

# Lloyd's Culture Dashboard 2020

## Culture

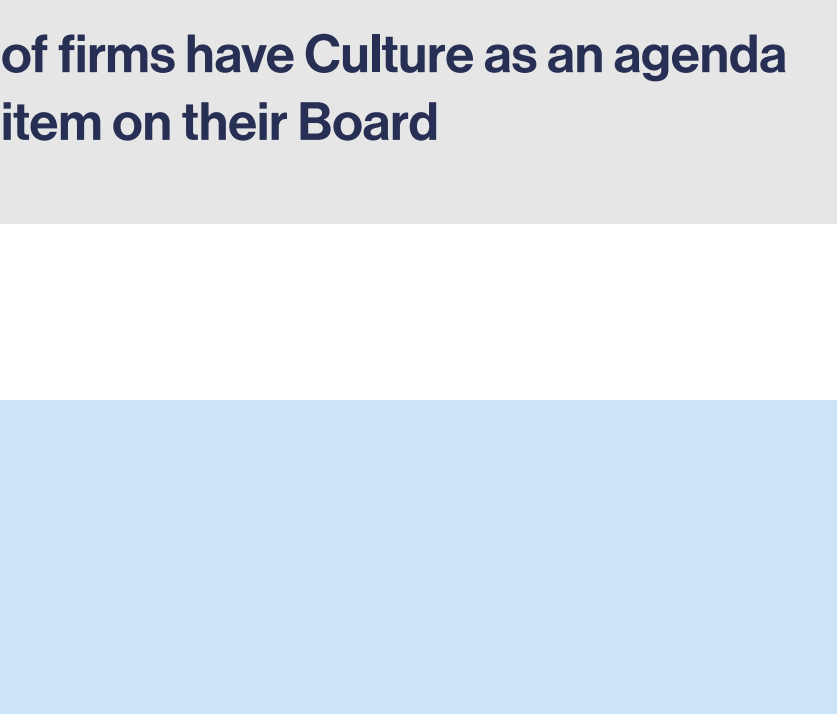
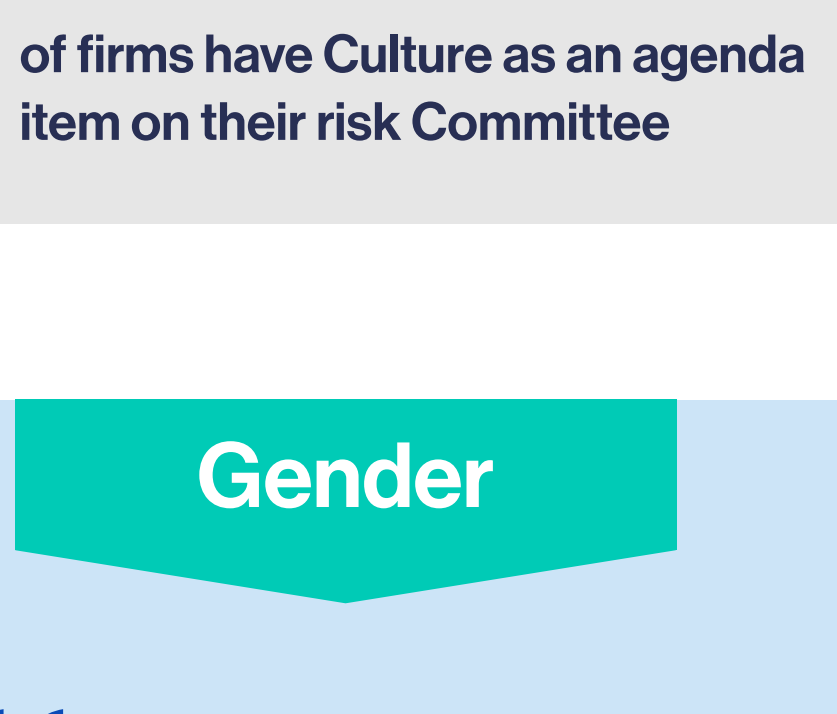
“Creating an inclusive and high-performing culture is fundamental to the future success of our marketplace. To get there we must be brave in our actions to accelerate change, and transparent in how we measure our progress and hold ourselves to account”

Fiona Luck, Lloyd's board member and non-executive director for talent and culture (Chair)

### Market policies and practices insights

Market Firms were asked about the Culture practices within their organisation

#### Culture as a priority

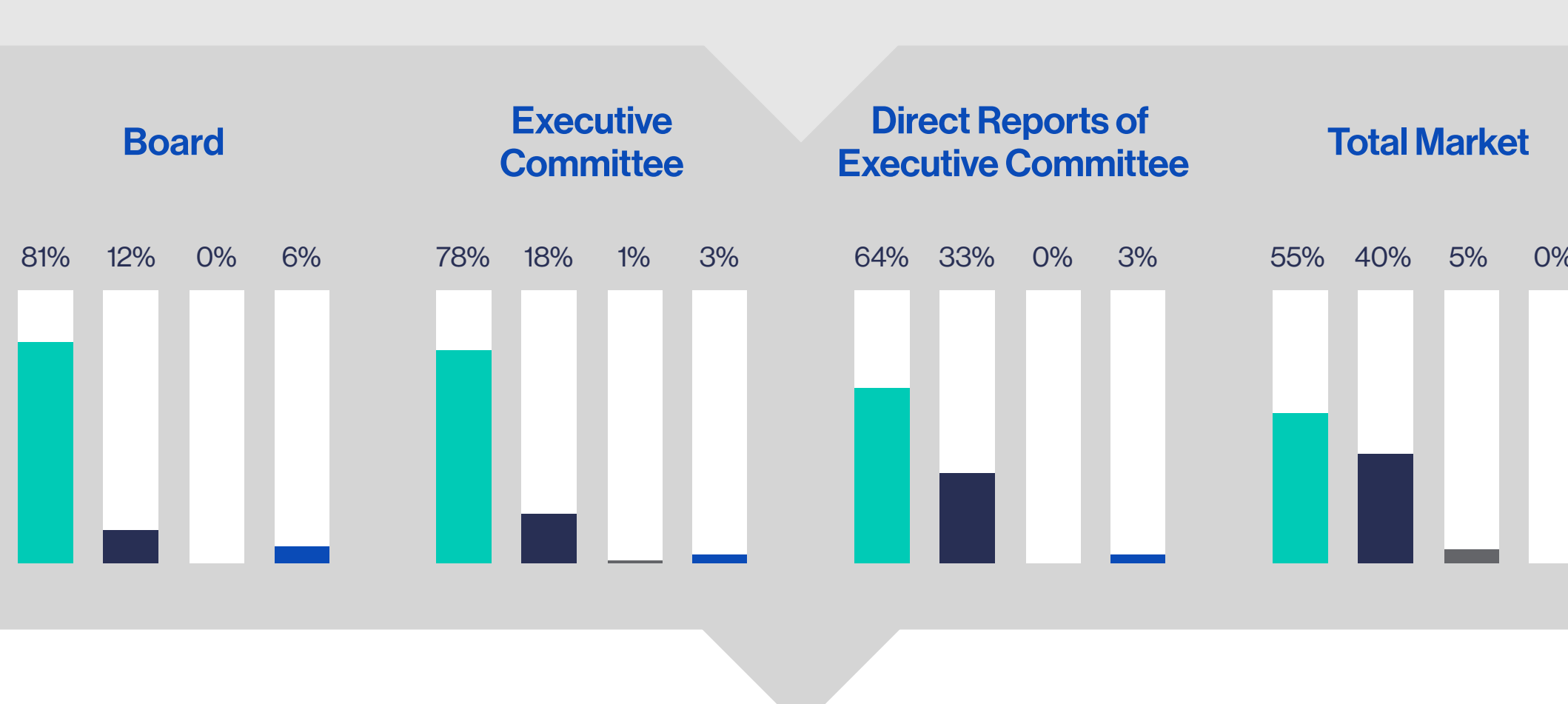
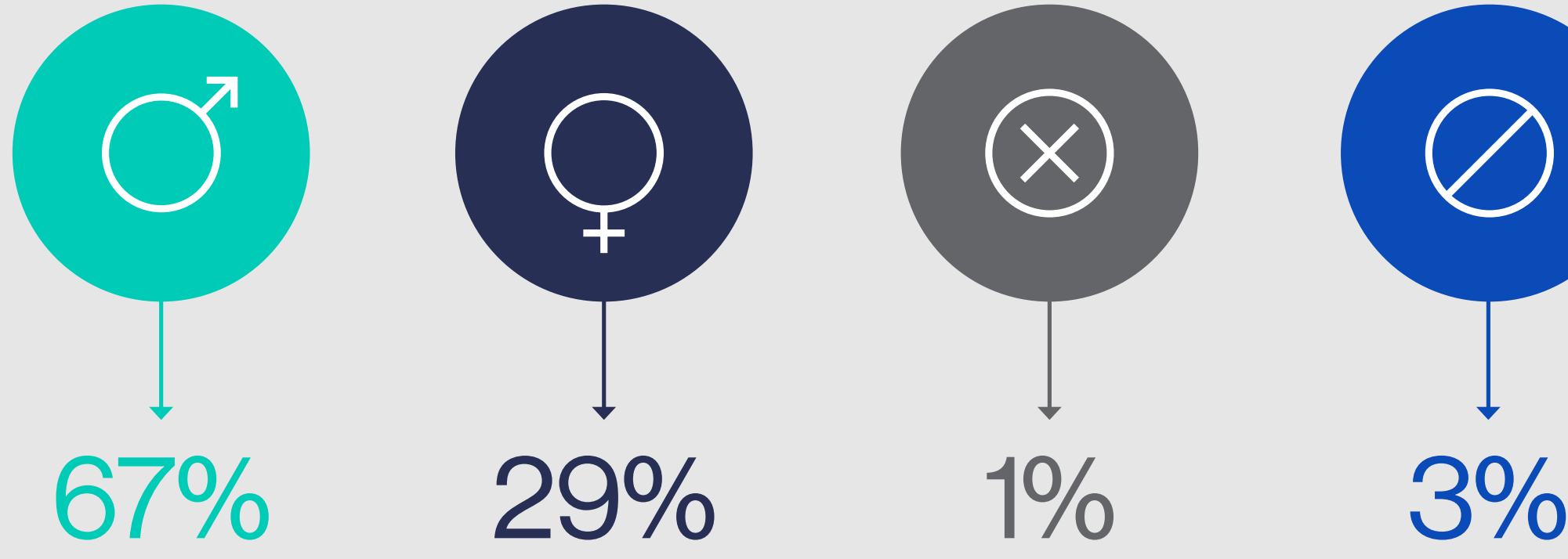


## Gender

“Gender balanced leadership teams make better decisions and drive better performance. Lloyd's has started on the journey towards a more positive and inclusive culture; we must stay focused and maintain our ambition if we are to succeed”

Dame Jayne-Anne Gadhia, Founder and Executive Chair, Snoop

#### Total Leadership



### Several firms still have entirely male leadership teams

12

Firms with all male Boards

12

Firms with all male Executive Committees

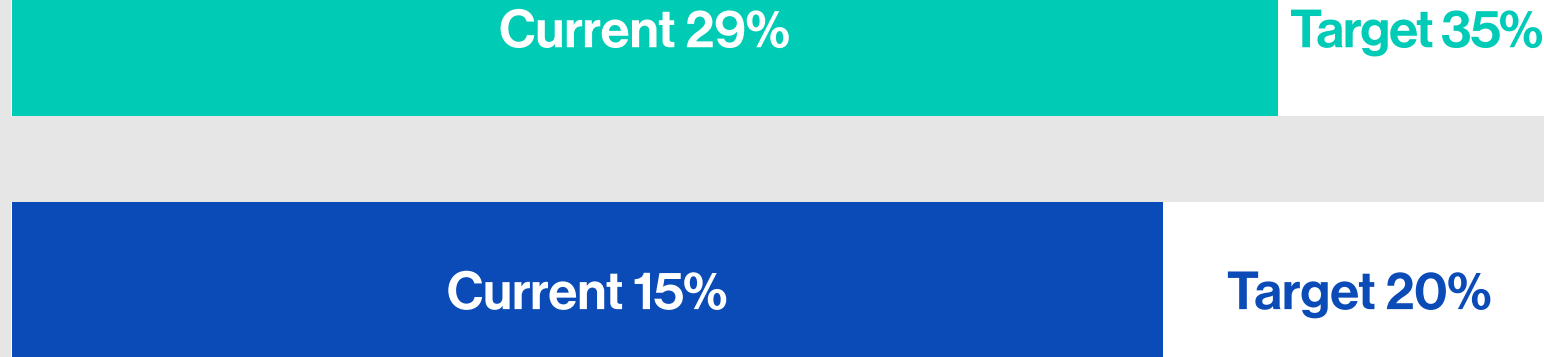
07

Firms with all male Board & Executive Committee teams combined

01

Firms with all male direct reports of the Executive Committee

### Across the market place, we are setting short-term targets for women in leadership positions...



...but there is much progress to be made to achieve parity.

■ Women in leadership positions ■ Women in Board and ExCo level positions

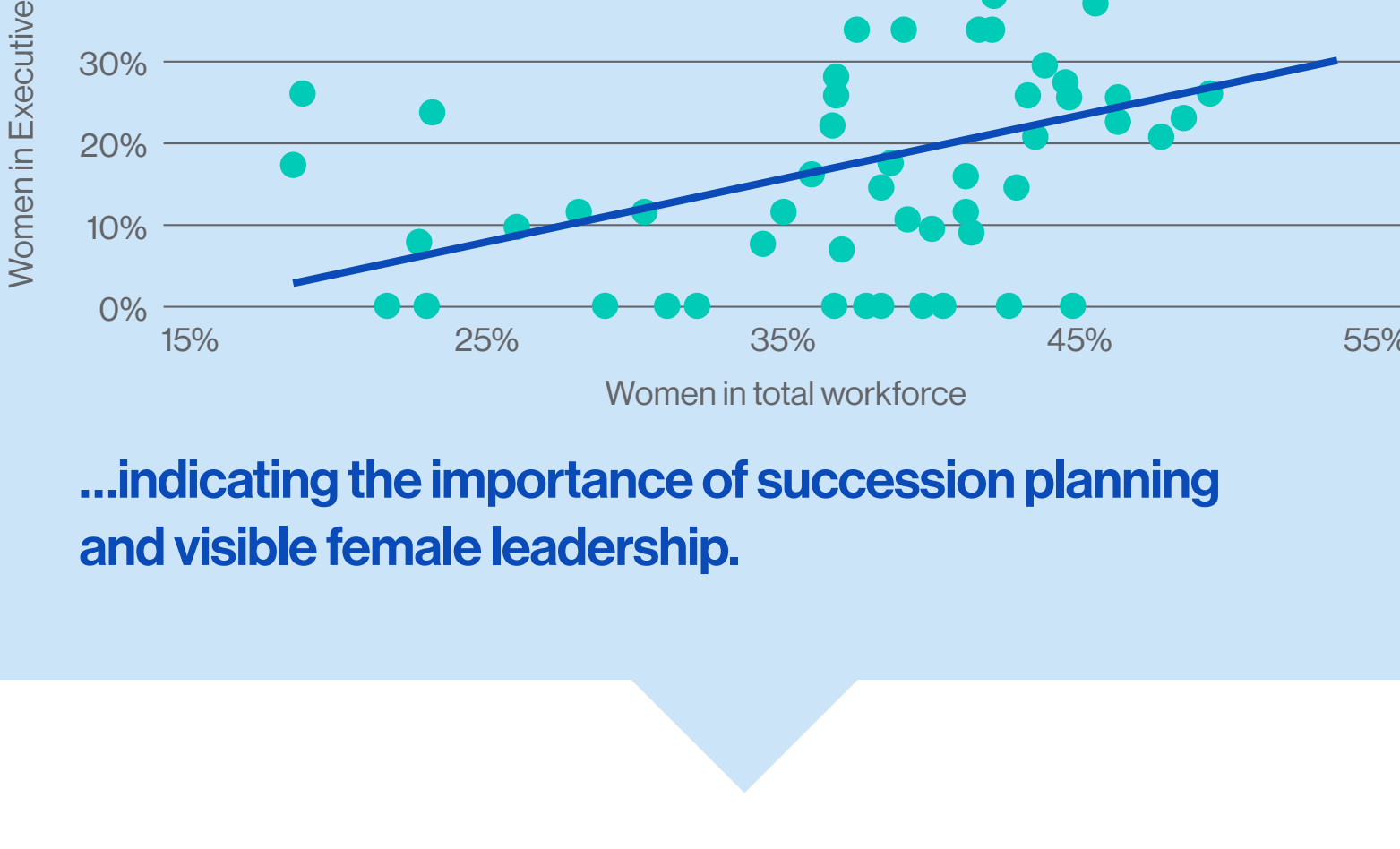
### Some firms have already passed the women in leadership target...

1 in 5 firms already exceed the target

1 in 5 firms still have less than 10%

...while others have made more modest starts.

### There is a positive correlation between having a higher percentage of women in the total workforce, and the percentage of women in the Executive Committee...



...indicating the importance of succession planning and visible female leadership.

Note 1: Data gathered from market firms as part of the Market HR Policies and Practices data gathering exercise in December 2019 with some validation of gender board data complete in June 2020

Note 2: Data has been provided from 51 Managing Agents and 7 Brokers

## Ethnicity

“It's time for the Lloyd's market to turn good intentions into action. What gets measured gets done, and that is why collecting data to set an ethnicity target is so important. None of us should underestimate the talent that the Lloyd's market is missing out on right now and the opportunities that greater diversity presents”

John Amaechi, Chief Executive Officer, APS Ltd

#### Total market – Ethnicity



Disclosure Rate (% workforce)

49%

Firms With Data

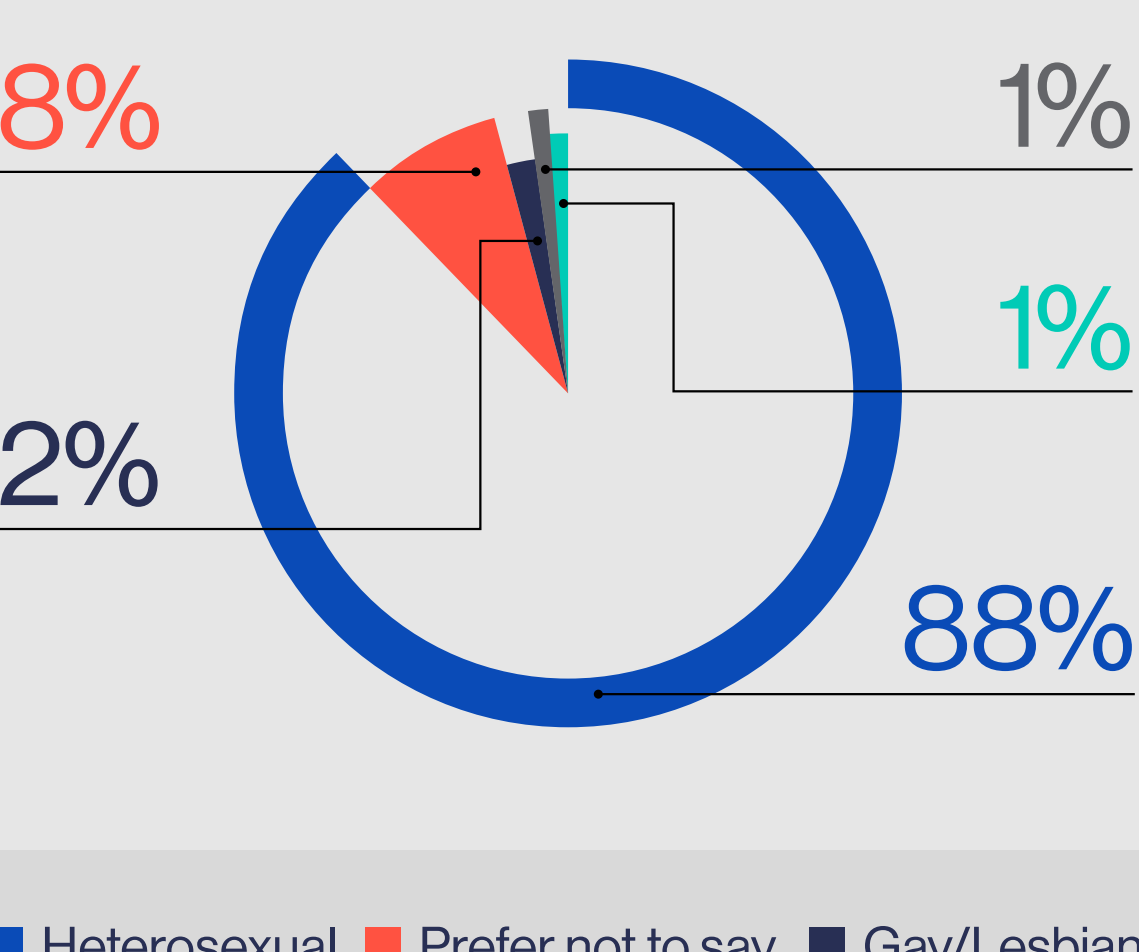
43%

“I have seen at first hand the benefits that diversity brings to the leadership table and that is why culture remains for me one of the essential components required for our future success”

John Neal, Chief Executive Officer, Lloyd's

## Sexual Orientation

#### Total Market Sexual Orientation



Disclosure Rate (% workforce)

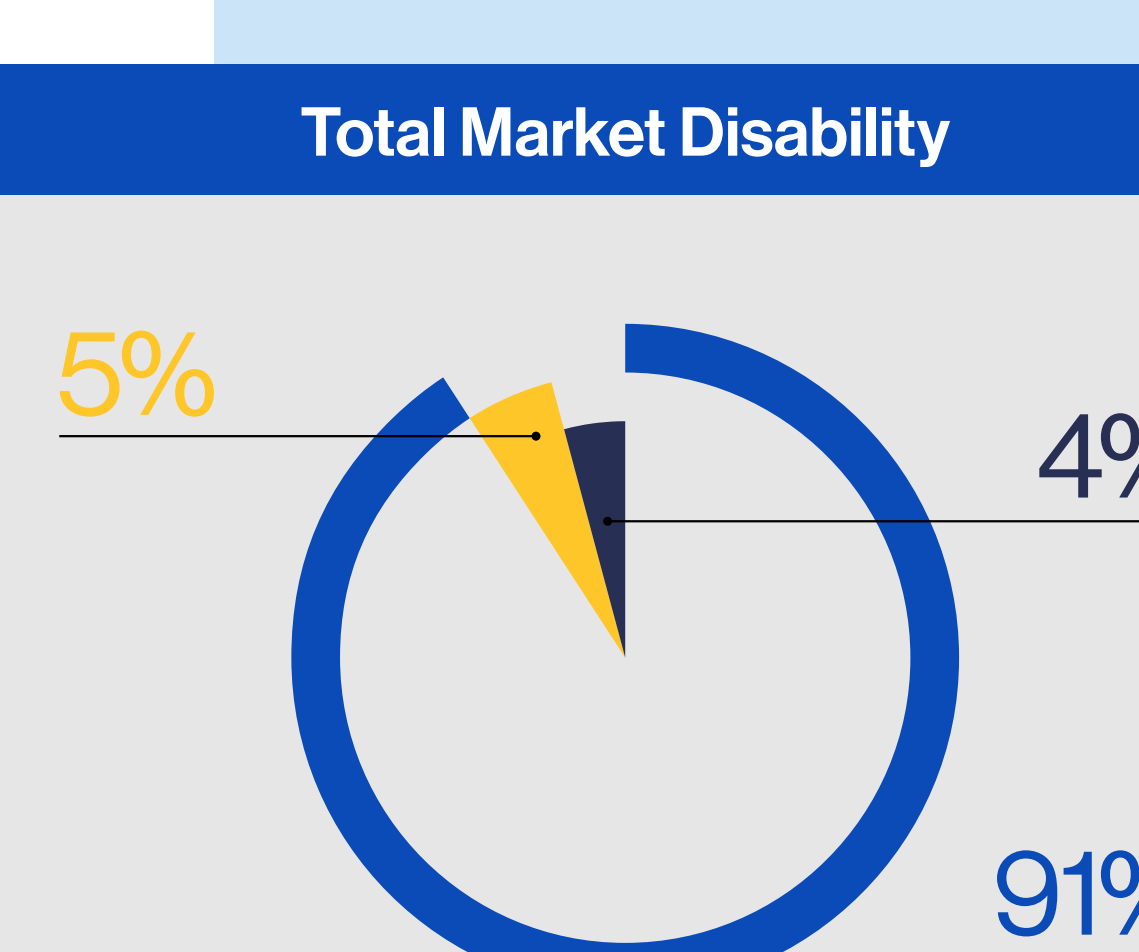
3%

Firms With Data

13%

## Disability

#### Total Market Disability



Disclosure Rate (% workforce)

33%

Firms With Data

43%

Note 1: Data gathered from market firms as part of the Market HR Policies and Practices data gathering exercise in December 2019

Note 2: Data has been provided from 51 Managing Agents and 7 Brokers

### Culture Survey data 2019

The following insights are based on 6,000 market participants responses to the Lloyd's Culture Survey conducted and published in late 2019. The ethnicity insights are new and have been added to the 2020 Culture Dashboard.

Leadership	Gender	Speaking up	Wellbeing	Ethnicity	New Data
17% do not believe senior leaders in their organisation take responsibility, especially when things go wrong	100% For every question, women's answers reflected a more negative experience than men's	38% stated that they did not know who to raise concerns to in the Lloyd's Market	23% said that working at their organisations had a negative impact on their health and wellbeing	100% For every question, BME colleagues answers reflected a more negative experience compared with their non-BME colleagues	
22% have seen people in their organisation turn a blind eye to inappropriate behaviour	46% of Women do not believe there are equal opportunities between men and women, compared to only 13% of men who believe the same	45% were comfortable to raise a concern in the Lloyd's Market	40% felt they were under excessive pressure to perform	45% Ethnic minority colleagues fear backlash twice nearly twice as much as their white British counterparts (24%)	
24% agree that their organisation primarily focuses on short term results	8% of people had witnessed sexual harassment in the Lloyd's market in the past 12 months	41% who raised a concern felt they were listened to and taken seriously	24% have observed excessive consumption of alcohol in the Lloyd's market during the past 12 months	53% of BME employees would feel comfortable raising concerns in their organisation compared to 71% of non-BME	