

## Focus Area 2

# Enable a **sustainable and resilient workforce**

At QBE, our people and culture are two of six strategic priorities underpinning the performance of the business. They are fundamental to how we seek to deliver on our purpose to enable a more resilient future.

This second Focus Area recognises the important role our people and culture plays in attracting and retaining talent over the long term. It also recognises the importance of our people's technical knowledge, skills and capabilities in supporting our business and customers, and addressing the risks and opportunities that arise across our globally diverse business.

### QBE DNA

Everything we do is informed by our QBE DNA: seven cultural attributes that describe who we are, what we stand for, and how we conduct ourselves. The framework sets out expected behaviours for the whole of QBE working in conjunction with QBE's [Group Code of Ethics and Conduct](#).

We are  
**customer focused**

We are  
**technical experts**

We are  
**inclusive**

We are  
**courageous**

We are  
**fast paced**

We are a  
**team**

We are  
**accountable**

No matter the role or country, or whether a QBE employee works in one of our offices or in a hybrid environment, our **QBE DNA** is what connects us all.

## 40.0%

Women on Group Board

**Target of 40% by 2025**  
(achieved)

## 54.5%

Women on Group Executive Committee (GEC)

**Target of 40:40:20**  
(40% women, 40% men,  
20% any gender) **by 2023**  
(achieved)

## 40.0%

Women in Leadership<sup>1</sup>

**Target of 40% by 2025**  
(achieved)

## Achieved target

of equal sense of belonging in dimensions of LGBTIQ+ identification and ethnicity

[+ Click here to learn how we engage our people on sustainability.](#)

<sup>1</sup> Level 0 (GEC) and the next three tiers of employees below.

# Culture and inclusion

Who we are and how we do things at QBE is guided by our DNA attributes and underlying behaviours. Fundamental to our culture is living our purpose of enabling a more resilient future, and being inclusive of diversity, so we can unlock the value of the varied perspectives and experiences of our people.

## Living our purpose

Following the launch of QBE's new purpose – enabling a more resilient future – we continued to embed living our purpose into our culture in 2023. We do this through visual campaigns and intranet articles, sharing stories of our purpose being lived, regular communications from senior leaders and including purpose-alignment in QBE's decision-making tools. Helping our people explore the link between their purpose and the work they do has also been integrated into annual career and development conversations. Our Voice Pulse survey results indicate that, just over a year from launch, most employees are inspired by, and are using, our purpose to guide how they work.

## Safety to Speak Up

Safety to Speak Up is part of QBE's culture, and fostering this safety is crucial to enabling our culture priorities. Our approach has different aspects, including calling out undesirable behaviours, experimenting, challenging, participating and supporting others. We know that maintaining a culture of speaking up requires all of us to contribute through small, deliberate acts every day, done consistently over time. To help build on an already strong foundation, the 2023 focus has included:

- Empowering our employees with a Safety to Speak Up Playbook as a guide to help all our people foster a safe environment and understand where to raise suggestions, challenges or concerns.
- Increasing transparency around speaking up, including sharing insights and education relating to conduct issues, reporting rates and consequences.
- Conducting deep dives into measurement via our Voice Pulse, including identifying hot spots, and introducing new survey questions to help explore potential barriers to speaking up.

## Our Inclusion of Diversity approach

Our approach to Inclusion of Diversity sets out our expectations for how we interact with each other, and our aspiration to be a positive influence for the inclusion of diversity beyond QBE's boundaries.

At QBE, we have a broad view of diversity that includes all the ways that people are visibly, and invisibly, different, defined in our [Inclusion of Diversity Policy](#). We know that to realise the benefits of this, we must create an environment where everyone is, and feels that they are, included.

## Belonging targets

This year, to support a meaningful and global approach to Inclusion of Diversity, we introduced innovative new targets focused on fostering an equal sense of belonging across the dimensions of gender, ethnicity, disability status, and LGBTIQ+ identification. These build on our existing Women in Leadership targets and signal that, at QBE, it is not just about being represented or counted, but also about being included.

The targets aim to have minimal variation (<5%) in the 'sense of belonging' Voice Pulse survey responses, regardless of how an individual identifies. In 2023, we met targets for ethnicity and LGBTIQ+ identification, however, belonging gaps remained above the 5% threshold within the dimension of disability status and for gender identity, with no gap between men and women, but a gap for those who identify as non-binary/another gender. We know there is more work to do, and these results will guide our future strategies.

## Focus Area 2 - Enable a sustainable and resilient workforce (continued)

### Gender equality progress



In 2023, we achieved our 2025 target of 40% Women in Leadership<sup>1</sup> across QBE early, with an increase over last year from 38.6% to 40.0%. We continue to focus on women in leadership to maintain this result. QBE also continued to meet our 2025 goal of 40% women on the Group Board. In 2022, we pledged support for the industry-led 40:40 Vision, with a goal to meet the principle of 40% women, 40% men and 20% any gender on the GEC by 2025, a target we currently meet with 54.5% women on our GEC.

QBE's continued progress in increasing representation of women in leadership has been driven through our innovative Inclusion of Diversity approach, which covers the whole employee lifecycle. Examples of actions we have taken include:

- leadership development and succession planning to foster an internal pipeline of female leaders;
- introducing new global Inclusive Recruitment Principles setting out best practice for how we design roles, source candidates, shortlist, interview and make selection decisions that support diverse candidates; and
- increasing flexibility and gender-neutral leave offerings such as parental leave that reduces the distinction between primary and secondary carers, contributing to shifting societal expectations regarding gender norms.

We continue to use data analysis and employee listening to identify opportunities for further progress, and inform new targeted initiatives to address attraction, progression, and retention of women in leadership at QBE.

To further the impact of our work, we also engage beyond QBE, such as through committing to pledges like the 40:40 Vision and with GEC members engaging with groups like the Champions of Change Coalition.

In support of

#### WOMEN'S EMPOWERMENT PRINCIPLES (WEPs)

These icons denote integration of the WEPs



+ Refer to the [WEPs website](#) for icon descriptors.

### Pay equity and pay gap

QBE implements equitable remuneration practices, designed to result in equal pay for equal work. We regularly assess pay equity in our workforce to give us confidence that we have gender pay equity on a like-for-like basis, based on key factors such as role, location, and performance. We recognise that some pay differences remain at an individual level, and we continue to work to address any differences through our ongoing annual salary review processes.

This year, we also undertook a global gender pay analysis that examined raw pay data between males and females across the entire organisation. This analysis was done without adjustment for factors such as role, level, tenure, or geographic location; it simply compared the median pay for all women employed by QBE to that of all men employed by QBE. We undertook this analysis recognising that a gap in median pay data is not an accurate measure of equal pay for equal work but, rather, could help us to identify over or under representations of either gender in various roles and levels throughout the organisation and the impact of societal trends on our own workforce.

### Diversity in our supply chain

QBE's Supplier Sustainability Principles (SSPs) were reviewed during the year and will be replaced with the [Supplier Code of Responsible Conduct](#) in 2024. The SSPs outline our desire to work with businesses reflecting the diverse nature of the communities we serve. This includes minority and First Nations businesses, disability and social enterprises, and female-owned and/or led businesses.

<sup>1</sup> Level 0 (GEC) and the next three tiers of employees below.



# Resilient workforce

A core part of living our purpose of enabling a more resilient future is enabling a more sustainable and resilient workforce. We deliver a range of experiences and benefits to our people to support their wellbeing and provide opportunities for them to grow and build skills.

## Learning and development

At QBE, we offer employees access to 16,000+ digital learning content items available anytime through our MyLearning platform. 'Hot Skills' modules are available through MyLearning, designed to empower our people with greater confidence, skills and experience to help them feel fulfilled in their roles, build their career at QBE and meet customer needs.

Additionally, to build greater awareness and capability within QBE regarding key sustainability topics, we have:

- refreshed the QBE Sustainability Hub on the intranet;
- refreshed our e-learning modules on climate change and net zero; and
- launched four new 'Net zero in Underwriting' modules.

We also offer local learning, such as the AUSPAC Future Festival in September 2023. This event included 24 future-focused events designed to inspire and empower employees to own their development journey and become future ready in their chosen QBE career. Over 865 employees attended the series, which included virtual, future-focused events, keynote speakers, and 1:1 coaching opportunities with senior leadership members.

## Leadership development and succession planning

In 2023, we continued to invest in the development of our future leaders through our Enterprise Leadership initiatives, particularly through the Growth Leaders Forum (GLF) and Enterprise Talent Group (ETG) cohorts, who demonstrate the potential to take on broader, more complex roles. The GLF maintained its focus on discussing and advancing our strategic priorities and applying greater diversity of thinking to strategic challenges and opportunities at QBE. The ETG has been mobilised around specific business challenges and providing innovative solutions to those challenges, while also increasing its exposure across QBE. Both cohorts have also enhanced their leadership capability through masterclasses and peer learning groups.

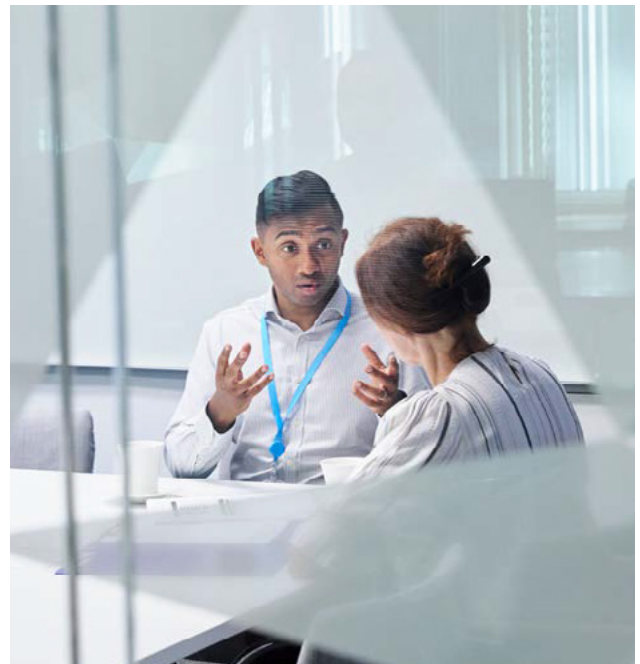
The Enterprise Leaders' Network brings together our top 350 leaders and continues to play a pivotal role in communicating and embedding our strategy across the business, bringing our shared purpose and vision to life. The continuous development of our people within these

groups has not only reinforced our succession pipelines but has also resulted in several of them being appointed to senior leader or executive positions.

## Engagement

Our engagement score serves as a measure of the overall success of QBE's collective efforts in enhancing individual engagement. Our engagement index, derived from regular employee Voice Pulse surveys, captures various aspects of an employee's enthusiasm, and dedication to long-term involvement.

In 2023, we continued to prioritise key indicators of engagement, and placed a strong emphasis on ensuring that employees felt valued and a sense of belonging. In addition to our culture and inclusion initiatives, we have introduced programs that define and bring to life our Employee Value Proposition - 'Why QBE' - to raise awareness of our strategic and sustainability initiatives.



## Focus Area 2 - Enable a sustainable and resilient workforce (continued)

### Performance

A focus on *what we achieve* (goals) and *how we achieve it* (behaviours demonstrated) underpins the QBE performance framework. With formal goal setting done early in the performance year to align with the setting of our strategic priorities, and regular conversations or 'check-ins' throughout the year, our employees are encouraged to maintain focus on their performance, career and development. These activities are supported by a variety of guides, playlists, and workshops to promote career pathways and skills development.

Our annual 'My Year in Review' process encapsulates the above approach and provides an overall performance outcome for our employees. This outcome is an input into the 'Annual Merit Review,' which, in combination with QBE's financial and non-financial performance criteria, determines each employee's total remuneration package.

Our Minimum Corporate Standards set the minimum standards of behaviour and conduct for all QBE employees. Our people are required to meet these standards and complete a self-declaration during the 'My Year in Review' process. Failure to meet the standards may impact the employee's incentive entitlements in the relevant performance year. Additionally, an assessment of each senior executive's approach to risk management is completed using input from the Group Chief Risk Officer. This process recognises positive and negative risk culture and risk management via a range of consequences that includes executives being asked to leave the organisation, and upward or downward adjustment of performance ranges and incentive payouts.



### Reward

QBE's reward framework aims to align employee remuneration with robust risk management practices and governance principles. It provides a globally consistent, but locally competitive, remuneration structure that seeks to attract, retain and motivate high-quality and talented people, while bringing reward in line with:

- the creation of sustained shareholder value;
- regulatory requirements; and
- QBE's Group Code of Ethics and Conduct.

The reward framework is regularly reviewed to ensure that it remains relevant and appropriate in the context of QBE's purpose, DNA and our strategic priorities.

## Benefits

Our global benefits programs are designed to empower our employees to build resilience and thrive, both at work and at home. Our range of programs cater to the diverse needs of our employees, including workplace flexibility, financial and personal wellbeing, and community volunteering. Our goal is to enable our employees to lead fulfilling lives while also contributing to the success of QBE.

Our offerings vary across our different divisions according to local needs and preferences. For example, in 2023 in Australia and New Zealand:

- we launched the Menopause Café, included menopause symptom management in our flexible leave offering, and created a menopause guide to help build awareness and understanding around this often-difficult stage of life.
- for National Families Week, we enhanced our flexible leave offering to acknowledge the diversity of all families and partners, the importance of our family members, and to cater for elite sporting events for athletes, graduation ceremonies and a range of family planning support and treatment options.

In North America, we partnered with Progyny, a leading fertility and family building benefits solution, to provide an inclusive family building benefit for our employees. Progyny's mission is to provide a healthy, timely, and supported family building journey. The benefit is designed to support all paths to parenthood, including LGBTIQ+ and single-by-choice employees.

In the United Kingdom, in 2023, we further enhanced family leave offerings and added new wellbeing benefits. United Kingdom employees now receive 26 weeks of gender-neutral parental leave, giving the option for it to be taken in two blocks to provide more flexibility.

## QShare scheme

In 2023, we launched QShare, an employee share purchase and matching plan. QShare was designed with the aim of engaging our people as investors, bringing the enterprise together, and showing our appreciation for their commitment through matching after-tax employee contributions when they remain with QBE for three years, up to a prescribed limit.

Already rolled out in a number of countries across the globe, the phased approach will see the plan offered to the majority of QBE employees by the end of 2024.

## Work health and safety

QBE maintains robust work, health and safety (WHS) controls across the business, with detailed risk assessment and control plans in place to mitigate WHS hazards. A Group policy governs our standards, with oversight by the Group Board. Our WHS processes and resources include ergonomic assessment, support, and equipment, as appropriate; workers' compensation personnel; psychological health initiatives; online mandatory training; regular site safety inspections; workplace incident, 'near miss' and claims registers; first aid, mental health and domestic violence support training; and online counselling. Divisional WHS committees and working groups convene to share initiatives, trends and best practice, and update the Group Board on global WHS developments and risks.



## Accountable and transparent business

QBE seeks to maintain a culture that rewards transparency, integrity, and performance. We believe this promotes the long-term sustainability and ongoing success of our business, is critical to better stakeholder outcomes, and protects our people. We are committed to the highest standards of corporate governance, conduct and compliance.

### Compliance and conduct

Our Group Chief Compliance Officer leads our Group Compliance function, providing internal assurance and oversight that compliance is managed appropriately across QBE. Our Group Code of Ethics and Conduct (Code) sets the professional standards we expect of everyone at QBE. We review our Code annually, seeking to ensure it remains current and effective in a rapidly evolving risk environment. It outlines expected standards of professionalism across the Group, emphasising our commitment to governance and accountability, and to our purpose and vision. QBE employees are required to complete mandatory training annually, including Code training, and 99.6% of employees completed their mandatory training by the due date in 2023.

Breaches of our Code are taken seriously and are reviewed to determine if, and what, consequences should apply (see 'Consequence management'). We believe that managing obligations and non-financial risks is critical to achieving better stakeholder outcomes. We also recognise the importance of managing conduct risk, which we define as the risk that actions by QBE (including inaction) result in unfair outcomes for our customers, communities or stakeholders, or detriment to market integrity. Our Executive Risk Committee, one of the committees within our Group Executive structure, has oversight of conduct risk.

### Consequence management

QBE's Global Consequence Management Policy was introduced in June 2023 and applies globally to all QBE employees. The policy outlines QBE's expectations of our people, the consequence management process, and guidance for appropriate decision-making in determining consequences across QBE. The policy contains a Consequence Matrix that serves as a guide to understanding the types of conduct where a consequence may arise, and the consequences that may be appropriate for that conduct. Potential consequences can range from informal coaching and development, through to a formal warning, an impact on remuneration, or termination of employment (in the case of more serious misconduct). The policy seeks to ensure the consequences applied across QBE are fair, reasonable and proportionate to the conduct, are applied consistently, and are transparent, with responsibility attributed to the right people.





## Whistleblowing

The [Group Conduct Reporting & Whistleblower Policy](#) encourages and supports the raising of concerns about actual or suspected wrongdoing within QBE's workplace or business. The policy is available on internal systems and through our public website and QBE provides whistleblowing training and ongoing communications to employees. QBE will not tolerate actual or threatened detrimental treatment, including retaliation, against anyone who has, or intends to, raise a concern.

All QBE employees, officers and directors can report relevant concerns through various channels. Depending on the location, this may extend to third parties, such as contractors, contingent workers, brokers, suppliers, relatives of employees, former employees, and similar individuals. Reporting channels will depend on the nature of the concern and location and can include reporting concerns to a manager, Compliance, Legal, or People teams. The criteria for legal whistleblowing protections are jurisdiction dependent. Concerns can be reported confidentially and anonymously (where permitted).

One option QBE provides is our [Ethics Hotline](#), which is available via phone or website at any time. This is a specialist third-party reporting service available in most QBE locations supporting numerous languages.

Any concerns raised will be reviewed and assessed, with the most appropriate response determined. Where applicable, concerns will be investigated in accordance with the

requirements of the relevant whistleblowing protections, policy, and associated documents. Investigations will be conducted in an independent, unbiased, and timely manner. To the extent possible, reports will be kept confidential, and those who report will be kept updated. Where reports are substantiated, QBE will take appropriate action and document outcomes. Where employee misconduct has been substantiated, action will be in line with the Consequence Management Policy.

Responsibilities for whistleblowing are outlined at the Board level and cascaded down to relevant functions, teams, and individuals. Group Compliance provides regular updates, including a dashboard, to a committee of the Group Board. Matters are escalated as needed, including to our Group Whistleblowing Committee. This is supported by local and divisional reporting and processes.