

COMMUNICATIONS, MEDIA, AND TECHNOLOGY PRACTICE – UK & IRELAND

# Workforce Strategies

Health, Safety, and Liability Risk Management for  
Communications, Media, and Technology Companies



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# Marsh Workforce Strategies

Marsh Workforce Strategies (WFS) deliver a range of operational risk management consultancy services to our clients across health & safety (H&S), claims defensibility, work-related driving and employee wellbeing. Communications, media, and technology (CMT) companies are diverse businesses; however, what most of them have in common is that people are key assets. Our job is to help our clients deliver, audit, and take positive

steps to enhance their H&S standards, while ensuring these keep pace with the rapidly evolving risk environment.

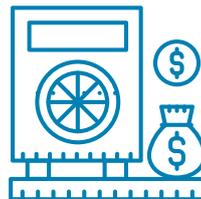
Traditionally, occupational incidents (e.g. accidents or injuries within the workplace) have been the main area of focus for our CMT clients. However, more recently we have been engaging our clients in leadership, culture, and behavioural change initiatives, as well as mental health and employee wellbeing.

## Key Value-adds for the CMT Industries:

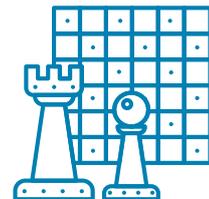
- Vital tool in reducing your total cost of risk (through accident prevention, improved claims defensibility, employee wellbeing management, etc).
- Support in identifying and managing your operational risks, and improving your liability risk profile.
- ISO 45001:2018 compliance and readiness.
- Helping protect key company assets, your reputation, and your people.



**Reduce Cost of Risk**



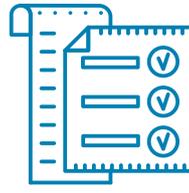
**Protecting Assets**



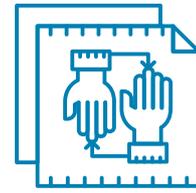
**Operational Risk Management**



**Protecting Reputation**



**ISO 45001 Compliance**



**Protecting People**



# Challenges for the CMT Sectors

## CMT Industry Challenge – How can we Demonstrate/Enhance our Corporate Social Responsibility and Ethical Trading?



### Issue

Many CMT clients have geographically dispersed business operations which have diverse cultural and legal expectations around H&S standards in the work place. This can make it challenging for a client to gain clear assurance of the standard of legal compliance, adherence to internal standards, and employee wellbeing in multiple territories.



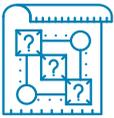
### Solution

By establishing a global corporate H&S policy and standards, and then localising these documents for the countries in which the client operates, we are able to establish a baseline performance expectation.

These standards then form the reference points for a global auditing process, which we deliver using a bespoke web-based assessment and reporting tool.

This provides consistent assurance regarding local legal and company policy compliance.

## CMT Industry Challenge – How do we Know if we are Ready for ISO 45001:2018?



### Issue

CMT clients that provide services are frequently asked to demonstrate their competence in terms of safety management, as part of the tender process.

Alignment to ISO 45001 provides the ability to publicly evidence our clients' commitment to managing and improving the health and safety environment to all interested parties.



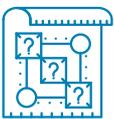
### Solution

By undertaking an analysis of the company's readiness to migrate from OHSAS 18001 to ISO 45001, we can assist CMT clients to create a clear roadmap to successful achievement/alignment to the new standard, linked to claims defensibility, legal/regulatory compliance considerations, and consistencies with the High Level Structure of all ISO standards.

The ability to evidence the effectiveness of our clients' controls can help demonstrate the level of H&S risk control for third parties and can also lead to increased insurer confidence, stronger claims defensibility, a reduction in claims, and competitive premium rates.

Aligning with the new standards will directly impact the client's H&S risk management effectiveness, in the form of a reduction in the potential likelihood and severity of third party H&S related events.

## CMT Industry Challenge – How do we Address Mental Health in our Workplace?



### Issue

Research shows that, where organisations effectively address mental health, productivity and profitability are improved over their peers.<sup>1</sup>

Our clients are not always clear on how to demonstrate their moral duty of care towards employees' mental health and wellbeing and promote a happier and healthier workplace environment.



### Solution

Marsh can support CMT clients through a range of mental health and wellbeing initiatives, including setting up a formal framework to provide procedures and policies around mental health, through to accredited training for managers in mental health first aid.

Action in this area can help drive worker productivity and improve reputation as an employer of choice. This can have a positive impact on the value of the business and bolster the resilience of the workforce, reducing the risk of mental health issues and associated long term absences causing operational issues.

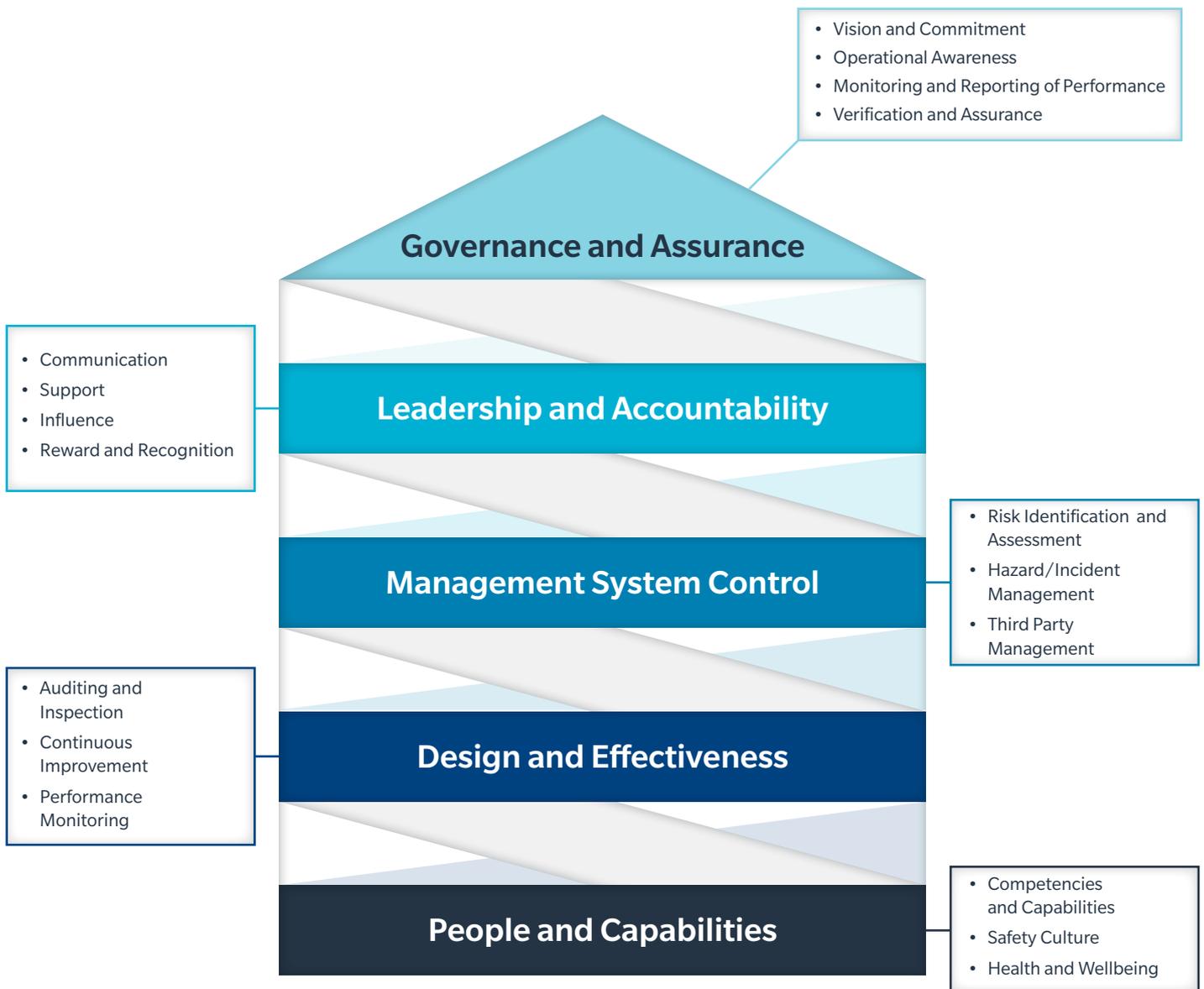
<sup>1</sup> Failure of employers to provide mental health support. QBE Survey, May 2019

# What We Do

WFS services enable our clients to improve their H&S and work-related driving culture and performance, and improve their claims frequency, severity, and defensibility. We design our engagements in order to work collaboratively with our clients, with the aim to:

- Enhance accident prevention activities and reduce work-related ill health risk and associated liability claims.
- Reduce insured and indirect costs.
- Drive cost effective risk control measures.
- Provide assurance regarding compliance with legal requirements and avoid disputes with enforcing authorities.
- Develop stronger partnerships with employees, customers, contractors, and neighbours.

## Structured Process



# Typical Solutions to Improvement Requirements

Below we illustrate the ways in which we help our CMT clients to derive improvements:

Improvement Requirements	Potential Action Examples
Vision and Commitment	<ul style="list-style-type: none"> <li>• Setting and alignment of H&amp;S policy with mission, vision, and corporate values.</li> <li>• Senior board executive training and awareness session.</li> </ul>
Operational Awareness	<ul style="list-style-type: none"> <li>• Evaluation of claims and accident data to understand underlying root causes.</li> <li>• Self-assessment inspection checklists.</li> </ul>
Monitoring and Reporting of Performance	<ul style="list-style-type: none"> <li>• Defined key performance indicators both proactive and reactive.</li> <li>• Formalise local reporting process for governance reporting.</li> </ul>
Communication	<ul style="list-style-type: none"> <li>• Quarterly communications.</li> </ul>
Support	<ul style="list-style-type: none"> <li>• Retain competent person(s) with local knowledge.</li> </ul>
Influence	<ul style="list-style-type: none"> <li>• Establish clearly defined responsibilities by office, geography and group.</li> <li>• Commitment to continuous improvement.</li> </ul>
Reward and Recognition	<ul style="list-style-type: none"> <li>• Set targets for “good” H&amp;S and driving at work performance.</li> <li>• Establish reward programme.</li> </ul>
Risk ID and Assessment	<ul style="list-style-type: none"> <li>• Hazard awareness training.</li> <li>• Risk assessment review programme.</li> </ul>
Hazard/Incident Management	<ul style="list-style-type: none"> <li>• Incident management programme and root cause analysis.</li> <li>• Incident investigation training.</li> </ul>
Third Party Management	<ul style="list-style-type: none"> <li>• Establish clear protocols for the management of third party contractors and service providers.</li> <li>• Permit to work.</li> </ul>
Auditing and inspection	<ul style="list-style-type: none"> <li>• Risk-based internal auditing programme (layered auditing in conjunction with existing third party audits).</li> <li>• Risk-specific monitoring, such as slips, trips, and falls, manual handling, workplace stress, work-related driving, fire, and display screen equipment.</li> </ul>
Competencies and Capabilities	<ul style="list-style-type: none"> <li>• Training needs analysis and development plan.</li> <li>• Online training and webinars.</li> </ul>
Health and Wellbeing	<ul style="list-style-type: none"> <li>• Health and wellbeing strategy.</li> <li>• Mental health first aid training.</li> </ul>

# CMT Industry Client Case Studies

## Global IT Services Company – Global H&S Policy and Auditing Process



### Issue

Marsh was requested to assist in enhancing the global H&S standards and performance for a global integrator of communications products and services for multinational corporations.



### Marsh Solution

Working in consultation with the client, Marsh designed a global H&S policy and standards framework that was rolled out to the client's global business. Marsh then designed a bespoke third party auditing process based on the agreed company standards and also on local legal requirements. This audit methodology utilised the strength of Marsh's global network to deliver an output that met the client's needs.



### The Result

The web-based auditing tool has now been used in more than 20 countries as part of an ongoing three year rolling programme of audits. The process used two benchmarks (company standards compliance and local legal compliance) to assist the client in prioritising its risk management activities.

The auditing process output has provided enhanced oversight of H&S standards as well as demonstrating the company's continual improvement culture.

## International Media Company – Safety and Wellbeing Enhancement (including workplace stress)



### Issue

Marsh was engaged to identify where and how a newspaper publisher's safety and wellbeing risk management strategies could be improved. This was with a view to better preventing and defending stress-related claims arising from two sources:

- Trauma in hostile environments.
- Occupational stress.



### Marsh Solution

A legally-trained risk management consultant extensively reviewed key stress, safety, and wellbeing risk management documentation and undertook semi-structured interviews with the newspaper publisher's stakeholders.

Nominated participants included editors, desk heads, journalists, lawyers, head of health, safety and security, and HR stakeholders.



### The Result

Marsh rated each of the risk management arrangements against best practice criteria. The criteria were derived from legal precedent, HSE stress guidance ("The Management Standards"), statute, prevailing practice, expert authority, and Marsh best practice.

After assessing against the criteria, Marsh made findings and conclusions identifying where scope existed to better prevent and defend claims. Then we made recommendations as to how the improvements could be implemented commercially.

Benefits to the client included the ability to reduce stress-related incidents and claims as determined by levels of absenteeism and claims costs.

## Global Telecommunications Operator – Claims Defensibility and Incident Prevention



### Issue

The context of this work, for a global telecommunications company, was an ongoing consulting relationship focused on supporting them to prevent safety related incidents and to defend associated claims and prosecutions.

This project aimed to provide the organisation's operational team leaders with a high level guide on how to investigate incidents optimally.

The challenge was that the business's managers only undertook around two investigations a year. Therefore, investigatory skills learnt at traditional training workshops were often forgotten by the time they were required.

The business needed a medium through which key steps and principles of the process could be communicated in a simple way. The deliverable had to make use of mobile technology to ensure managers could access it when they needed during the working day.



### Marsh Solution

Marsh split its best practice incident investigation process into 7 key phases. Marsh then:

1. Drafted associated scripts focusing on fundamental investigatory principles including the four key sources of evidence, taking witness statements and effective cause analysis.
2. Worked with designers, using scripts and story board.
3. Created PowerPoint Video and added voiceover (Specialist audio team).



### The Result

The output was 7 rapid user guidance videos that supported effective communication of key information required to undertake effective investigations.

A key challenge was drafting dialogue that was concise (60 second videos) and "simple"; avoiding health & safety jargon and "consultant-speak". Marsh successfully overcame this by drafting concise but engaging prose and by selecting only the most impactful learning points to communicate.

Positive feedback received from the client:

*"Just to say I have watched the videos and can see why the team were so impressed. They capture everything clearly and concisely, whilst giving enough detail to enable a line manager to do what they need to. I am really impressed!"*



# Who We Are

Marsh is the global leader in insurance broking and innovative risk management solutions. Our CMT Industry Practice is dedicated to helping you identify, quantify, manage, and mitigate your composite risks.

The majority of companies in the CMT sector are on the frontier of emerging risks, pushing boundaries with their business models and disrupting industries. This means they require tailored advice and customised solutions which go way beyond “standard”. Our flexible approach combined with our significant human and knowledge resources enables us to advise across the entire journey of risk services, or advise on specific projects, risk categories, or challenges.

Our WFS services are delivered by our dedicated Marsh Risk Consulting (MRC) department. MRC has over 800 colleagues internationally in over 30 countries, with over 70 professionals based in the UK & Ireland alone. In 2018 we delivered over 450 client projects within the UK&I.

**800**   
**COLLEAGUES**  
**IN >30**  
**COUNTRIES**

**70**   
**RISK**  
**CONSULTING**  
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**IN THE UK&I**

 **450+**  
**RISK CONSULTING**  
**PROJECTS**  
**DELIVERED**  
**IN 2018**

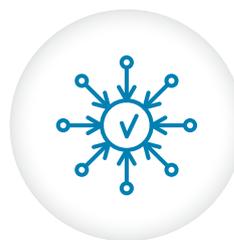
## The Value Marsh Provides



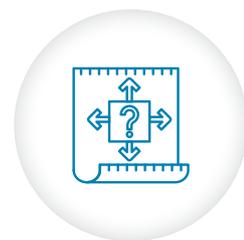
- Considerable resources and expertise, with the ability to deliver internationally.



- IT platform.



- Project management approach.



- Flexibility and scaling-approach.

# What Our Clients Say About Us



*Marsh are our “trusted global partners in risk management” based on our longstanding relationship.*

Global IT Services Company



*“Many thanks for all your assistance and tenacity with this project. It has been a really valuable exercise and we now have a clear view of the changes we need to make.”*

Senior Legal Counsel; Commercial Legal Affairs, International Publishing Company





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