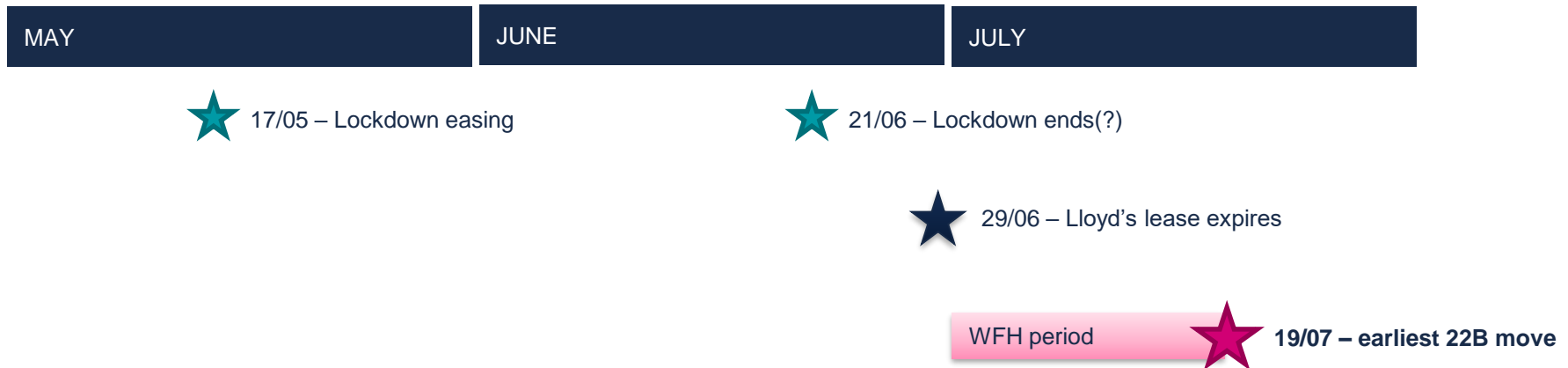


B22B Update session

B22B Update

- Where we are – exiting Lloyds etc.
- Flexible working
- Neighbourhoods
- Making it work for everyone (“rules of engagement”)

Return to Office: Key Dates



Lloyd's exit process

- **Collection of personal belongings - Monday 19th April – Friday 21st May**
 - Desk items that have been boxed, lockers, pedestals, cloakrooms
- **Team/dept storage of files - Tuesday 4th May – Friday 21st May**
 - one member from each team/department to manage file storage for their area

Flexible working

B22B Principles: Re-imagining the way we work to flourish as individuals together



1. Enable

Our workplace, processes and technology should enable effective, creative, mobile and flexible working practices

2. Community

Our physical workplace fosters community, belonging and collaboration

3. Respect and Responsibility

We promote a culture of mutual respect and responsibility amongst colleagues and the working environment

4. Empower

We empower our co-workers to enable them to flourish

5. Efficiency

Our workplace will be an efficient and sustainable space

6. Innovation

Our environment stimulates and promotes creativity and innovation in everything we do



The over-riding principle: together we're better

We believe that it is the trust we place in our people to bring their individuality, their critical thinking, their market insights, and ultimately their independent view of risks which makes us different.

Where we get this right it results in close collaborations, in-depth insights and innovative, fairer risk solutions.

Simply, when we work together we do better business and we flourish as people.

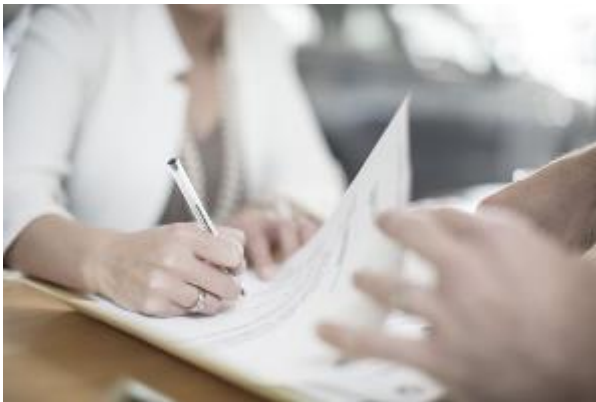


What's covered by our new approach?

Informal, ad hoc working from home.

This no longer needs a policy or formal approval, it's just the way we work.

The office is sized on the assumption that as a total population, we'll work elsewhere an average of 2 days a week



What's not covered?

If you want a *permanent* or *semi-permanent* change e.g reduced working hours or every Monday from home you still need to request a formal Flexible Work Agreement via your line manager and HR.

This is not a 'work from anywhere' programme, nor are we changing our core hours/days.

Making the right call...

Some guidelines to help you make the right decisions

We believe **together we're better** - our main place of work is still the office, it's where we connect most effectively to each other and our culture

- When we choose where to work...
 - We take into account the inter-dependencies between ourselves, our colleagues and our stakeholders.
 - We choose a way of working that makes us and others effective.
 - We understand flexibility isn't a right: we expect mutual flexibility, not just from the company or just from the employee.
 - We act in the company's best interest
 - We're as available remotely as we would be in the office (but not more so...)
 - We know that flexibility is available to all of us unless...(e.g. exempt roles/tasks that would not be effective from home)

What this means:

We believe 95% of the time, you're the best person to decide where you need to work

The other 5% of the time you might need some guidance. You might get a different answer to someone else because your situation is different, but not (just) because your line manager is different.

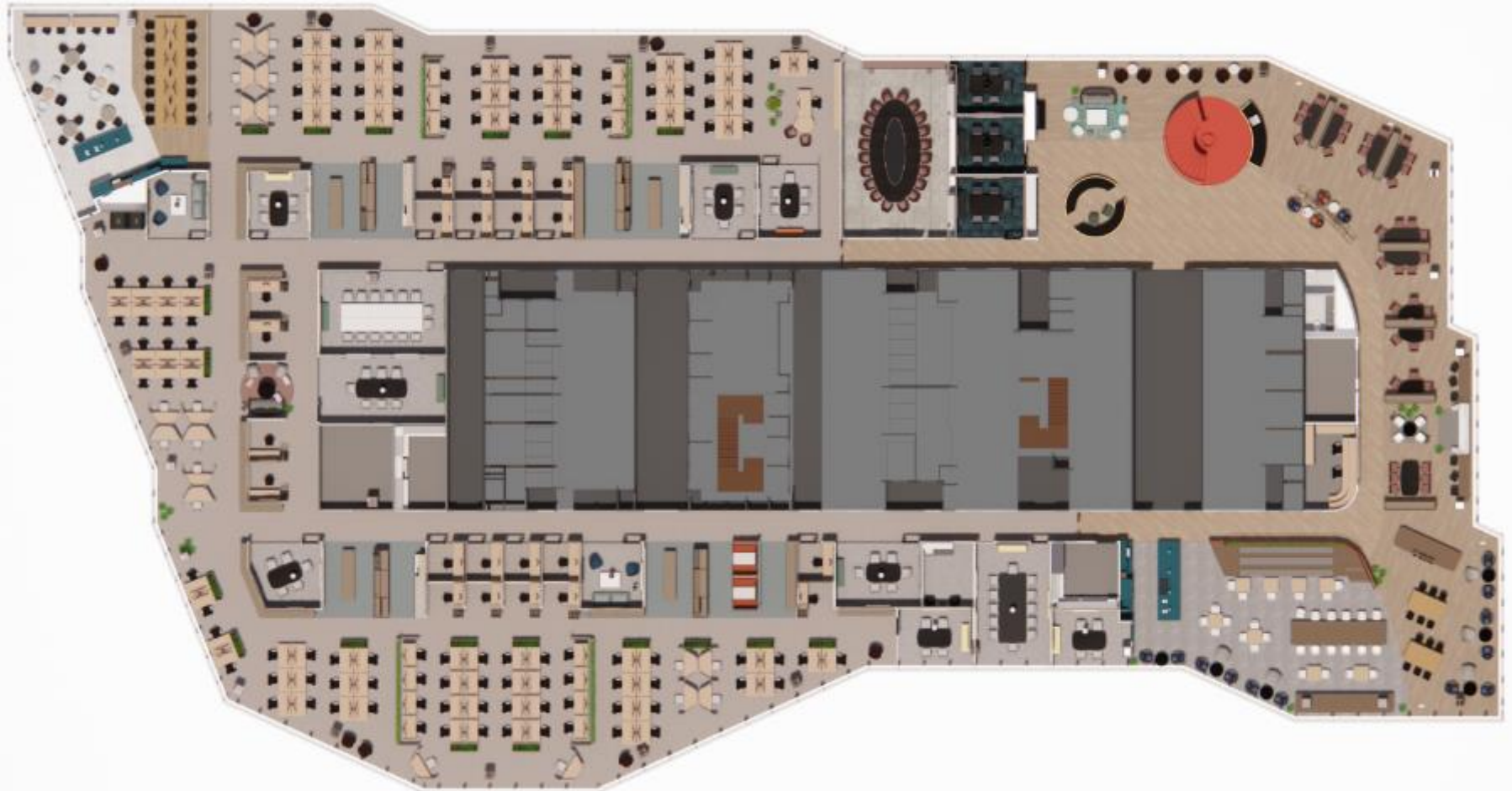
There may be days initially when we get it wrong - when everyone is in or no-one. We accept a few of those inconveniences rather than constructing a huge bureaucratic process to ensure capacity is never exceeded. We will learn as we go.

As a sense-check: Is it flexible? Will it be effective?

- I am going on holiday to Dubai for a week, can I stay a second week and work from there?
- I'm not a morning person, I'd like to change my hours to be 10am-6pm
- As a project team, we've agreed we'd like to try to get away by 3pm on a Friday whenever possible
- Is it only office/home or can I work from Starbucks (for example)?
- I'm new and joined Canopius partially because of the flexible working culture. Can I work this way immediately?
- I know what I'm doing and I'm more productive without interruptions. Can I mainly work from home?

Neighbourhoods

Quick office tour... floor 29



Quick office tour...floor 30

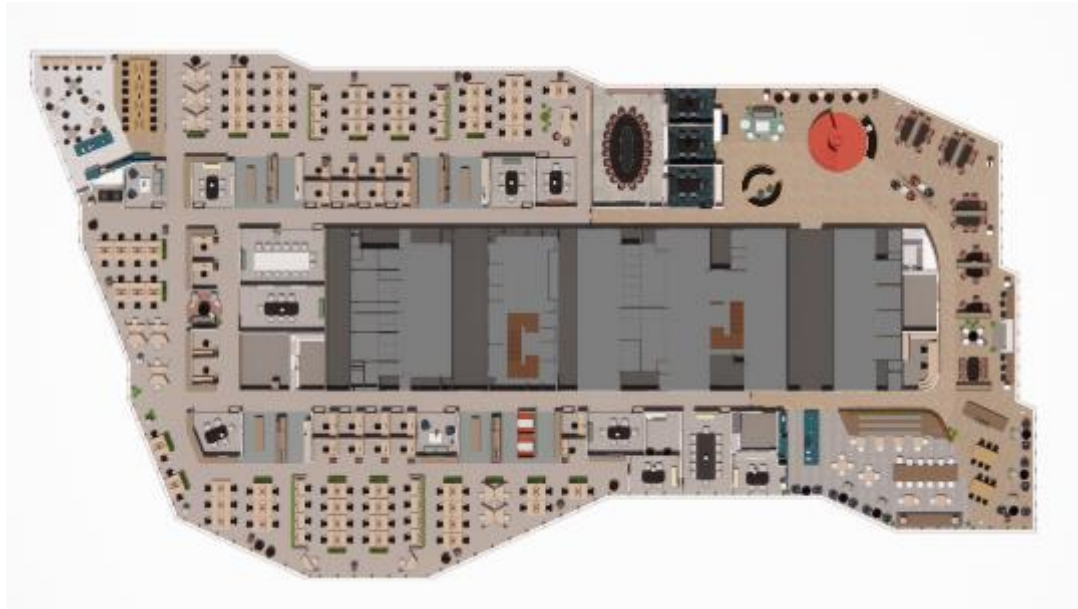


Quick reminder of IT setup



What is a neighbourhood?

Neighbourhoods are mainly navigational aids
They're where your locker is and any team storage
They're a good starting point if you're looking for someone



Anyone can work anywhere
The boundaries of a neighbourhood are porous
There is no concept of 'someone sitting in our area'

How neighbourhoods were decided

1. Apply design principle from ExCo:
 - **Cross-functional wherever it makes sense, and not where it doesn't**
2. Apply practical criteria
 - **Each neighbourhood needs average 85 current employees assigned**
 - **Adjusted for high/low occupancy and seasonality teams**
3. Use insights from:
 - **B22B User group**
 - **ExCo interviews**
 - **Utilisation study**
 - **Activity Pattern surveys pre- & post- lockdown**

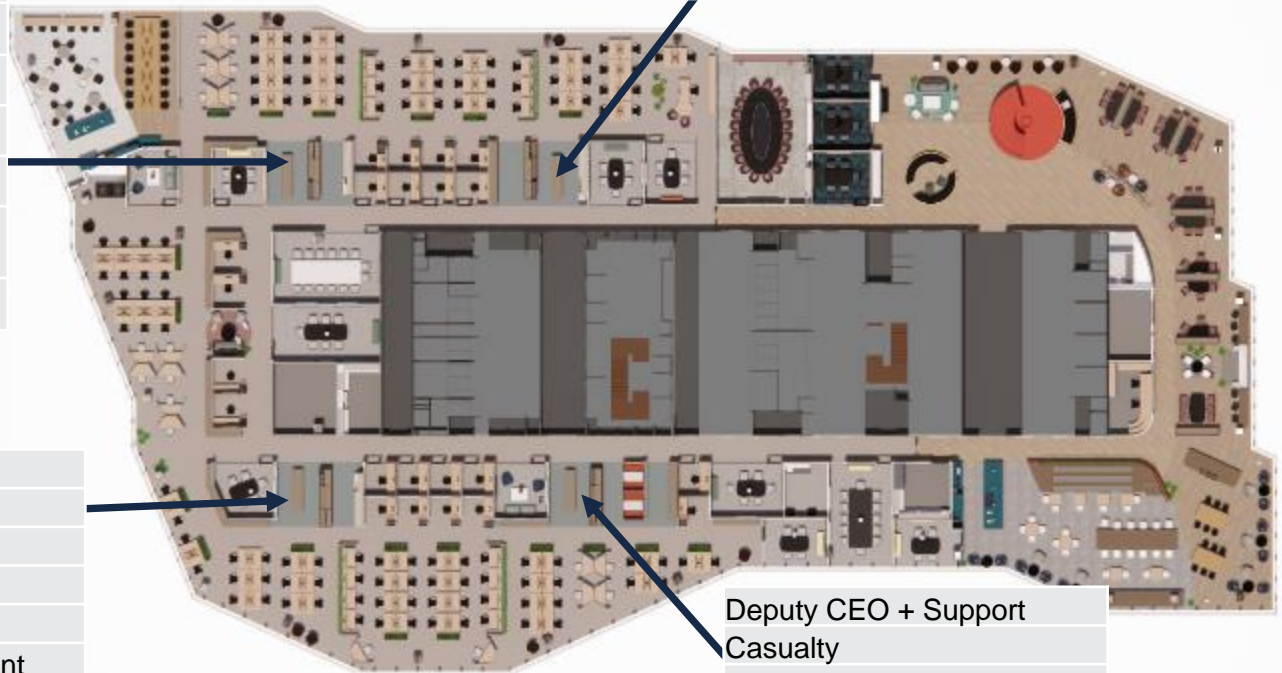
Level 29

EMP
Marine, Hull, Liability & Cargo
Open Market Property & Specie
Heavy Industry & Construction
Energy
Credit, Political Risk and Crisis
Management
Underwriting Management

Delegated
Delegated Authorities
Reinsurance
Outwards Reinsurance
Canopius Special Risk
Delegated Underwriting Management
Space
Specialist Consumer Products

CEO + support
Capital (Actuarial)
Corporate (Actuarial)
Reserving (Actuarial)
Reporting and Control
Systems
Planning and Analysis
Tax
Treasury
Syndicate 1861
Pricing (Actuarial)

Deputy CEO + Support
Casualty
Cyber & Technology
Vave
Catastrophe Management
Specialty
Accident and Health



Level 30

- Commercial
- M&A
- Cosec
- Compliance
- Data Protection
- Legal
- Risk
- Other
- Investment
- Other
- IA
- HR
- MarComms

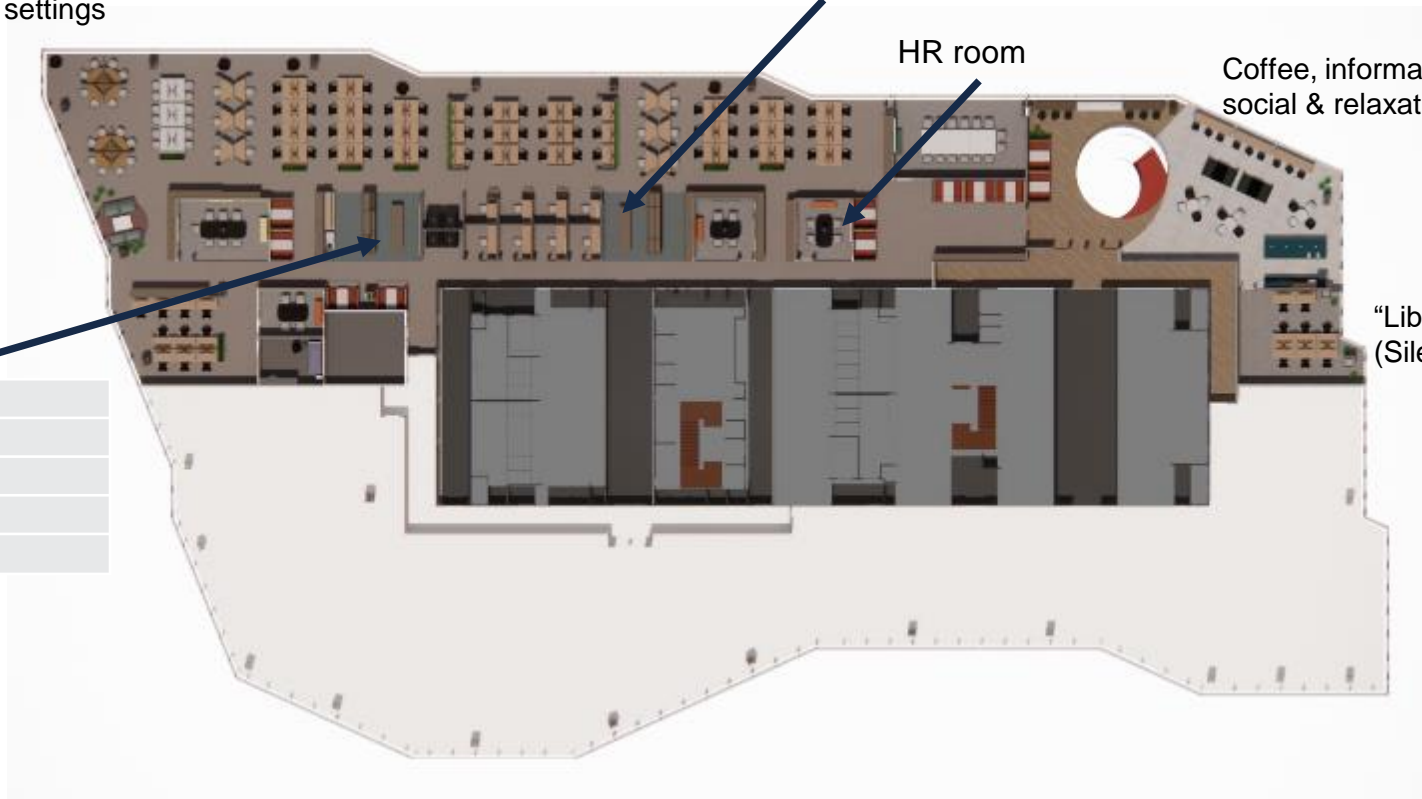
Duo settings

HR room

Coffee, informal work,
social & relaxation space

“Library”
(Silent work)

- Central services
- IT
- Change
- Fac
- Claims Operations



Rules of engagement

A framework for “being a good citizen”



All communities have norms
(the gym, the coffee shop,
your house)

An explicit contract with each
other creates psychological
safety.

It's the 'ticket price' of
belonging to a community

The fewer rules the better

Focus on the 'why' not the
small-print



Work in a way that makes you and your colleagues most effective

Everything else follows if you do this...



Use each setting only as intended

So the choice of high or low focus really *is* a choice...



Occupy one space at a time

So the numbers work...



Leave no trace

So everyone gets a nice place to work



It's for everyone

So it's fair and inclusive...

Getting ready

- More information via The Scoop and B22B@canopius.com
- Readiness workshops in May-July
- Revisiting specific user requirements – May onwards
- Pre-move practicalities briefing - July
- B22B User Group and project team UAT
- Move – July 19th earliest
- Settling in period
- 90 day survey
- On-going visitor and new starter orientation



Other important stuff...



Neighbourhood naming



Coffee bean selection

Poll: Based on what you've seen and heard today, how ready do you feel?