

Insurance

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EML A TOP INSURANCE EMPLOYER 2021

Investment in your people leads to the best outcomes for customers



TOP EMPLOYERS

Insurance professionals name the places they love to work

PARAMETRIC INSURANCE

Does it hold the key to a faster rebound from natural disasters?

SHIPPING UNDER STRESS

How new technology can help ease supply chain woes

Top

INSURANCE EMPLOYERS
2021



***Insurance Business* recognises the insurance firms that are driving change, inclusivity and wellbeing for the benefit of their employees**

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TOP INSURANCE EMPLOYERS

SUPPORT DURING TOUGH TIMES

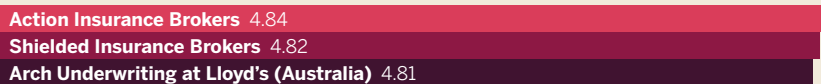
THE PAST 18 months have been a time like no other for employers across the globe. Work-life balance, health and wellbeing, and remote working have been catapulted to the top of the management agenda for insurance companies. Coupled with the changing expectations of a newer workforce, this has forced companies across the insurance and financial services spectrum to reconsider the qualities that constitute

“A key characteristic of the Action Insurance Brokers business is its positive and supportive culture. Team members describe being part of the ‘Action family’ with pride”

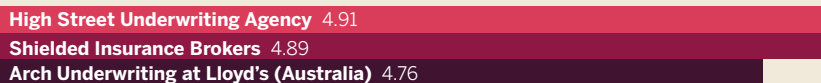
Amanda Bush, Action Insurance Brokers

THE TOP-RATED EMPLOYERS

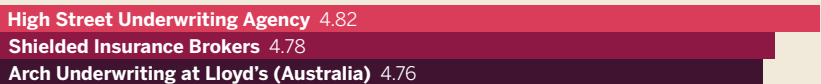
My co-workers and I have a good working relationship



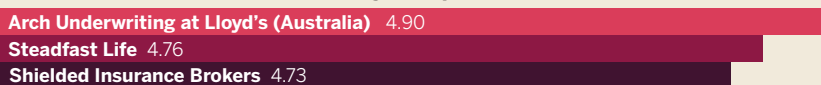
My organisation is dedicated to my professional development



My management/supervisor is helpful with my career development



I am satisfied with the culture of my workplace



Communication between senior leaders and employees is good in my organisation



1 Poor 2 3 Average 4 5 Excellent

a great workplace.

While some issues, like diversity and inclusion, training, and career progression, have been topics of discussion in the Australian insurance sector for a long time, other concerns, such as flexible working, out-of-work responsibilities, and physical and mental wellbeing, have attracted more attention during the pandemic. Employers have had to focus their efforts on how to maintain a happy and healthy workforce in a setting where work and home life can so easily blend.

The inaugural *Insurance Business* Top Insurance Employers list celebrates the companies that have shown their commitment to their employees through their stellar values, benefits and culture.

Rethinking the workplace

According to *IB's* survey, one of the main issues to arise from remote working during the pandemic has been work-life balance. As parents juggle homeschooling, increased domestic responsibilities and work, companies have been more conscious than ever of



enabling their employees to maintain a clear distinction between their home and working lives. This has brought a slew of new benefits as organisations encourage their employees to take time out for the things that truly matter to them.

Many of *IB's* Top Insurance Employers offer a range of flexible work options to help their employees balance their work and personal commitments, including part-time hours, flexible start and finish times, remote work, job sharing, and a flexible return from parental leave.

GT Insurance, for example, flexes the workday to suit its employees' lifestyles. "Employees can start and finish work to fit in with dropping off and picking up children from school," says Tony Dodd, CEO of GT Insurance. "Employees can also work reduced days to fit in with their personal life/circumstances."

Fellow Top Insurance Employer Bruce Insurance also offers flexible working hours for working parents, as well as flexible start

offer health and mental wellness benefits for their employees, including mental health training and wellness days.

At GT Insurance, "managers and team leaders received training on how to look out for signs of distress or unhealthy working behaviours from staff," Dodd says, and managers also held daily wellbeing-focused meetings for their teams.

Top Insurance Employers with larger workforces developed resources during the pandemic to support the move to remote work and provide their employees with tools to deal with isolation. Some also offered wellbeing coaching, financial coaching, dietary support, legal advice, confidential counselling, flu shots, private health insurance, employee assistance programs, and even mental health training and accreditation for employees.

The rise of remote work also forced employers to re-examine their communication strategies and digital tools. Many of the Top Insurance Employers responded to

METHODOLOGY

To find and recognise the best employers in the insurance industry, *Insurance Business* invited organisations across Australia to participate by filling out an employer form outlining their various offerings and practices. Next, employees from nominated companies were asked to fill out an anonymous form evaluating their workplace on a scale from 1 (poor) to 5 (excellent) on various metrics, including benefits, compensation, culture, employee development, and commitment to diversity and inclusion.

To be considered for the final list, each organisation had to reach a minimum number of employee responses based on overall size. Organisations that achieved an 80% or greater average satisfaction rating from employees were named a Top Insurance Employer for 2021.



94%

of employees are satisfied with the culture of their workplace



88%

of employees are satisfied with their overall compensation



69%

of employees are happy with their company's healthcare benefits

“The focus of Bruce Insurance has always been quality service. To do this, we need to attract the right employees”

Murray Bruce, Bruce Insurance

and finish times for staff who have longer commutes. Other employers upped the ante on flexibility in light of the pandemic – QBE, for instance, added 10 days of COVID-19 special leave as an interim inclusion to its leave policy to support individuals who had exhausted their leave due to COVID-19-related situations.

Employee health and wellness was also a key theme throughout the survey, as the pandemic highlighted the important role employers play in supporting the mental and physical health of their employees. The majority of *IB's* Top Insurance Employers

lockdowns by establishing hybrid working practices without compromise to service or collaboration. Through online platforms, many employers were able to maintain communication and engagement and coordinate virtual activities for their teams – and even, in the case of Action Insurance Brokers, a virtual lunchroom.

While all of this year's Top Insurance Employers have invested heavily in digital tools to communicate effectively with remote staff, many organisations noted that one-on-one time with managers and opportunities to voice concerns are also important.

TOP INSURANCE EMPLOYERS

TOP 10 THINGS EMPLOYEES ARE LOOKING FOR IN AN EMPLOYER

- 1** Bonus/incentive programs
- 2** Flexible work options
- 3** Employee recognition programs
- 4** Employee team-building
- 5** Performance reviews
- 6** Family-friendly benefits (parental leave, childcare benefits, etc.)
- 7** Company support for community/charitable organisations
- 8** Corporate/employee wellness programs
- 9** Time off to support community service activities/volunteering
- 10** Company involvement in 'green' or sustainable business programs

“With everyone’s dedication to fulfilling our company values, we have made GT an employer of choice”

Tony Dodd, GT Insurance

Culture and D&I

In addition to the issues raised by the COVID-19 pandemic, diversity and inclusion strategies continue to be a core part of the Top Insurance Employers’ focus. Most of the 2021 winners highlighted strong male-to-female ratios across both general and leadership roles, and all companies affirmed their dedication to hiring from all backgrounds and walks of life.

Diversity initiatives such as standing committees, ally networks and employee resource groups were common across the Top Insurance Employers, and several also celebrated Pride Week, International Women’s Day and Harmony Day in their workplaces

with events and newsletters.

Diversity and inclusion is just one element of creating a supportive culture – something all of this year’s Top Insurance Employers take to heart.

“What started out as small family business in the 1980s has become a successful and thriving medium/large privately owned brokerage that looks on its staff as family,” says Murray Bruce, managing director at Bruce Insurance. “The focus of Bruce Insurance has always been quality service. To do this, we need to attract the right employees.”

Amanda Bush, group operations manager at Action Insurance Brokers, says that “a key characteristic of the Action Insurance

Brokers business is its positive and supportive culture. Team members describe being part of the ‘Action family’ with pride.”

Developing and rewarding employees

Over the past 12 months, the Top Insurance Employers have invested heavily in learning and development to help their employees acquire the skills they needed to survive and thrive during the pandemic. Among the comprehensive learning and development programs offered by this year’s winners are virtual leadership programs, underwriting and claims universities, early careers academies, mentoring circles and reverse mentoring, and self-directed training.

Action Insurance Brokers provides its staff with funded formal study pathways, as well as on-the-job peer coaching and access to external training programs. At GT Insurance, all new employees who join the company are provided with a range of online training modules to learn about the regulatory framework of the business.

Recognising and rewarding employees’ success is also paramount for Australia’s Top Insurance Employers, who have invested heavily in fostering a culture where employees feel valued and appreciated. Employees surveyed by *IB* reported receiving benefits such as national excellence awards, bonus leave, travel incentives and cash vouchers. At GT Insurance, employees are rewarded for delivering customer experiences that exceed expectations.

“With everyone’s dedication to fulfilling our company values, we have made GT an employer of choice,” Dodd says.

Without a doubt, the definition of what makes a good workplace has shifted dramatically over the past 18 months, and long-shelved issues of flexible working and employee wellness have taken centre stage. However, this year’s Top Insurance Employers prove that the Australian insurance sector has risen to the challenge and is committed to fostering a strong, diverse, rewarding and supportive environment going forward.



Top INSURANCE EMPLOYERS

★ ★ ★ ★ ★ ★ 2021

10 TO 25 EMPLOYEES

Bruce Insurance



Phone: 08 9382 5600

Email: enquiry@bruce.com.au

Website: bruce.com.au

Ian Jones Insurance Brokers

Steadfast Life

101 TO 500 EMPLOYEES

GT Insurance



Phone: 02 9966 8820

Website: gtins.com.au

AIG Australia

BizCover

DUAL Australia

26 TO 100 EMPLOYEES

Action Insurance Brokers



Phone: 02 8935 1500

Email: info@actioninsurance.com.au

Website: actioninsurance.com.au

Arch Underwriting at Lloyd's (Australia)

High Street Underwriting Agency

Holman Webb Lawyers

McLardy McShane Insurance Brokers

Shielded Insurance Brokers

500+ EMPLOYEES

EML



Phone: 02 8251 9000

Email: info@eml.com.au

Website: eml.com.au

Gallagher Australia



Phone: 02 9242 2000

Email: communications@ajg.com.au

Website: ajg.com.au

QBE Insurance (Australia)

TOP INSURANCE EMPLOYERS



BRUCE INSURANCE

Phone: 08 9382 5600
 Email: enquiry@bruce.com.au
 Website: bruce.com.au



Bruce Insurance has been in business for more than 30 years, starting as a small family operation in the 1980s and growing to a staff of 22 within the past 10 years. Bruce has always been focused on providing quality service. To do this, the Perth-based brokerage has worked hard to attract the right employees and create a positive and supportive company culture, guided by the core values of professionalism, teamwork, integrity and respect.

The past two years have been difficult for the insurance broking sector, but thanks to the unwavering support of Bruce's employees for both the business and each other, the brokerage has continued to thrive and provide quality service to its customers.

Bruce offers ongoing training and education to all staff and prefers to promote from within, reflecting the quality of staff the brokerage attracts. Bruce recently implemented an employee share program to encourage staff to take more active participation and ownership of their roles and, at the same time, benefit from the growing business. Bruce also recently moved into a new, modern, bespoke-designed office with amazing staff facilities to better cater for the needs and comfort of its staff.

Benefits offered to Bruce staff include flexible working hours for working parents, flexible start and finish times for staff who have longer commutes, in-house monthly massages, and regular social engagements.



From left: Jon Stack, principal and MD; Glen Swift, group broking manager; Amanda Bush, group operations manager

ACTION INSURANCE BROKERS



Phone: 02 8935 1500
 Email: info@actioninsurance.com.au
 Website: actioninsurance.com.au

With a strong reputation for professionalism and quality built over 28 years, Action Insurance Brokers has a positive, highly collaborative and supportive culture where genuine care permeates all relationships. Action offers its staff competitive remuneration, as well as a broad range of benefits, including recognition and rewards to celebrate exceptional performance, a candidate introduction program, wellbeing programs, and a host of travel and other discounts. Action also offers its staff career development through funded formal study pathways, on-the-job peer coaching, cross training and third-party training.

When faced with challenges of COVID-19, Action demonstrated its technological agility, seamlessly connecting all team members to work remotely. Action continued to onboard new team members through its fully virtual engagement, induction, and training programs and systems. The company also helped staff overcome the absence of in-person connection through daily wellbeing-focused meetings, a team newsletter, and virtual events such as games, trivia nights and a virtual lunchroom. Action's safety response to COVID-19, meanwhile, earned the brokerage a 2020 SafeWork NSW Award.

Action recently forged a new leadership team structure, bringing together 10 of its senior leaders to drive the business and provide opportunity for continued leadership development. This team is self-driven, with collective decision-making and input and feedback from team members.



From left: Cameron McCullagh, executive chairman; Geniere Aplin, CEO, EML Solutions (Personal Injury and Underwritten); Don Ferguson, CEO, EML Management

EML

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Email: info@eml.com.au
Website: eml.com.au



For EML, Australia's largest provider of personal injury claims management, its spot among the 2021 Top Insurance Employers is the culmination of efforts to make its workplace employee-friendly.

"A great workplace culture consistently looks at what they are doing and seeks to make incremental improvements over time – so effectively we are fine-tuning little things all the time," says Cameron McCullagh, EML's executive chairman. "It's a great honour to be announced as Top Insurance Employer. It's a challenging but also such a rewarding industry."

During a year of ongoing pandemic and economic difficulties, McCullagh says EML has continued to successfully focus on helping employees develop personally and professionally. EML's culture is based around the philosophy that serving others leads to happiness, McCullagh says, and its operations are structured like an upside-down pyramid.

"Senior roles are at the bottom of the pyramid," he explains. "They support the managers, who, with our shared services,

support our front line at the top."

If EML's leaders provide a good level of service, he says, then the people in front-facing roles can do a really good job mirroring that in the service they provide to the workers and employers who are their customers. Recently, EML has been making some significant changes in an effort to improve the way this pyramid functions.

"So much of business is about personal responsibility, so we're shifting decision-making to the operations," McCullagh says. "We're changing our support services to make sure the decision-making is close to operations and our support people help operations make those decisions. Other significant changes came in May with the appointment of Geniere Aplin as chief executive officer of EML Solutions (Personal Injury and Underwritten), and in September when we welcomed Don Ferguson as chief executive officer of EML Management, supporting our managed/statutory fund clients in VIC and SA."

McCullagh says managers set the culture at EML and are trained on how to give honest

feedback and speak with people about how they're performing.

"EML is an organisation that's very outcomes-focused," he says. "We care about people, but we also challenge and grow them so that they can consistently perform at their best. What we do is profoundly important for the workers and entities we provide services to."

There are two achievements McCullagh is particularly proud of this year. "The first is the rebuild of capability in our NSW teams, supporting the Nominal Insurer. We've done this through extensive focus on developing our people, engagement programs and events, and stabilising caseloads to enable proactive case management and time to build on capability. As a result, we have successfully more than doubled the number of people in these teams with over two years' experience."

The second accomplishment McCullagh takes pride in is the exceptional results achieved by EML teams around Australia. "Everyone wants a higher purpose," he says, "and at EML, we know that we're doing something good."

TOP INSURANCE EMPLOYERS

GT INSURANCE

Phone: 02 9966 8820

Website: gtins.com.au



In operation for 25 years, with Allianz Australia providing underwriting security, GT Insurance is a transport insurer with specialised industry knowledge and a deep commitment to excellence in claims and recovery management.

Customer-centricity is embedded deeply in the GT culture, and its market-facing teams are measured, motivated and rewarded for delivering exceptional customer experiences. GT staff are provided with ongoing learning and development, from one-on-one dedicated training for new employees to access to online training and development programs, the ELMO Employment Management System, Healthy Heads in Trucks & Sheds working groups, and Allianz Australia and NIBA mentoring programs. All staff also receive individual development plans specific to their roles.

To motivate and reward staff, GT offers recognition for years of service, monthly employee spotlights, team-building events and recognition through industry publications. GT also supported staff during the COVID-19 crisis by sending care packages to its teams and focusing on employees' wellbeing and engagement by training managers and team leaders to look for signs of distress or unhealthy working behaviours.

GT's recent achievements include the successful onboarding of new employees in a remote environment and the creation of a new diversity and inclusion committee.

GALLAGHER AUSTRALIA

Phone: 02 9242 2000

Email: communications@ajg.com.au

Website: ajg.com.au



Sarah Lyons, chief executive, Australia

Gallagher is a leading global insurance broker with a family vibe. It offers an inclusive and diverse workplace where people's voices are heard and where they are valued and encouraged to participate to improve the business. Gallagher offers a broad range of employee benefits and the opportunity to share in the company's success through its generous incentive programs. Employees are also provided with quality professional development and career progression prospects, including access to training, employee development and professional courses via the company's online learning platform.

When COVID-19 hit, Gallagher supported employee wellbeing through practical gifts, extra leave and flexible working schedules. It also ran resilience training and wellbeing webinars and sent regular wellness emails to employees.

Other key achievements include the launch of the company's Reconciliation Action Plan and its cultural awareness training. Gallagher's Australia chief executive, Sarah Lyons, also signed the Diversity Council of Australia's #IStandForRespect public pledge with hundreds of other CEOs across Australia to ensure a safe work environment for all. For 10 consecutive years, Gallagher has been the only insurance broker in the world included in the Ethisphere Institute's World's Most Ethical Companies list. More recently, Gallagher Australia received accreditation by Mental Health First Aid Australia as a Gold Standard Mental Health Skilled Workplace.

"When our people are happy, inspired, developing their expertise and properly supported, that is when they are able to deliver the best service for our clients," Lyons says.