

QBE Construction Practice



A consistent approach

QBE has been supporting construction and engineering firms for more than 30 years.

We set up our dedicated construction practice in 2016 to provide a consistent approach across all lines of business and all disciplines: underwriting, claims, risk solutions and customer management.

Having a dedicated construction practice enables us to focus on the real issues you face.

QBE is an established lead market for construction insurance. Our teams have the deep-rooted expertise that comes from hundreds of years of collective industry experience. We've seen how the sector has evolved over time, creating new challenges and opportunities for firms.

More than simply providing cover and being there when things go wrong, we add value by engaging proactively with you and familiarising ourselves fully with your risks and business challenges.

We regularly hold technical workshops where you can share ideas or concerns on specific industry issues. Recent examples include workshops on water damage and on the special contractual obligations associated with working on or around rail lines.

Building partnerships

This is a time of great innovation and opportunity in the construction sector. The global construction industry is forecast to grow by 70% by 2025, while the UK's target of reducing emissions to 20% of 1990 levels by 2050 is creating huge opportunities for companies that design and build greener buildings and structures.

20/30

We work with 20 out of the top 30 UK construction companies

However, the sector is not without its challenges. With uncertainty in the aftermath of Brexit, a growing skills shortage, increasing number of legislation changes and ESG targets climbing the agenda, construction firms will need to ensure risks are actively monitored and managed.

We work with many of the leading firms in the sector, with long-term relationships with 20 of the top 30 UK construction companies. Customers look to us for our technical expertise, our understanding of the industry, and our global reach.

We recognise your challenges, and we believe that building a long term partnership with you allows us to work through these challenges together. Our collaborative approach to underwriting, claims and risk management support is built around your needs and demonstrates that we really do put our customers at the centre of everything we do.

Underwriting approach

We have top-down commitment across all lines of construction insurance business for the sector. Our underwriters collaborate closely with our claims, risk solutions and customer teams. This gives us a deeper insight into the complex nature of construction risks and the contractual relationships between the different participants in the sector. This, in turn, enables us to write risks sustainably and provide you with certainty and continuity.

Our underwriters provide a consistent and co-ordinated response to any issues that may arise, resolving them transparently in partnership with you and your broker.

We can insure all aspects of your business, from protecting you against claims relating to the professional advice you provide, to third-party liability, motor, surety, trade credit, management liability and cyber. We also provide cover for project-specific owner-controlled and contractor-controlled programmes.

Employers' Liability | Third Party Liability | Contractors' All Risks | Professional Indemnity | Motor Fleet | Property
Real Estate | Environmental Impairment Liability | Cargo | Cyber | Directors' and Officers' Liability | Surety | Trade Credit

Risk management expertise

An intelligent approach to risk

Deciding whether to transfer, retain or manage the risks your business faces is ultimately a subjective decision - influenced by considerations such as your risk appetite. Making an intelligent decision, however, depends on forming a clear and accurate picture of your true risk profile and having an effective risk management plan in place.

Our Risk Solutions team can help you achieve this by alerting you to specific issues that could be exposing you to risk and, if necessary, proposing solutions that can reduce or mitigate those risks. We work closely with our underwriting teams to make sure their decision making properly reflects the positive impact of your risk management activities.

Collective construction experience

We help you build resilience into your construction business in two main ways: by partnering with you on your long-term strategy, and by recommending improvements you can make today.

We also know that customers who are committed to risk management, regardless of their risk maturity, show a lower propensity for accidents and losses. When adverse incidents do happen, such companies will be better prepared to respond to them. These are both important considerations for our underwriters and claims teams.

Our advice and guidance reflect the knowledge and experience we have built over many years working with and within the construction sector. You also benefit from the collective experience of a multitude of different construction organisations. This avoids the pain of learning the hard way, reducing claims and losses, and bringing down your total cost of risk. Obviously, that's better for us as your insurance partner - but, more importantly, it's better for you.



An approach that works for you

Working with a wide variety of construction businesses, from startups to multinational household names, has taught us that no two businesses are alike and nor is the service they need from us. Some are looking for a ‘root-and-branch’ review and consultancy engagement, others just want access to our library of self-help resources. It’s all about what works for you.

Our team is your team

Our specialist construction team brings together individuals with a wide range of construction backgrounds and experience, including roles in construction industry and risk management. This rich blend of knowledge and perspectives adds significant value to the guidance and advice we provide.

Our specialist risk management partners

We know what we do well, and we also know when it makes sense to draw on additional specialist expertise. We maintain a hand-picked panel of specialist risk partners with a proven ability to add value to particular aspects of your risk management strategy.

What you can expect from us

Our Risk Solutions team is here to help you positively influence your organisation’s safety, health, construction property, liability, motor and professional indemnity risk profile, reducing the likelihood of losses and mitigating their overall impact when they do occur. With a Risk Solutions account manager providing oversight of your programme, you can be sure that our support will be suitably coordinated, contributing to an outline service plan up front, with key delivery milestones and an end-of-cycle Stewardship Report.

You can also access our online risk management portal, QRisk, where our risk management tools, solutions and guidance are hosted, along with your programme outputs. This lets you monitor your progress through automated tracking and reporting.

Our Risk Solutions services are organised into Strategic, Organisational and Operational interventions and support.

Strategic

Our Risk Solutions services include:

- > Risk Culture Profiling and benchmarking, which can be organisational or thematic e.g. health and safety risk management
- > High-level review of risk management culture, standards and hazard control procedures
- > Minds in Business assessment - our mental health and wellbeing strategic programme
- > Risk Resilience maturity reviews including governance, resilience and horizon scanning
- > Business impact analysis, supply chain impact analysis and business resilience assessments
- > Board effectiveness reviews to consider systems of governance at senior level
- > Cyber risk and resilience reviews appropriate to your operational and stakeholder reach
- > Environmental, Social and Governance Framework to assist your ESG endeavours
- > Risk-quality benchmarking.

Organisational

Our Risk Solutions services include:

- > Effective Supervisor Framework - to support the management of key site appointments
- > High Impact Low Probability Reviews - to complete a deep dive review of topic based management systems
- > Fire Management Reviews - to support compliance with Construction Fire JCoP and other relevant standards
- > Escape of Water Management Reviews to support compliance with CIREG guidance
- > Security Management Reviews - to assess site security management arrangements
- > Accident Investigation system review and training deployment including eLearning.

Operational

Our Risk Solutions services include:

- > Cross class site visits, surveys and evidence-based reviews carried out by experienced construction risk management professionals across the full range of complex construction activities
- > Out of hours surveys - to assess the management of public facing sites and activities
- > eLearning solutions for employees
- > Online self-assessments to identify - and tools to control - the most common causes of construction accidents and losses, including those for work at height, site transport, escape of water, site security and service avoidance
- > An extensive library of risk management material, including risk snapshots - a series of supervisor and site operative toolbox talks
- > Construction-related topical articles and reference material published throughout the year
- > Risk management events, workshops and training.

Minds in Business

Mental health issues are the biggest cause of lost workdays in the UK (57%).

The problem is compounded by poor mental health management by employers, exacerbated by the lack of adequate and accurate information and guidance on how to instigate positive change. It is reported that there are two deaths by suicide every day in construction in the UK.

Presenteeism arises when employees are not functioning fully in the workplace due to an injury, illness or other condition. Employees may be physically at work, but unable to perform their duties fully and more likely to make mistakes that result in accidents, incidents or losses.

Mental health issues are a contributory factor in a significant number of casualty, motor and property insurance claims. We are also seeing an increase in secondary psychological issues negatively impacting claims costs.

To help you evaluate and improve your mental health strategy, we have a new 'Minds in Business' mental health strategic assessment tool that's unique in the insurance market.

Minds in Business has been developed in collaboration with Mind, the leading mental health charity, and other leading behavioural safety, business culture, mental health and resilience consultancies, so you can have confidence in the process and outcomes.

When you engage with Minds in Business, you'll be posed a series of questions

There are two deaths by suicide every day in construction in the UK

to guide you through a review of your end-to-end strategic management of employee mental health and wellbeing. After you've completed the process, you'll have a bespoke action plan and be signposted to a suite of resources and guidance to help you, much of which is provided by our carefully selected specialist partners, with plenty of free guidance and support also available.

We believe that Minds in Business can lead to healthier and happier employees, fewer workplace incidents, an improved claims experience and resultant improved business performance.

Our claims commitment to you

A specialist approach to construction claims

QBE is proud to be a market leader in the construction insurance industry. We deliver a multi-function claims service, specifically tailored to the needs of businesses in the construction sector.

We have claims staff who have previously worked in the industry and understand the commercial pressures you face. This helps us communicate clearly with you and build a level of trust and collaboration that can often be missing from customer-insurer relationships.

The combination of our deep roots in the market and our team's construction expertise support the open dialogue required for effective and timely decision making. This is particularly important for claims like contractors' mitigation where you need decisions from your insurer before you can take the urgent actions required to manage on-site issues.

Having a dedicated construction claims team means we can focus on your business, the issues you face, and the claims you experience. It helps us understand your risks and challenges better, so we can deliver a fully tailored service.

You can count on us to be there when things go wrong, but also to add value in many other ways – before, during and after claims arise.

To support us in delivering a market leading construction claims proposition, we partner with law firms and loss adjusters who are recognised experts in the construction sector – across all lines of business.

Our service proposition

When you partner with QBE, our goal is to target – and ultimately reduce – your total cost of risk with tailored claims solutions.

Throughout the claims journey, we'll work side by side with you and your broker, meeting regularly to update you on our current analysis of your claims experience. We'll pass on valuable insights on how your claims spend is arising and how you can reduce it. This might mean advice on updating your processes around things like how claims are reported, help with accident investigation, or an introduction to one of our specialist partners.

What you can expect from us across the claims journey

Before

Before a claim arises, we work to build trust, so you can feel confident about us and how we work.

- > We'll introduce you to all your key contacts, so you know exactly who will be dealing with your claims. We have dedicated construction claims adjusters across all lines of business. That means you can be confident your claims will always be handled by the right person, with the right expertise, at the right time
- > We'll discuss and agree a claims process tailored to your business needs. We aim to give you the comfort of knowing that we truly understand your business and that you will have a known and pre-agreed process in place, if and when a claim arises
- > We'll give you access to our expert legal and loss adjusting partners
- > We'll introduce you to our Major Loss team, so you can be confident of our expertise and the process that will kick in when you need us most. That way you'll know who you can call on in your hour of need - from legal representation and media communications, to on-site adjusting and investigations. We can also help you test your business resilience against a major loss
- > We'll offer a variety of tools and services to help you optimise your immediate response to incidents and potential claims. These include incident management training and claims defensibility workshops. Delivered in partnership with our colleagues in Risk Solutions.

During

Whenever a claim arises, we aim to give you reassurance that you're in the best possible hands.

- > A QBE claims adjuster will be appointed to your claim, along with an appropriate legal team (if required). They will work with you to bring the claim to the right conclusion
- > We'll act fast to protect your brand reputation and work with you to pursue any subrogation or recovery options
- > You can count on us to keep everything on track and to keep you fully updated on the progress of your claim. You'll have direct access to your claims adjuster or another key point of contact
- > We'll be open and honest in all our communications. For example, we'll follow pre-agreed protocols and make you aware of any changes to strategy as soon as we can
- > We'll make on-site visits wherever relevant and practicable. We do this because we believe it provides significant claims investigation benefits, taking a holistic approach to dealing with claims, from prevention right through to adjusting.

After

With most insurers, the last time you'll hear from your claims adjuster is the day your claim is settled. We work differently at QBE.

- > We'll meet with you to discuss any lessons we can learn together and any steps we can take to continue improving your claims journey with us
- > We'll aim to meet face to face with you, your broker and our underwriters throughout the annual cycle, and also following renewal to review any open or outstanding claims
- > We'll share our unique construction industry insight and intelligence on the kinds of claims we're currently seeing in your sector
- > Our risk and claims teams will work together collaboratively to review risk control and root cause analysis. We'll provide you with valuable and actionable risk management insights after a large or complex loss to help reduce the risk of future claims and costs
- > We'll share success stories with you
- > We'll invite you to the networking, educational and training events we facilitate. These include mock-trial workshops and crisis management seminars.

Our partnership approach across the insurance cycle

Our Claims Relationship Management team ensures full coordination of claims services across all lines of business. More than simply providing a single senior point of contact, they act as your advocate, making sure every member of our team understands and delivers what you need from QBE.

Engagement planning

At the beginning of each insurance year, we'll meet with you and your broker to capture your current priorities and discuss where opportunities for improving your claims performance may exist. We'll then propose a detailed engagement plan that sets out a shared set of goals, backed by clear milestones, timeframes and activities.

A full appraisal

Our annual appraisal report captures insights and learnings from your claims data, underpinning a robust governance framework. An extensive independent assessment of claims performance pinpoints opportunities for driving better outcomes across avoidance, defensibility, frequency and severity.

Measuring success

At the end of each insurance year, we'll join you in reviewing how your claims performance has developed across the annual cycle. Together, we'll assess how successfully we have achieved our mutually agreed goals.

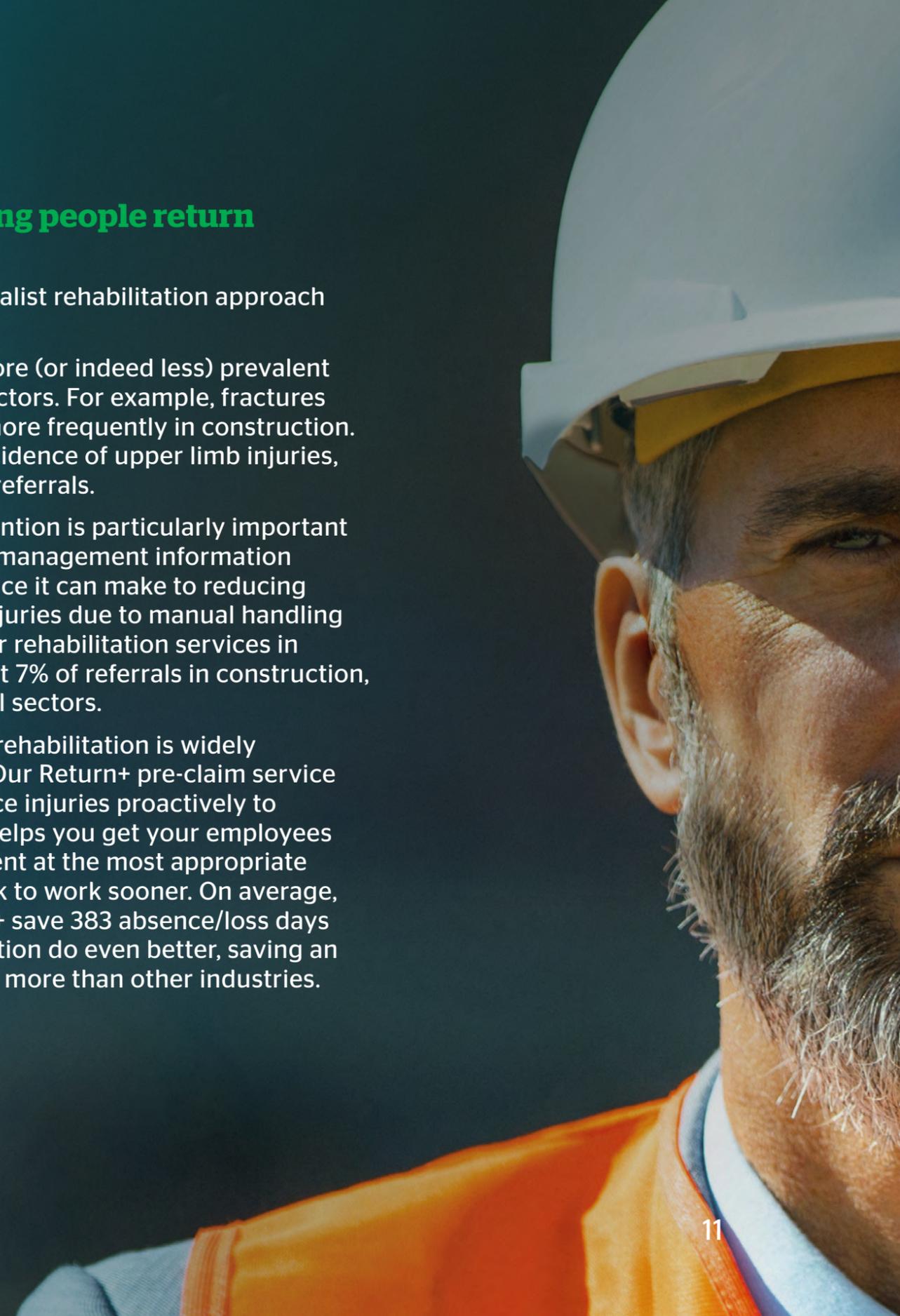
Rehabilitation - helping people return to work

Construction requires a specialist rehabilitation approach for a number of reasons.

Certain types of injury are more (or indeed less) prevalent in construction than other sectors. For example, fractures and complex injuries occur more frequently in construction. The sector also has a high incidence of upper limb injuries, which account for 58% of all referrals.

Early and appropriate intervention is particularly important in treating such injuries. Our management information highlights the crucial difference it can make to reducing days lost. Conversely, back injuries due to manual handling activities, a common focus for rehabilitation services in many sectors, account for just 7% of referrals in construction, compared with 20% across all sectors.

QBE Return+ Early proactive rehabilitation is widely recognised as best practice. Our Return+ pre-claim service enables you to refer workplace injuries proactively to rehabilitation services. This helps you get your employees the most appropriate treatment at the most appropriate time. And that gets them back to work sooner. On average, QBE customers using Return+ save 383 absence/loss days as a result. Those in construction do even better, saving an average 566 days. That's 32% more than other industries.



Seeing you through the fallout from a major incident

If you're unlucky enough to be hit by a major loss, our construction claims team will work closely with QBE's dedicated major loss team to help you and your broker handle even the most complex of claims.

Our major loss team provides a rapid, effective response to all major incidents, including serious and catastrophic personal injury claims and major property damage.

Day **One**

As soon as we've received notification we'll assign a dedicated claims handler to address your immediate needs. A specialist solicitor will be there to support you with any criminal, regulatory or statutory issues. We'll be there to support your immediate financial, medical, and media relations needs, and we'll set up a steering group comprising key individuals from all stakeholders to agree action points and set up a rapid communication process.

Day **Two**

As the case management plan cascades down, we'll make informed assessments on business continuity, legal liabilities, and claims reserves. We'll get specialists to work providing physical or psychological rehabilitation to anyone who needs it. We'll also instruct any relevant experts (for example engineers or forensic engineers) and make contact with any other interested insurers.

Within **30 days**

Your dedicated specialist claims handler will continually review the situation, making sure we're giving you the support you need. Within 30 days, we aim to have confirmed the scope of policy coverage, established legal liability, identified recovery and subrogation opportunities, and put a first sustainable reserve in place. We also aim to have formalised a strategic recovery plan and appointed experts to advise on regulatory and health and safety requirements.

Beyond **30 days**

We'll continue to support you fully in the months and years following a major loss. Your dedicated claims handler will keep in close touch, helping to minimise the long-term impact on you, your employees, and your customers. We can also work with you to carry out a postloss review.

Working for a better world

At QBE, we believe in seeking, securing, and nurturing sustainable partnerships in everything we do. And that focus is not limited to commercial concerns. It's also reflected in how we invest our premiums and support the communities in which we operate.

QBE Foundation

We want to help find solutions to the problems of tomorrow, but we also want to tackle those the world is facing today. That's why we established the QBE Foundation to direct our charitable efforts to the most pressing issues.

Through the QBE Foundation, we want to establish long-term partnerships, supported by education and awareness around risks, to improve the resilience and preparedness of our communities so they are better equipped to protect themselves.

We want to help create strong, resilient, and inclusive communities, by focusing investment and efforts on two key areas where we believe we can have the greatest impact: climate resilience and inclusion. Since launching the QBE Foundation in 2011, alongside our employees, QBE in Europe has donated more than £10 million to worthy causes.

Premiums4Good

When it comes to putting their green ambitions into action, few insurers can match the commitment of QBE. Many companies are trying to be more sustainable, but only QBE has Premiums4Good, a market leading initiative to harness the financial power of insurance for the good of people and planet.

The way it works is straightforward. A portion of our customers' premiums are invested in opportunities, companies and programs that have a specific intention to create positive social and/or environmental outcomes, alongside financial return. From January 2023, 100% of our customer's premium from Construction and Sustainable Energies will be opted in to Premiums4Good.

QBE has a target of investing US\$2 billion by 2025 and, as of December 2022, we had invested US\$1.6 billion of our customers' money towards making the world greener and more sustainable.

Our investments include green, social and sustainability (GSS) bonds, social impact bonds, and impact investment funds. 103 investment securities have been made ranging across 11 impact areas, from sustainable energy and water supply to financial inclusion and social care programmes.

Let's talk

Start a conversation with us today - and find out how we can bring a fresh approach to your construction insurance needs.

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