

Lloyd's Culture Dashboard 2022. Continued progress made against all areas of the Lloyd's market Culture Survey

Culture Principle 1. Demonstrate leadership focus on fostering an inclusive, high-performance culture

There are some clear areas for improvement including:

- Three quarters of Boards are regularly engaging with culture (75% (+4pp) of Boards have culture as a set agenda item) **↑ 4pp to 75%**
- 62% of firms have completed an assessment of their culture (74% of Managing Agents) **62%**
- 63% of firms have an agreed culture strategy that includes diversity and inclusion, with a further 29% having a strategy in development **63%** **29%**

Culture Principle 2. Ensure behavioural expectations are clear and there is zero tolerance for inappropriate behaviour

- 85% of firms (+6pp) have a behavioural framework in place, to set clear behavioural expectations, with 58% of firms (+5pp) having specific behavioural expectations for leaders **↑ 6pp to 85%**
- 80% of firms reinforce behavioural expectations through performance reviews and reward **80%**
- Nearly one third (29%) of firms have strengthened leadership accountability by linking leader compensation to culture, diversity and inclusion metrics **29%**

Culture Principle 3. Encourage speaking up, ensuring there are appropriate tools for employees to do so, and the tone is set from the top

Comfort to raise concerns about behaviour in firms and in the Lloyd's market has improved

- 78% of respondents feel comfortable raising concerns about behaviour or practices within their organisation, an increase of +3pp **↑ 3pp to 78%**
- 53% of respondents feel comfortable raising concerns about behaviour and practices in the Lloyd's market, an increase of +3pp, with more to do so that people know who to raise concerns to about market behaviour **↑ 3pp to 53%**
- There is greater confidence that raising concerns won't be held against individuals and more trust that the process is secure and confidential
- 88% of respondents have not wanted to raise concerns about behaviour in their organisation. Of the 12% who did want to raise concerns, 52% actually did (-1pp), and 53% feel their concerns are being listened to and taken seriously (-4pp). We have more to do to improve how we react and respond when concerns are raised informally

Culture Principle 4. Ensure diverse representation within their workforce and their leadership population. Be inclusive in how they hire and retain talent and ensure they reflect society and their customers

Gender balance is improving across the market

- ↑ 1pp to 30%** Women in leadership (Boards + Executive Committees + direct reports to Executive Committee) increased by +1pp to 30% and we are making incremental progress towards our target of 35% women in leadership
- Leadership target** 18 firms (26%) have met or exceeded the 35% women in leadership target and 63% of firms increased the proportion of women in leadership in the last year
- ↑ 3pp** We have exceeded our other target for women on Boards and Executive Committees, now at 23%, +3pp increase

Breakdown of women in leadership

- ↑ 7pp on 2020** Board: 19% (no change from last year but +7% on 2020)
- ↑ 6pp on 2020** Executive Committee: 24% (no change from last year but +6% on 2020)
- ↑ 1pp on 2021** Direct Reports to Executive Committee: 32% (+1pp from last year but -1% on 2020)
- ↑ 1pp to 42%** Representation of women in the total market workforce increased by +1pp to 42% respectively
- Pay gap: 37%** The average gender pay gap across market firms is 37%, with lower representation of women in the upper pay quartile (22%) a key factor
- Committed** We are learning about and sharing good practices from firms who are doing well

Ethnicity

- 64% of firms collected ethnicity data, +4pp from last year, and +15pp from 2020 **↑ 4pp to 64%**
- Ethnic minority representation across the market increased by 1pp to 9%, and by +1pp to 5% in leadership **↑ 1pp to 9%**
- In 2021 we announced our hiring ambition for one third of new hires to have an ethnic minority background. We now have a baseline against this ambition, with 15% of new hires having an ethnic minority background (20% amongst managing agents), but there is no ethnicity data collected or disclosed for 36% of new hires in the market **1 in 3**

Disability

- Where it is collected, 10% of colleagues have disclosed a disability and 3% prefer not to say **10%**
- This compares to 19% of the UK working age population who have a disability **19%**
- You are disabled under the Equality Act 2010 if you have a physical or mental impairment that has a 'substantial' and 'long-term' negative impact on your ability to do normal daily activities

Sexual Orientation

Disclosed sexual orientation in the market is:

- Where it is collected, 2% of the market workforce identify as LGB similar to 2019 ONS data which shows 2.7% of the UK population aged 16 years+ identify as LGB **2%**
- Heterosexual **58%**
- LGB **2%**
- Prefer not to say **5%**

Social Mobility

As part of our Culture Survey, we included demographic questions on social mobility for the first time. Whilst this is a partial view of the Lloyd's market, it provides a first look at social mobility in the market

Socio-economic background

Based on responses to the question 'What was the occupation of your main household earner when you were aged 14':

- Professional backgrounds **46%**
- Intermediate backgrounds **10%**
- Lower socio-economic backgrounds **19%**

School attended

Based on responses to the question 'What type of school did you mainly attend between the ages of 11 and 16?'

- Fee paying school (no bursary) **11%**
- All other schools **64%**

Culture Principle 5. Understand their employee population, collect appropriate data and take action to create an inclusive employee experience

Diversity data collection and disclosure is increasing and is an area of focus across the market:

- 100%** of firms collect gender data
- 64%** of firms collect ethnicity data
- 57%** of firms collect disability data
- 40%** of firms collect sexual orientation data
- 3** firms collect social mobility data

Collection of diversity data is lower at leadership levels - for example there is no ethnicity data for **56%** of Board members

Diverse groups show a negative variance on inclusion, particularly opportunities and speaking up

- Women are less positive about opportunities, inclusion and speaking up
- Ethnic minority colleagues have a less positive view about inclusion and behavioural standards
- Colleagues with disabilities have a less positive view on all dimensions, particularly speaking up and wellbeing
- Colleagues with caring responsibilities are similar to non-carers, with the exception of opportunities, learning and wellbeing
- Gay / lesbian colleagues are slightly less positive on all dimensions. Bisexual colleagues are less positive on all dimensions, particularly inclusion and wellbeing

88% of firms have Employee Resource / Network Groups in place or promote market-wide networks

Total percentages may not add up to 100% due to non-disclosed responses