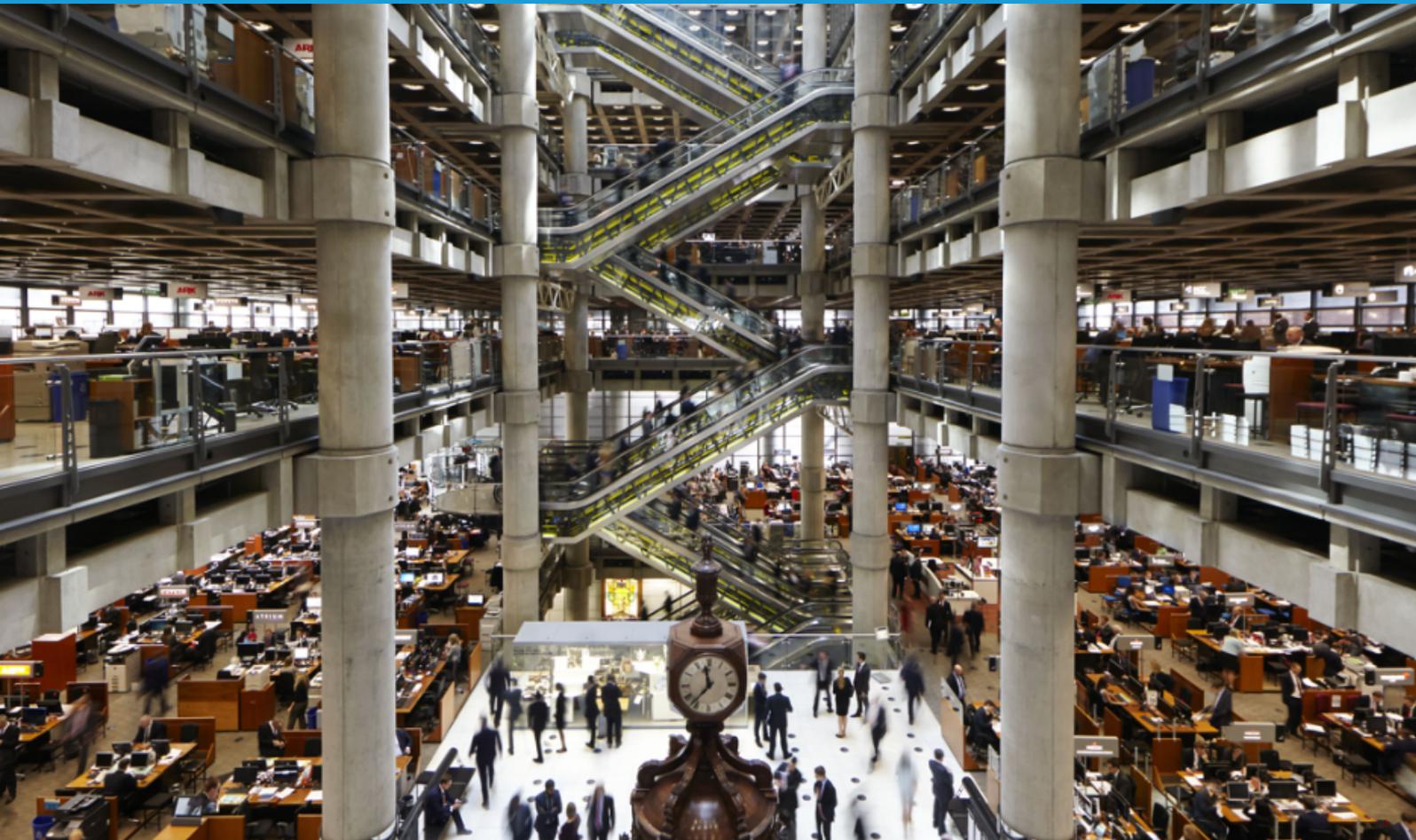


MAYOR OF LONDON

LONDON HEALTHY WORKPLACE AWARD



LLOYD'S OF LONDON CASE STUDY



LLOYD'S

WHO WE ARE

Lloyd's of London are a corporate body acting as an insurance market employing circa 800 people. Through the collective intelligence and risk-sharing expertise of the market's underwriters and brokers, we provide the leadership and insight to anticipate and understand risk, and the knowledge to develop relevant, new and innovative forms of insurance for customers globally. The market offers the efficiencies of shared resources and services in a marketplace that covers and shares risks from more than 200 territories, in any industry, at any scale. And it promises a trusted, enduring partnership built on the confidence that Lloyd's protects what matters most: helping people, businesses and communities to recover in times of need.

"Lloyd's began with a few courageous entrepreneurs in a coffee shop. Three centuries later, the Lloyd's market continues that proud tradition, sharing risk in order to protect, build resilience and inspire courage everywhere."

WHY WE TOOK PART IN THE LONDON HEALTHY WORKPLACE AWARD (LHWA)

At Lloyd's we believe in creating a healthy working environment and culture that enables positive wellbeing across the market, because healthy workplaces help to:

- I. encourage and maintain good employee health behaviours,
- II. strengthen and maintain positive mental wellbeing,
- III. sustain high levels of employee morale,
- IV. improve employee engagement, productivity and creativity,
- V. reduce absenteeism and related health care costs, and
- VI. improve employee value proposition and retention of existing employees as an employer of choice through the promotion of a healthy culture.



Lloyd's of London achieved the LHWA Excellence Award in October 2015.

WHAT WE DID AFTER LHWA SIGN-UP

Lloyds are committed to promoting the health and wellbeing of its employees and believe that a healthy and fit workforce are better able to achieve their own objectives and that of the business. Lloyd's engaged with the LHWA in part to help raise the profile of health and wellbeing across the business and guide the organisations strategy in this area.

CORPORATE SUPPORT FOR WELLBEING

- I. Lloyd's Vision 2025 sets out the strategic objective to attract the best talent and to be a diverse market by gender, age and ethnicity. This plan has facilitated initiatives as, for example, our apprenticeship and mentoring programmes, the expansion of the generalist graduate programme and the summer internship programme.
- II. Employees have various opportunities to learn and develop new skills and competences, e.g. through the L&D workshops of our Core Training Curriculum, Lloyd's Management Programme and internal consultancy.
- III. We have policies in place covering the provision of Parental Leave, Fertility Treatment Leave, Adoption Leave, Maternity Leave, Paternity Leave, Time off for Dependents and Flexible Working.
- IV. Our Sickness Absence Policy is designed to support rehabilitation and early return to work with adjustments made to accommodate this when necessary, e.g. phased return to work. This is informed by return to work forms.
- V. Located in the upper basement of the Lloyd's building, our Wellbeing Centre provides easy access onsite to physical and wellbeing services (e.g. massage, physiotherapy, osteopathy, acupuncture, nutrition etc.), mental wellbeing services (e.g. counselling, meditation & mindfulness, yoga & Pilates etc.), and education & advice (talks, seminars, blogposts, newsletters etc.).
- VI. Health, safety and wellbeing is a regular agenda item at team / departmental meetings. We also train all our staff on health & safety and they have various systems at their disposal to raise and resolve health & safety issues, e.g. a helpdesk, incident / accident report forms etc.

- VII. We encourage staff consultation in relation to all our policies.

MENTAL HEALTH & WELLBEING

- I. We have a performance appraisal process, in which employees are assessed against objectives and Lloyd's values to identify their training needs and allow them to comment on their job.
- II. Our Wellbeing Centre provides a confidential counselling service in-house to employees who come forward with a problem.
- III. We provide our managers and staff with development opportunities to enhance their skills around the importance of psychological wellbeing, e.g. in Resilience, Mental Toughness and Coaching Skills workshops.

HEALTHY LIFESTYLE PROMOTION

- I. 'No smoking' signs are displayed at appropriate locations and we promote smoking cessation campaigns to our employees, e.g. through providing 'stop-smoking' services and allowing staff time to attend.
- II. Physical activity in the workplace is actively encouraged and supported, e.g. through organised lunchtime walks, several sports clubs, gym discounts, a cycle to work scheme, on-site showering facilities etc.
- III. We provide support for those who wish to lose weight through Blossoms Healthcare.
- IV. We put significant effort into becoming an Alcohol Aware Employer, so we have a clear, consistent and accessible policy regarding the use of alcohol in the workplace. Also, our managers have access to information on how to identify the signs of alcohol / substance misuse and they actively promote the use of external help and rehabilitation when approached.

MAIN CHANGES SINCE COVID-19

A. Risk Assessment and Action Planning

- I. Remote Display Screen Equipment Workstation (DSE) assessment was carried out for home working. Based on this an allowance was provided to employees to buy equipment such as monitor, chair etc.
- II. We have conducted an overall Covid-19 risk assessment in early December as a preliminary measure for the reoccupation of the Lloyd's Building's Underwriting Room. However, after opening the Underwriting Room, the Government's decision to place England in a second national lockdown necessitated its closure for a second time with effect from the 5th of January. Whilst we will keep this decision under constant review, it is unlikely that the Room will reopen before mid-February.

B. Workforce Management

- I. Work in person is only allowed if employees had no obvious symptoms based on self-certification. Otherwise, work from home is encouraged, unless tasks required physical presence in the office.
- II. Pre-appointments / preregistration arrangements are encouraged between underwriters and brokers.
- III. If anyone working in the building develops COVID-19 after visiting the Lloyd's building, they should inform us that they have tested positive and confirming which dates they were in the building. We will then issue an email to our contacts at managing agents and brokers to confirm that a case has been reported and what day this took place and provide information to Public Health England as required. Anyone coming into the building is required to register on the NHS test and trace app.
- IV. Face coverings are mandatory in all public areas of the building. This includes Lloyd's reception, lift lobbies and lifts, bathrooms, the coffee shop and when walking around the Underwriting Room. These can be removed when at the Box or in meetings. Face coverings can be removed if you are speaking to, or helping someone who relies on lip reading, clear sound or facial expression to communicate, in line with the government guidelines.
- V. Voluntary temperature checks are carried out among employees.

- VI. Sanitiser stations are placed all over the building alongside signage to inform people about the importance of hygiene to reduce risk of virus spread.
- VII. Internal communications channels were established to accommodate home working, e.g. emails, intranet, Microsoft teams.

C. Social Distancing

- I. No visitors are allowed in buildings, only employees providing essential services, i.e. cleaners, engineers, security, and contracted construction workers.
- II. Our social distancing rules always follow most recent government guidelines, currently the 2-meter rule is in place.
- III. We designated entry and exit points. The building can only be accessed via reception and Tower 1 and it can only be exited via Tower 3 and Tower 5.
- IV. Hand sanitiser stations were set up at each entrance and exit.
- V. We created one-way circulation routes with guiding arrows to ensure that contact between different flows of people was minimised.
- VI. Only three people are permitted in scenic lifts and one person in each service lift at any one time (provided face coverings are worn). Up to 3 persons are permitted in goods lift at any one time.
- VII. Perspex screens were installed in underwriting rooms to allow underwriters and brokers to interact.
- VIII. Fogging is carried out on a monthly basis.
- IX. Regular 'deep' cleaning of 'high touch' points e.g. taps, WCs, paper towel dispensers.

D. Staff Wellbeing

- I. We created a wellbeing hub with links to Headspace and Every Mind Matters and held regular team meetings to allow people to catch-up with each other. On birthdays, we arranged a short call or even virtual drinks to celebrate with employees.
- II. To support of employees' wellbeing while working from home, we have pulled together a wide range of resources with lots of tips and advice on the things they can do to keep on top of their mental wellbeing and cope

with how they may be feeling while staying at home, which is available on our website.

HOW WE COMMUNICATE AND PROMOTE INITIATIVES

We understand the importance of effective communication with and from staff, therefore we provide the following communications platforms for our employees:

- I. An actively managed intranet, available to all staff, which provides a platform for latest news and is also a rich repository of information.
- II. "Town Hall meetings" are held quarterly. We hold one for all our employees and one for directorate level personnel.
- III. We have staff lunches with the CEO every six weeks.
- IV. We have senior leader blogs, where staff can interact anonymously.
- V. We have regular online Q&A sessions with senior leaders.
- VI. We use newsletters to share information with people, e.g. we have previously covered topics such as as diabetes, gout, heart disease, advice on management of allergic reactions, skincare, healthy eating, improving sleep etc.

OUTCOMES

Trevor Jennings, Risk manager at Lloyd's and lead on health and wellbeing concludes that "as a result of being awarded, the profile of health and wellbeing across Lloyd's has been raised and is now a vital part of continuing to attract and retain the best talent, while helping to maintain a healthy and happy workforce."

OUR NEXT STEPS BEYOND THE AWARD

After completing LHWA Excellence level, we remain focused on key initiatives to further promote health & wellbeing within our organisation, e.g. our Wellbeing Champions Programme and Healthy Eating Initiative alongside our StepJockey challenges. We are also involved in research projects working on musculoskeletal issues and we aim to share the practices we learn with others.

Recently, we have gained certification to the International Occupational Health and Safety Management Standard (ISO 45001) and the International Environmental Management Standard (ISO 14001). This was a major achievement for our organisation, which demonstrates our commitment to the health and safety of our

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employees and building users, as well as the protection of the environment and the drive to improve sustainability across our global portfolio.

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