

We continually seek to attract and employ the highest calibre of person and our first class employment policies aim to encourage, develop and retain staff.

## 2010 highlights

- > 98% of employees took part in our annual employee survey
- > Recruitment of high quality team for our new International Liability Division
- > Intranet-based Induction and Performance Review support launched
- > Management Development Programmes launched
- > Implementation of Solvency Smart communication and training programmes

## 2011 plans

- > Support for development of our new Global Energy Practice
- > Enhancement of our recruitment strategy to support our new Foundation Flex Flagship strategy
- > Launch of Graduate Scheme for claims management
- > Review of existing reward strategy to ensure competitiveness
- > Focus on leadership development and team effectiveness

Our below market average staff turnover rate of 11.2% demonstrates the success of our employment policies.

Our average continuous service across the Group is five years and one month.

### Supporting our new strategy

Work is underway to support the implementation of our new Foundation Flex Flagship strategy. Specific projects include resourcing and retaining underwriting and support staff for our new Global Energy Practice and developing our underwriting capabilities to ensure we have the expertise in place to meet our objective of deploying leading underwriting teams in each class.

### Solvency II

We continue to support the development of our Solvency Smart programme, with training initiatives throughout the business, including those for Non-Executive Directors, to embed the response to Solvency II.

### Leadership and management development

A key element of our people focus is the development of our business capabilities through the implementation of a comprehensive Leadership and Management Development Strategy for the Group.

In 2010, we launched our Management Essentials Programme designed, for employees new to a management role. This complements our Management Development Programme (MDP), which we launched in 2009 for more experienced managers seeking to enhance their skills.

*"As a bespoke programme, the MDP was based on my individual development needs and provided the practical techniques I needed to develop my teamwork, communication and leadership skills. Personally, the greatest value of the programme will be realised as I fulfil my role in delivering our new corporate strategy."*

**Tunu Sokiri**  
Senior Business Process Analyst

### Our commitment to professional development

We encourage all our employees to undertake professional qualifications, and support them throughout their studies. We offer financial rewards to help staff achieve professional status, as well as providing financial assistance and paid study leave.

During 2010, a total of 105 employees undertook study for professional qualifications, including accountancy, actuarial and insurance. Our training costs represent 2% of total employee costs.

We are extremely proud of the achievements of all our employees, with a special mention for the outstanding performance of **Jodie Major** (pictured below), Underwriting Assistant for our Specialist Lines Division, who was awarded two prizes in the 2010 Chartered Institute of Insurance (CII) examinations: Best performance by a candidate in both the CII diploma and the advanced diploma.





**Rachel Weatherup**  
Deputy Class Underwriter  
for Energy

I joined Chaucer when I was 18 and from the outset was encouraged to develop my career within the insurance industry. Having found a specific interest in the contract element of insurance, I continued to work for Chaucer during my holidays, whilst studying for my law degree at Cambridge. When I completed my studies, I was offered a position as Energy Liability Assistant Underwriter.

I have been extremely fortunate within my role to have worked with our international partners in Scandinavia and in North and South America. As well as helping me to understand how to manage relationships, this experience has enabled me to develop new business opportunities, such as solar and bio fuels plants, which we recognise as important to the future of sustainable energy.

In my new role as Deputy Class Underwriter, I look forward to exciting times ahead for the Energy Team and the opportunities that the development of our new Global Energy Practice will bring.



**Graham Broughton**  
Head of Finance

When asked why I chose insurance, my answer is that insurance offers an intellectual challenge and requires a high degree of problem solving. My role at Chaucer provides both of these, including a focus on process improvement.

Chaucer recognises hard work and rewards accordingly. After joining in February 2010 as Head of Reporting, I have been given the opportunity, support and encouragement to further my career here and have since been promoted to Head of Finance.

My new role has wider responsibilities, including our Solvency II programme, called Solvency Smart.

At present, I am helping our finance departments to become more analytical and less process driven in their business focus, both from a regulatory perspective and also to add value to Chaucer.

My varied role and the emphasis Chaucer places on personal development, coupled with a fun social side, provides a great place to work.