

# Gallagher

## Better Works<sup>SM</sup>

**INSIGHTS**

Volume 1

# COVID-19

Navigating to  
the new normal

**2020**

UK Edition  
Volume 1



**Gallagher**

Insurance | Risk Management | Consulting



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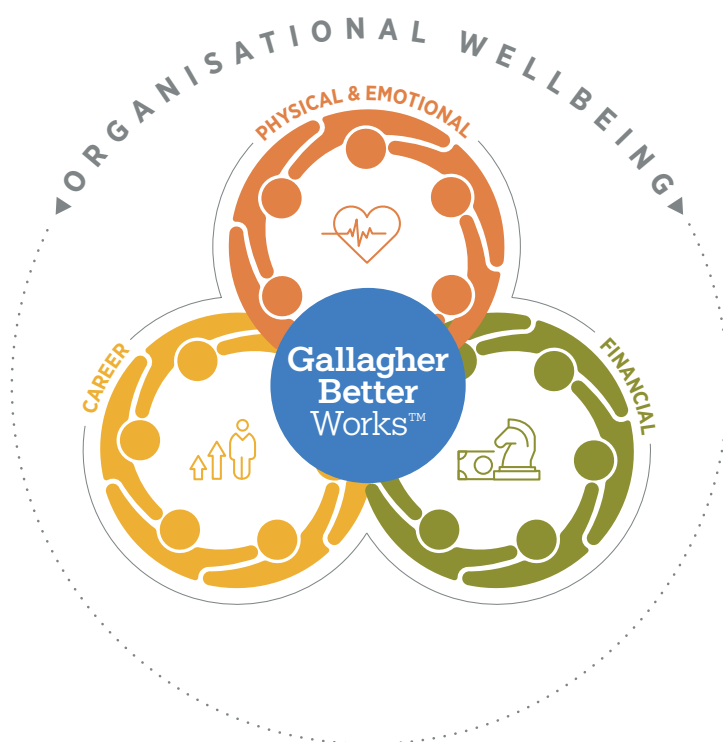
## Introduction

**COVID-19 has created an unprecedented disruption in business worldwide. Financial uncertainty, unpredictable working conditions and health concerns are building stress within the workforce, and impacting organisations' futures. The connection between employee wellbeing and organisational wellbeing has never been more apparent — or more important.**

Your people are your organisation's greatest asset. Their wellbeing is at the centre of our approach; guiding our solutions and driving the insights we share. Gallagher Better Works<sup>SM</sup> is founded on the concept that "the whole person comes to work each day."

To help your people engage in their work and invest in your organisation's success means investing in them with the right benefits, communications and culture that support their health, environment, financial security and career growth. With a people strategy rooted in the wellbeing of your people, your organisational wellbeing can thrive, even in times of uncertainty. Your workplace will work better and you can face the future with confidence.

Now more than ever, employers need timely insights as they try to navigate the multitude of issues arising from this global pandemic. A better response to COVID-19 starts here. For more information on how Gallagher Better Works<sup>SM</sup> can help you, please go to page 14 of this report.



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## How leaders make their employees feel is a cultural opportunity

By Sally Earnshaw, Managing Director, Culture Change Consulting, Gallagher

“People will forget what you said, people will forget what you did, but people will never forget how you made them feel.”  
Maya Angelou

Culture is the collection of stories that your people believe about your organisation, which inform how they think, how they feel, and ultimately guide their behaviour. In addition to these current uncertain times being an undeniably huge challenge for leaders, there is also a big cultural opportunity. How leaders respond through these difficult weeks will inevitably create a whole new set of stories that will determine how people think, feel and behave now and in the weeks to come.

It appears as if there has been a wide variation of responses to the COVID-19 outbreak across the CEO bell curve. The best leaders are not only connecting with everything they can within their organisation to keep people engaged and motivated, but also across industry with collaboration that fits a deeper, broader purpose. The leaders who seem to be thriving a bit more in these difficult times are the truly purpose driven leaders.

There are the drinks companies, who have transformed their distilleries to start making free hand sanitiser while it was in short supply. Or fast food outlets, who have been offering hot drinks on the house to help NHS workers and 50% off everything else. And supermarket bosses, who are claiming they have changed more in the last 10 weeks than in the past 10 years, as they pivoted to offer more online food shopping and increased deliveries.

This kind of response brings obvious business benefits. But it's also a chance for leaders to demonstrate that there's authenticity to their vision and values statements, as opposed to just words on a wall. Why is this important? Because organisational culture is what makes people and customer experience thrive.

In addition to showing great purpose, the response to the crisis is a cultural opportunity for leaders to really demonstrate commitment to their people. Everybody talks about a commitment to people, but demonstrating a commitment to it when they really need to is where you can really show your true colours and create stories that will determine how your employees feel about the organisation. There are numerous examples of companies creating funds to help their employees or giving unlimited paid sick leave to their people, or chief executives taking huge pay cuts or suspending their salaries for a period of time.

### But, of course, it's not all about money.

There's a wonderful example of an organisation, which describes itself as a customer service company (that just happens to sell shoes) - they set up an 'Ask For Help on Anything' hotline in response to COVID-19, to help people find answers or solutions to anything they need help with: from entertainment recommendations to checking if grocery stores have certain items in stock. They're also just happy to chat if someone just wants to hear a friendly voice. You don't have to make a purchase either.

These are all examples of a company putting people first. Their communications are purpose- and value-driven, helping keep their people engaged and motivated, but also ensuring cross-industry, and societal collaboration fits a deeper, broader purpose.

So when it comes to purpose and values, everyone has them, but the best are really lifting them off the page and translating them into tangible action.



Gallagher's Culture Change Consulting team have seen this actually reflected in their own cultural survey that is used to help organisations benchmark their culture, the maturity of their culture against other organisations, with a focus on how they need to respond to COVID-19. The highest scoring question was actually, "actions taken by leaders are aligned with our values". So this is really heartening to know that companies are responding well here.

But moving on to leadership climate and ways of working, this is where there is a bigger opportunity. We are seeing some really positive ways that leaders are responding to this different way of working, such as companies sending working at home gifts to their employees, or ordering take-aways to be eaten by the whole team on a video conference call or virtual coffee houses for team coffee breaks. However, Gallagher's survey shows that the bottom three performing areas in this survey relate to a problem of proximity from leaders, leaders demonstrating how much they actually care during these difficult times and leaders finding new ways to motivate and engage their people.

All of these scored around a three out of five, which is the lowest scoring. And the free text responses that we get within the survey specifically referred to leaders needing to be more visible and more human.

So, if we have any advice for leaders grappling with and navigating through these very challenging times, it will be the following: see it as much as a cultural opportunity, as it is a business response. But also — in a very small way — be a lot more visible, a little more human and show people that you really care.

## What your stories should demonstrate

1. Cultural tone — this is how leadership action aligns with the purpose and values of the organisation.
2. Leadership climate — this is how leaders are adapting to communicating, supporting, motivating, and engaging in a very different way.
3. Ways of working beyond the technology — this is how leaders are really changing mindsets and behaviours to create an environment of reassurance, support, trust, and engagement. This is a very different way of thinking about how organisations work together.



**Sally Earnshaw**

**Managing Director**

Culture Change Consulting, Gallagher

## Why employee communication priorities need to change — and for good.

“Smart leaders are more visible than ever before. They’re being more human than ever before.”  
Matt Frost

**By Matt Frost, Business Development Director, Communication Consulting, Gallagher**

In the last decade there has been a significant shift in how businesses communicate with and connect to their people. Successful businesses have invested in tools, technology, resources and internal communications to attract and retain talent — and keep everyone informed, inspired and generally feeling good about work. Unfortunately, despite the unequivocal evidence that proves investing in communication delivers better wellbeing, productivity and profitability, it’s taken a global pandemic for others to recognise the importance.

Now, smart leaders are more visible than ever before. They’re being more human than ever before. And employee wellbeing is taking centre stage.

Communicating wellbeing is now the top priority for internal communicators over the next 6–8 weeks (78%), according to a recent survey by Gatehouse, a Gallagher company. Relationships with leaders are the next highest priority (77%).<sup>1</sup>

Communicators are planning to build on the current people focus as part of the recovery plan post crisis. Re-engaging teams around the organisational purpose and strategy appears top of their recovery to-do list (73%), closely followed by a commitment to driving digital improvements (48%). At a time when 7 in 10 people are now working from home, 42% of communicators report that a lack of effective digital channels is a key challenge.<sup>1</sup>

## A shift in the right direction

COVID-19 hasn’t completely shifted the focus, but it has readjusted the balance towards people. There’s now a lot more evidence of wellbeing, support, empathy, listening and sharing. In short, being human.

Typically, the communication employees receive is 90% about company, strategy, innovation, performance, customers, products, etc., and only 10% about people and how the business is helping its people thrive.<sup>2</sup>

No one should expect to hit a big reset button post-lockdown. But the rebalanced focus on people is the catalyst for businesses to continue to build trust and respect — to continue to invest in communication and in building a better workplace where people feel they belong, where they feel inspired to deliver their personal and professional best.

People will remember how their employers made them feel through this process.

This perception will have a direct impact on your ability to compete and attract talent in the future. People will accept that tough decisions will need to be made, but how these decisions are communicated — how people are brought into the decision-making journey — will have a lasting impact. Getting it right now will help you face your future with confidence.

## Are you instilling trust?

Now is the time to ask yourself, are your values just something to hang on the wall in reception? Or are they ingrained in the fabric of your business, decision making and communication? This is the time to share what you’re really made of, and to realise the benefits to business of building a better workplace culture.

The pandemic may have accelerated the transition to a new ‘normal,’ focused on outcomes not hours. In the last few years, progressive employers have either introduced — or explored the idea of introducing — ‘flexible time’.

The message is that they care less about hours than they do about performance and outcomes. More autonomy is given to employees.

But, of course, this requires trust. Without trust, the communication of this new normal will be ineffective. Leaders need to lead by example with empathy, heart and hustle.

## The good

Those leaders that are nailing it right now are being open about their own work life issues: the good, the bad and the ugly.

They're making it clear they're not available at certain times because they have to home school or do a fitness session. This says to your people it's OK to structure work around the pressures of life.

In response, employees are proving they don't need to have a manager looking over their shoulder, checking whether they're keyboard bashing. They're self-organising their work life, being productive, collaborative and communicative, but, at the same time, not feeling they have to mute their children or hide the daily stresses and strains.

We're seeing people for who they are out of work. It's really raw, unfiltered and real. In short, we're finally realising how life and work can interact.

### Sources

<sup>1</sup>Gatehouse, a Gallagher company, Communicating in a crisis: how are internal communicators responding to the COVID-19 pandemic, April 2020 <https://www.gatehouse.co.uk/communicating-in-a-crisis-how-are-internal-communicators-responding-to-the-covid-19-pandemic/>

<sup>2</sup>Gatehouse, a Gallagher company, "State of the Sector 2020," Feb 2020 <https://www.gatehouse.co.uk/2020-state-of-the-sector-report-and-webinar/>

<sup>3</sup>The Telegraph, Working from home? You are probably being spied on by your boss, 30 March 2020 <https://www.telegraph.co.uk/technology/2020/03/29/working-home-coronavirus-probably-spied-employer/>

## And the bad

Of course, not every organisation is getting this right. Some leaders aren't covering themselves in glory right now. Organisational values are being tested and we're also seeing some horrendous practices where leaders are communicating with precious little empathy or respect.

Other have gone fully Orwellian, with reports suggesting a huge increase in sales of computer surveillance software. The kind of thing that monitors every key that's pressed or takes screenshots of the employee's computer at regular intervals.<sup>3</sup>

It's these kinds of organisations — the ones that have made their people feel worthless or untrustworthy — that will struggle to recover post pandemic when they can't attract people to work for them.

## How to re-engage your employees post COVID-19

- Have an overarching internal communications strategy – it's an opportunity to start from scratch and build channels and content around new ways of working.
- Focus on purpose, culture and employer value proposition (EVP) – you need to rally everyone around a common goal.
- Take the pulse of your organisation – listen to your employees, using various means.
- Push the boundaries of employees' wellbeing – it's not just about physical, but emotional, financial and career.
- Leadership communications – leaders have never put more emphasis on communication before. Make sure you don't lose this.



**Matt Frost**

**Development Director**

Communication Consulting, Gallagher



## Why supporting financial wellbeing and resilience will ease the road to recovery

By Francis Goss, Organisational Wellbeing Director, Gallagher



The current crisis has also brought financial resilience into sharp focus.

Francis Goss



Financial stress was a problem before COVID-19, and it will be a problem long after. What's changed right now is the complete removal of control and, with that, empowerment: the two essential ingredients for financial wellbeing and resilience. For some, this has compounded existing financial issues or introduced new ones. For everyone, mental health and wellbeing is at stake. The inescapable fact of the matter is that, as with the COVID-19 virus itself, no one is immune. Individuals at all ends of the salary spectrum are impacted by financial worry. Establishing some simple support measures now could help to greatly ease the road to recovery for all concerned. Put simply, better management of people risk today can lead to a better, more sustainable, tomorrow.

## Money worries

Individuals — on a global scale — have never experienced such a loss of control, in terms of the inability to even leave their homes. Also, whether they find themselves now furloughed and on a reduced percentage of salary, or self-employed and losing clients rapidly, control over finances has also gone. This has a huge knock-on effect on empowerment, too. If your salary is reduced, your ability to budget effectively and cope with everyday expenditure is under threat.

The problems aren't confined to those at the lower end of the salary spectrum. Research shows that money worries aren't linked to income. In fact, those earning £10-15K cited a similar level of financial worry to those earning as much as £100k.<sup>1</sup>

## Pension worries

Savers in a number of pension funds have seen the value of their investments fall by 25% since the start of the year — and some have lost half.<sup>2</sup>

For those aged 55 or above, that's a massive worry. People in this situation should be urged to discuss the options with their employer, adviser or scheme administrator.

Employers also need to offer all pension savers clear, easy-to-understand information about what is happening to their pension investments. According to a snapshot survey conducted by REBA (Reward & Employee Benefits Association), 12.5% of employers are considering cutting back on pension contributions to help balance the books post COVID-19.<sup>3</sup>

This percentage may well rise now the Pensions Regulator has given employers the green light to put final salary pension payments on hold “where absolutely necessary”.<sup>4</sup>

## The impact

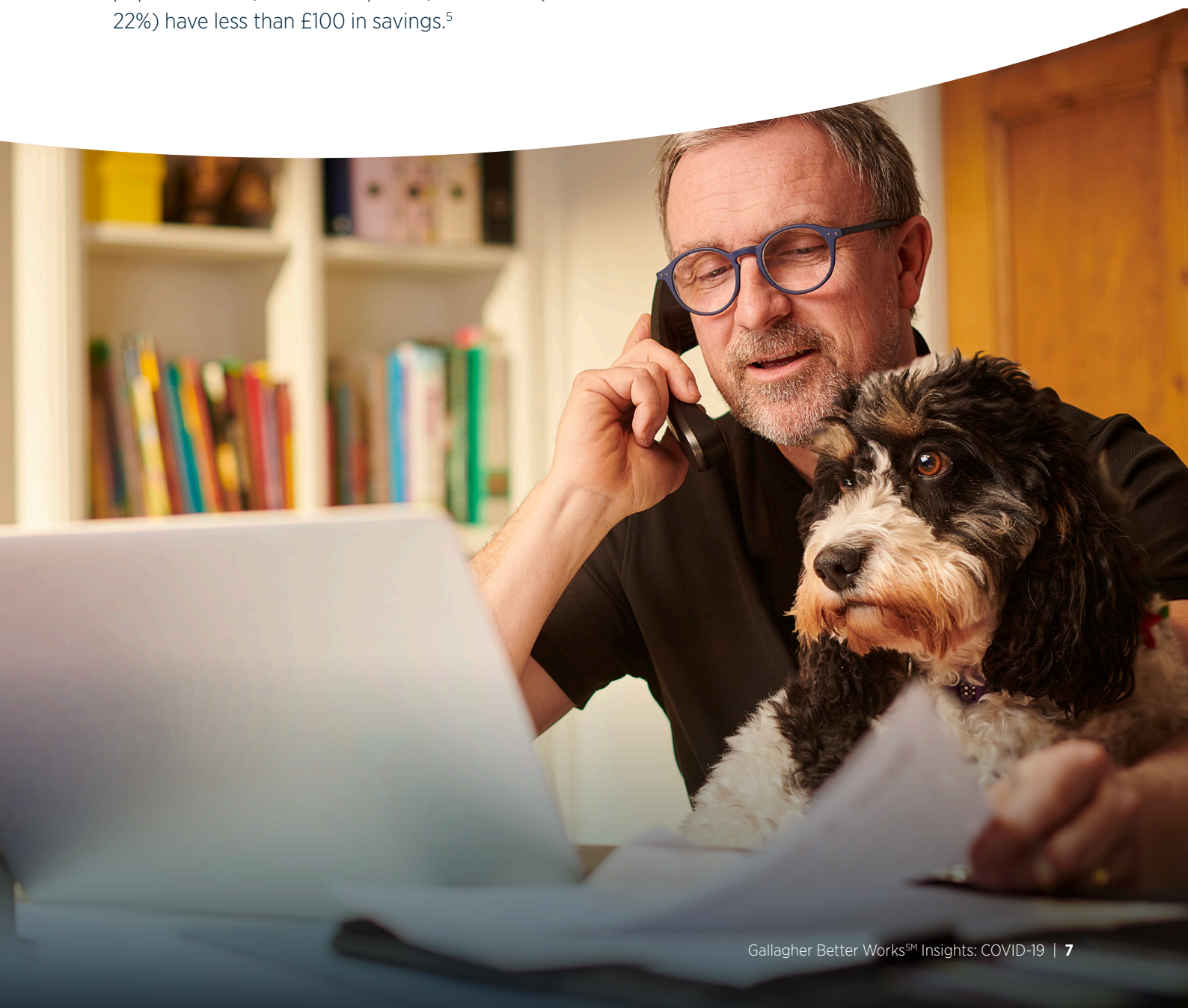
Employees with money worries are more likely to have sleepless nights, not finish their daily tasks and to have troubled relationships with colleagues. They are also more likely to be looking for a new job. Research estimates the combined cost of lost productivity and higher staff turnover represents between 9 and 13% of an employer's total salary bill. And that was before COVID-19 hit.<sup>1</sup>

The current crisis has also brought financial resilience into sharp focus. This can be defined as the ability to handle a financial shock. And, in the UK, resilience is dire and currently being tested more than ever. An estimated 10.7 million adults rarely or never save — that is 21% of the population and, as a consequence, 11.5 million (or 22%) have less than £100 in savings.<sup>5</sup>

## The future

The pandemic brings massive uncertainties on many levels, and the future for business is no exception. However, considering numerous reports that employers will have to reassess their workforce requirements post lockdown, it's probably safe to say that the recruitment outlook may also be a challenge as businesses recover

But doing what you can to develop and sustain a wellbeing-centric culture now — one that centres on your people's health, talent, financial wellbeing and career growth — will help you better manage people risk so you can maximise profitability and profits during the recovery phase to come.



# How to assist your employees in 5 simple steps

## Step 1: Signposting to advice and information

There are a number of resources in the public domain that are credible sources. For example, the Money Advice Service provides lots of useful information on topics such as: furlough, self-employed, rent, mortgages.

## Step 2: Expert debt advice

Again, there are a number of good support services in the public domain, such as the StepChange Debt Charity

## Step 3: Modelling tools

Give your employees access to modelling tools, such as budgeting tools, to help them make better financial decisions and provide a sense of control. Even if they find there's still no money at the end of the month, at least they're not burying their heads.

## Step 4: Education

Seek out webinar-based education. For example, Gallagher is running money-related webinars for 20+ employees. These can be tailored to suit, including topics such as everyday budgeting and retirement savings.

## Step 5: Employee benefits

Take a good look at your existing employee benefits offering. It's likely you already have things in place that your employees could be making good use of right now, such as Employee Assistance Programmes (EAPs), discount vouchers and tax efficient benefits

### Sources

<sup>1</sup>Salary Finance, The employer's guide to financial wellbeing, April 2019 <https://www.salaryfinance.com/uk/financial-wellbeing-guide-2019/>

<sup>2</sup>The Times, How the coronavirus crisis has affected pension savers – the funds that fell 50%, 4 April 2020 <https://www.thetimes.co.uk/article/how-the-coronavirus-crisis-has-affected-pension-savers-the-funds-that-fell-50-pnrc2p2xg>

<sup>3</sup>REBA, Research - Impact of COVID-19 on pay, bonuses, benefits, health insurances and employment contracts, March 2020 <https://reba.global/reports/report-impact-of-covid-19-on-pay-bonuses-benefits-health-insurances-and-employment-contracts>

<sup>4</sup>FTAdviser, Regulator permits three month pension transfer freeze, 30 March 2020 <https://www.ftadviser.com/pensions/2020/03/30/regulator-permits-three-month-pension-transfer-freeze/>

<sup>5</sup>Money & Pension Service, Adult financial capability – building the financial capability of UK adults – survey, February 2019 <https://moneyandpensionsservice.org.uk/research/>



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**Organisational Wellbeing Director**  
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## Mental health and COVID-19

**By Alistair Dornan, Director, Organisational Wellbeing**

The UK was in the midst of a health crisis long before COVID-19 brought about the largest change to lives since the Second World War. Stress, anxiety and depression had reached near epidemic levels and, put together, placed mental health in the top five reasons for absence from work.<sup>1</sup>

Almost 25% of Britons, pre-pandemic, are expected to experience some type of mental and/or behavioural health issue in any given year. The costs of which are staggering to individuals and to businesses — especially when if you consider the impact on organisational performance.<sup>2</sup>

For now, however, employers should continue to understand the impact. Managing through sickness and ill health at work can be challenging at any time, but it is especially so during an infectious disease outbreak such as the COVID-19 virus. Employees may be anxious and fearful about contracting the virus at work, bringing it home to their families, the implications on income and not being able to pay their bills. In today's new reality, the fear associated with the unknown, compounding the already high levels of stress, anxiety and depression prevalent in society, may be an equal or more significant threat than the physical manifestation of the virus itself.

### Social distancing is helpful, social disconnect is not

As COVID-19 continues to spread, social distancing is firmly in place, community closures are becoming common and organisations may ultimately need to make decisions on whether to impose “forced” work-from-home measures. While these measures can be effective at controlling and slowing down the spread of the virus, the ways in which employees work has changed and will continue to for some time. Initially, symptom-free employees on quarantine or those forced to

work-from-home generally welcomed the opportunity to be home as a “mini-vacation.”

This novelty has often worn off quickly as the reality of quarantine or isolation at home kicks in. The reality of your children being home from school and disrupting you while you're trying to work, the reality of having your significant other needing the same home office space that you need — there's real tension there. The reality is that the support system you have developed at work, the colleagues and friends that you interact with every day and help fuel your energy and productivity, may now be lost. This social connectedness is a building block of personal resilience<sup>3</sup> — not only the ability to bounce back but also to adapt in the face of challenging circumstances.

Lower levels of resilience can increase the potential for burnout and loneliness, reduce employee engagement, and increase the likelihood of getting sick. Even full-time remote workers who have likely developed alternative methods for daily meaningful interactions may struggle as their usual routines change.

Several organisations have spoken of a worrying increase in burnout and triggers amongst critical roles – where their people are working harder, pushing themselves and not managing the boundaries between work and life effectively.

### What are businesses focusing on during COVID-19?

The Gallagher HR Director Forum identified four themes that the current pandemic has only heightened:

1. Leadership and line management capability
2. Anxiety, uncertainty and mental health
3. Talent planning and resourcing
4. Planning for the recovery



## Priority actions that employers should take

### Action 1: Stress your legislative responsibility

The Health and Safety Executive (HSE) set out their view on employer responsibility when they published a set of standards that they seek to measure the performance and compliance of organisations. The HSE states that “...Employers have a legal duty to protect employees at work by conducting a stress risk assessment and acting upon it...”<sup>4</sup> Whilst the HSE have not set a minimum timeframe, it is prudent that employers should revisit their risk assessment, or implement one, especially when there are such manifest changes to working practices.

### Action 2: Communicate your existing support services:

Communicate the resources available to employees to help with stress and anxiety. Leverage the management consultations available through many employee assistance programme (EAP) providers for assistance on handling different employee scenarios. There are so many services available through EAPs that employees may not be aware of. Use this opportunity to bring visibility to all the services and hopefully chip away at the stigma that is sometimes associated with the EAP.

### Action 3: Promote wellbeing

Encourage physical activity. Fitness apps, online group classes and getting outside when possible can be critical to reducing stress and promoting positive physical and emotional wellbeing. Since routines are changing, take this opportunity to promote positive change in your employees.

### Action 4: Create connectedness

Provide intentional opportunities for employees to connect with each other, help support each other and stay connected as a team. Keeping connected is shown to significantly improve leadership trust and perceived effectiveness.

### Action 5: Think beyond lockdown

Leading organisations are turning to their scenario planning for the recovery. Understand that employee engagement drivers may shift and how effectively you have supported them during this time will be reflected in your talent profile in the future.

### Action 6: Be ready for a new reality after COVID-19

Your organisation and your employees will get through this and return to a new normal. Employers implementing “interim guidelines” related to remote work and/or leave policies will likely have to face questions from employees regarding if these guidelines can become policy. And if not, why?

#### Sources

<sup>1</sup>Mental health facts and statistics <https://www.mind.org.uk/information-support/types-of-mental-health-problems/statistics-and-facts-about-mental-health/how-common-are-mental-health-problems/> London, May 1<sup>st</sup> 2020

<sup>2</sup>Office for National Statistics 2019 <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/labourproductivity/articles/sicknessabsenceinthelabourmarket/2018>

<sup>2</sup>Mind for better mental health – a review of resilience in the workplace <https://www.mind.org.uk/about-us/local-minds/resilience/> London, March 16<sup>th</sup> 2020

<sup>3</sup>HSE Stress Management Standards <https://www.hse.gov.uk/stress/risk-assessment.htm>



**Alistair Dornan**

**Director**

Organisational Wellbeing



## Why senior management need to keep a dialogue going with their trusted advisers and HR on employee benefits

By Stuart McNeill, Regional Director,  
Employee Benefits Gallagher

“It will be an interesting test for the insurance sector in how they partner with employers during the crisis.”  
Stuart McNeill

As global media outlets continue to grow in number and fight to be heard, sensationalism will continue from some sources. It is important to remain level-headed throughout, see through the noise and plan for better days to come.

Although obvious to say, it's not just employees who are struggling financially as the situation with COVID-19 continues to evolve — employers are struggling as well.

And while it seems the only certainty during a pandemic is uncertainty, the indications are that an economic downturn is inevitable. Every penny counts. So, employers should start to plan

now for the easing and end of lockdown, and be willing to adjust their businesses to fit internal and customer needs.

Where cost reductions are required, it might be tempting to some CEOs and FDs to zoom in on employee benefits — or to make people-related changes without considering benefits. It's worth working closely with trusted benefit consultants, HR and even providers first, to assess the potential impact. And not only in financial terms, but also around reputation — either locally where you draw your workforce, or nationally if you are spread far and wide.

Well designed, managed, costed and properly communicated benefits programmes are bringing huge value right now in terms of supporting a culture of employee and organisational wellbeing, as well as ensuring businesses fulfil their duty of care obligations around this important issue. It's this kind of focus today that will help employers retain and indeed build a better workplace post pandemic: one that supports employee attraction, retention, productivity and profits at cost structures that are sustainable.

But at the same time, this focus is also helping to highlight that when benefits are understood, appreciated and communicated well, they are used. This can lead to a more engaged, productive, motivated workforce that feels valued.

### Many organisations are working through a number of questions right now, such as:

- Could and should the full benefits programme remain available to those furloughed? As full employment rights remain in place for these staff, this may be difficult to address, but in planning for unlock and a return to some semblance of normality, what should the benefits structure look like in the future?
- What will cash flow look like and staffing needs be, on day 1, 30, 60 and the eventual return to normality?
- Can staff change flexible benefit choices made pre-crisis in view of changing priorities? Can and should employers make any changes to levels of health cover or pension contributions now or in the future?
- Will there be a need to restructure the business or workforce, for a short time or more permanently? Will you need to redeploy staff to other areas after lockdown, whilst building back up?

## Benefits show you care

It's something that benefit consultants and HR directors have been saying for years. Right now, as leaders are more visible and focused squarely on the needs of their people, it seems like the perfect time to revisit how benefits can work for business.

For example, at a time when frontline National Health Service capacity is hugely impacted, virtual general practitioner services are proving a godsend to many people, as is access to an employee assistance programme (EAP) for expert legal, financial and emotional support. These may come as complimentary services with some insurance arrangements, but many firms are blissfully unaware of their existence and value.

Cash plan provider, EAPs and mindfulness apps are well placed to help those who need to get into the right place for remote working, or need help switching off from work. And, from a pragmatic and common sense view point, will writing services will no doubt be welcomed. Also, at a time when money is a concern, discount vouchers are proving popular, giving employees money off anything from the weekly grocery shop to home cinema.

## Information first, actions later

Where questions around benefits' relevance and accessibility are concerned, now is the time to speak to your benefit consultants, HR team and providers. Employers can lean on them to help figure out the answers. It will be an interesting test for the insurance provider sector in how they

partner with all parties during the crisis. It will certainly set the tone for the future.

Partnership working will also be required prior to rolling out any future people-related changes on a local or global scale. For those with staff based abroad for example, a reduction in the length of the working week in some countries can mean that health insurance cover is completely removed. It's impossible to know all these nuances upfront, especially where global subsidiaries are concerned. The important thing is to understand the impact of any options considered and avoid any unintended consequences.

Some insurers are being proactive. Take group life and income protection (IP) cover, for example. Providers have, by and large, reviewed their capital requirements to maintain their ability to respond to claimants. Catastrophic event limits have kicked in, but in the majority of cases these are huge and unlikely to be reached.

Many Group Income Protection and Life cover providers have also stated that pre-furlough salary levels will be used for the purposes of assessing any claims made during this period. Like Gallagher, they're also encouraging employers to make good use of their vast array of added value wellbeing services.

Partnership working is needed for everyone's benefit. No one wants to leave employee health and wealth potentially exposed now or in the future. And it's important to bear in mind that if policies lapse, particularly where private medical insurance is concerned, the cost of taking out a new policy could prove prohibitively expensive.

## Questions employers should be asking now:

Work with your benefit consultants and HR team to develop a catalogue of potential options – including their impact – to reduce or realign costs if required. As part of this, consider:

- How will a post lockdown world and potential people changes impact your staff pension and benefits programme? Will it continue in its current format?
- Is a review required for pension scheme contribution levels, the degree to which staff are insured against death or long-term sickness absence, medical provision etc? This could be a decrease in some areas and an increase in others.
- Is now an opportunity to review pay grading, salary and bonus structures or incentive rewards?
- Is there additional flexibility and freedom to exploit in captive insurance or health trust arrangement?
- What is the best way to communicate all of the above to staff in an efficient and well thought through basis?



**Stuart McNeill**  
**Regional Director**  
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## About Gallagher

COVID-19 is an evolving risk that Gallagher continues to monitor through the Centers for Disease Control and Prevention and the World Health Organisation. Please visit our pandemic preparedness page for the latest information.

[ajg.com/uk/  
pandemic-  
preparedness/](https://ajg.com/uk/pandemic-preparedness/)

**Better. It's something all companies strive for. Better outcomes from better performance. But how do you get there?**

You start by building a better workplace. One that attracts, engages and retains top talent. What does that look like? It's a workplace where people feel they belong — where there's a sense of developing a career instead of punching a clock. And a culture of opportunity that draws new talent because it inspires employees to deliver their personal and professional best.

Gallagher Better Works<sup>SM</sup> — a comprehensive approach to benefits, compensation, retirement, employee communication and workplace culture — aligns your human capital strategy with your overall business goals. It centres on the full spectrum of organizational wellbeing — strategically investing in your people's health, talent, financial security and career growth, and developing benefit and HR programmes at the right cost structures to support a multi-generational workforce.

From evaluating the demographics of your workforce to surveying and analysing competitor trends, Gallagher helps you gather new insights and apply best practices that promote productivity and growth. A data-driven focus allows you to continually improve. That's what it means to create a better workplace culture. It's about never being content to rest each time you reach your best. Your better is never finished.

As you develop and sustain this destination workplace culture, your people can thrive and perform at a higher level, optimizing your annual talent investment and mitigating organizational risk to maximize your profitability. Best of all, you gain a competitive advantage as a workplace that simply works better.

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