

# Claims and Risk in the Construction Sector

A review of risk management learning from cases studies for architects, engineers, surveyors and contractors

# Introduction

The construction sector is operating in globally a turbulent environment, impacted by a particularly complex mix of economic, political, and wider factors. This results in challenges such as a continuing lack of skilled labour; expensive materials (a myriad of global inflation factors has been exacerbated in the UK by Brexit); sustainability compliance; and sluggish productivity.

While professional indemnity claims have increased, and are likely to remain high or increase further, there nonetheless remain reasons for optimism in the sector. Technology is providing opportunities for innovation, greater design optimisation, and process efficiencies, helping to counteract cost increases.

## Professional indemnity claims in the Construction Sector in context

A Lloyd's of London performance report in 2018 revealed that 62% of syndicates recorded an aggregate loss on their (non-USA) professional indemnity portfolio over the prior six years, making non-US professional indemnity their second-worst performing class of business. Within the professional indemnity sector itself, construction was identified as one of the worst performing insurance classes. Since the 2018 Lloyds report, the sector has continued to experience higher levels of professional indemnity claims, both in the UK and Europe.

An analysis of QBE's claims data over a fifteen-year period indicates that a high percentage of costly professional indemnity claims across the construction sector can be attributed to design failure, delay, cost over-runs, and negligence/defects in the construction.

Underlying many of these claims are issues of:

- > Employer's requirements are not fully understood at the outset
- > Designs are not developed early enough which leads to myriad issues as the project evolves
- > Poor project leadership (too many/changes in stakeholders' representatives, and lack of clear lines and boundaries of authority)
- > Value engineering, Specification changes, and inadequate, or not properly followed Variation procedures (including failures to adequately assess the full impact of such changes, particularly cumulatively, in larger projects)
- > Inadequate sub-contractor management and supervision
- > Inappropriate allocation of risks within a project
- > Inadequate due diligence (according to the complexity and potential impact of 'known unknowns' to a project)
- > Workforce and supply chain issues
- > Cost-savings.

While these broad categories of claim are likely to remain unchanged, the underlying factors driving claims now and into the future are evolving, and the industry is facing very particular opportunities and challenges which make any material reduction in claim volumes or values unlikely.

Causes of Claims						
A Contracting Authority (CA) related	B Contractor related	C Design related	D Contract related	E Human behaviour related	F Project related	G External factors
A1 Changes in quantities, work or scope	B1 Delays in work progress	C1 Design quality deficiencies or errors	D1 Ambiguity in contract documents	E1 Rivalry culture between CA and Contractor	F1 Unexpected site conditions	G1 Weather / Force Majeure
A2 Late giving of possession	B2 Time extensions	C2 Inadequate / incomplete specifications	D2 Different interpretation of contract provisions	E2 Lack of communication between CA and Contractor	F2 Unforeseen changes	G2 External legal and economic factors
A3 Acceleration / Suspension / Termination commands	B3 Financial failure of the Contractor	C3 Insufficient availability of information	D3 Risk allocation	E3 Lack of team spirit between CA and Contractor		G3 Inflation/ Price increases
A4 Unrealistic expectations	B4 Contractor technical inadequacy		D4 Other contractual problems			G4 Change of Rules / Regulations legislation
A5 Payments delays	B5 Insufficient project information during tender		D5 Inadequate contract management			G5 Conflicts with third parties
A6 Increased overheads due to time extensions	B6 Contractor's inaccurate cost estimates during tender					G6 Inadequate supply of materials
A7 Quantity measurement corrections	B7 Contractor's internal labour problems					G7 External risks
	B8 Construction site accidents					G8 Environmental problems
	B9 Equipment related problems					G9 Problems with local community
	B10 Quality of works					

### Project complexity

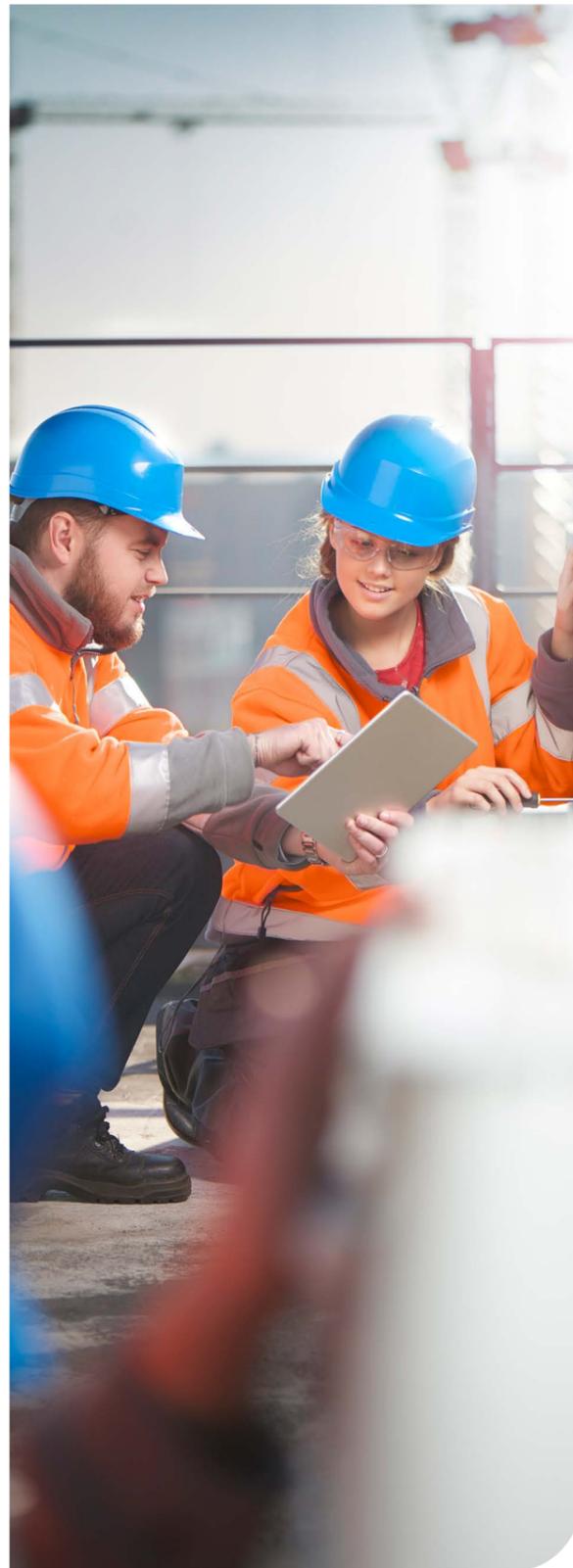
The complexity of construction projects has increased, leading to higher expectations from professionals involved. This complexity often results in disputes over design flaws, project delays, or budget overruns, leading to claims against architects, engineers, and other professionals. The increasing emphasis on sustainable development has led to the design and specification of more technologically complex buildings, which in turn require the input of a wider range of specialist professionals. These projects are even more susceptible to supply-chain issues, availability of specialist contractors, and disputes between the parties over project financing, delays or quality issues – all of which frequently result in professional indemnity claims against one or more project stakeholders.

### New technologies and cybersecurity

While new technologies, techniques and materials can help reduce various risks associated with delivering construction projects (e.g. design modelling; the use of AI in the assessment of material and design performance; supply-chain management and project management), they also bring new exposures. These risks may be particularly high during the initial stages of the implementation of new technologies. An example of this is autonomous machinery that has helped improve labour and sustainability issues, however led to new vulnerabilities, such as, cybersecurity and data security laws.

Sustainability concerns have led to a surge in green construction projects. While these projects offer environmental benefits, they also introduce new risks, such as compliance with green building standards and performance guarantees. Retrofitting insulation to older buildings may compromise the design integrity of the original building, creating degradation of the structure or inadvertent health and safety risks. Meeting energy efficiency goals often involves the use of innovative technologies, which can pose unforeseen risks. Claims related to design flaws or performance failures of energy-efficient systems are becoming more prevalent. Additionally, the use of prefabricated construction methods has introduced new risks, such as poor-quality design and errors in off-site fabrication, damage during storage or transportation damage and delay.

As the industry embraces new technologies and digital services, the construction industry faces challenges in cybersecurity that can impact distribution (e.g. data security, malware transmissions and third-party risks). Claims stemming from errors or omissions in digital models are becoming more common (e.g. the adoption of advanced Building Information Modelling (BIM), has introduced new risks related to data security and accuracy). A business can build resilience and mitigate against cyber risks through comprehensive risk management procedures and cyber insurance.



### Climate Change & Design Life

Extreme weather events, such as flooding and storms, pose threats to infrastructure and buildings, leading to claims for damages resulting from design defects, inadequate risk assessments, or failure to implement resilient construction practices. The transition to a low-carbon economy to combat the problems associated with climate change necessitates the development of sustainable building practices and renewable energy solutions. This introduces new technologies and complexities and thus potential liabilities for construction firms. Claims related to green building certifications, energy efficiency standards, and carbon emissions performance are emerging and likely to become more prevalent.

The design life of many structures is also an issue. The 'innovative' use of RAAC concrete panels (with a design life of 30 years) from the 1950's combined with poor maintenance and changing weather patterns has seen a spate of building collapses in the UK. Severe weather events are also testing structures to the limit: dam and bridge failures caused by flooding and storms are increasing, and this trend is only set to continue, impacting all types of structure. Engineering 'redundancy' margins have changed significantly over the last fifty years. Loadings on much infrastructure-built decades ago are much higher than anticipated at the time they were designed. The Francis Scott Key Bridge disaster in Baltimore in March has been attributed to both lower levels

of redundancy in the design, and the sheer size of tankers now being operated. Loads on infrastructure from recent storms and floods are similarly well beyond what most engineers had anticipated at the time many structures were designed. The foreseeability of such failures will always be an issue in the prosecution of any professional indemnity claims, but the fact that there is now increasing knowledge regarding the risks means that successful claims are more likely in the future, where remedial or preventative action has not been taken.

### Regulation

The regulatory environment has become tighter in recent years, and that trend looks set to continue. The implementation of the Building Safety Act in the UK, and the implementation of the EU Construction Products Regulation (CPR) have introduced stricter requirements for a wide range of construction sector professionals, including construction firms, construction product manufacturers, architects, and engineers. Non-compliance with these regulations can lead to claims for damages.

A combination of higher regulatory standards and ageing infrastructure has resulted in an increase in renovation and retrofitting projects. These have brought their own risks. Renovations also often uncover latent defects or code violations, which can trigger professional indemnity claims against previous designers or contractors.

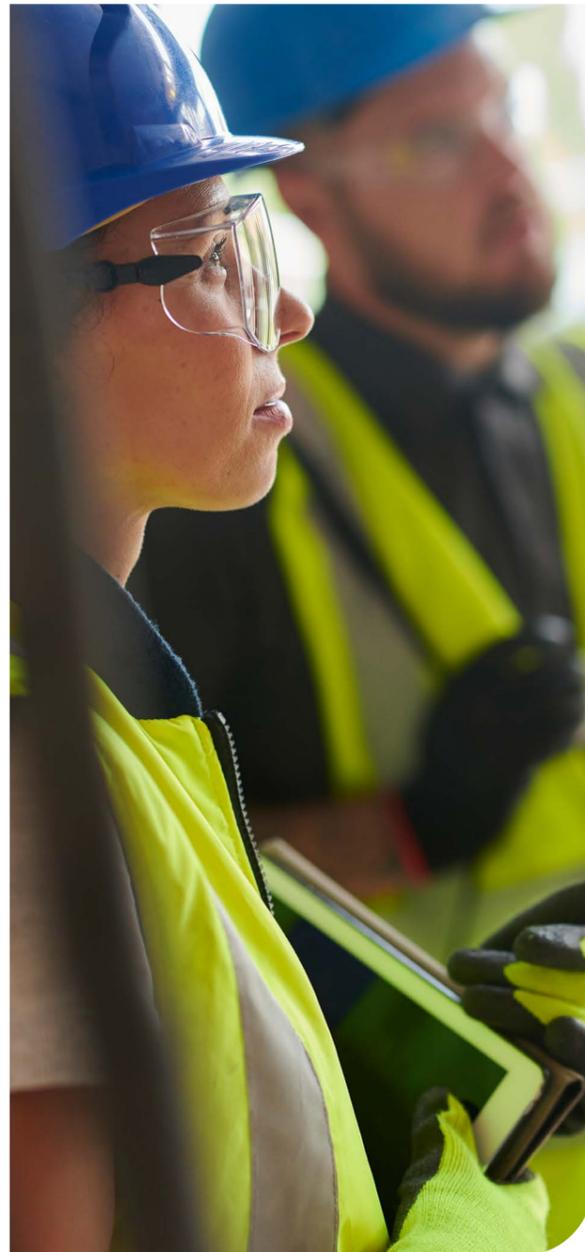


### Building Safety Act 2022 ('the BSA')

The BSA became law on 28 April 2022 after three years of consultation and was enacted on 13 May 2022 in response to the Grenfell Tower tragedy and has made some significant changes to construction industry in the UK. The BSA implements Dame Judith Hackitt's recommendations in her 2018 report 'Building a Safer Future'. The BSA applies to new or existing occupied buildings over 18 meters high or seven storey or more, which contains at least two residential units or is a hospital or care home. The Act aims to enhance building safety standards and hold accountable those responsible for building failures. Building owners and managers, construction firms and designers/specifiers are facing increased scrutiny and potential liabilities related to non-compliance with building regulations, inadequate fire safety measures, and design flaws. Below are some examples of key themes that are of relevance:

- > Section 135 of the BSA introduces the expansion of the limitation period, in some instances to either 15 or 30 years. For building completed before 28 June 2022 that are not 'fit for habitation' limitation has been increased from 6 years to 30 years. For buildings completed after 28 June 2022, limitation is 15 years from the date of practical completion. The 'fit for habitation' requirement now also extends to repairs, refurbishments and extensions of dwellings. This is a strict liability offence.
- > The above amendments to limitation were applicable to the Defective Premise Act 1972 and brought about sweeping changes to the scope, and, importantly, to limitation. Additionally, section 2A has been added to extend the remit to include refurbishment or re-fitting works, provided they result in the building being a dwelling.
- > The Responsible Actors Scheme was launched on 24 July 2023, which currently affects Developers whose principal business is residential development. Eligible developers who do not sign up to the Scheme and comply with its conditions will have planning and building controls prohibitions imposed on them.
- > The introduction of new potential liabilities. You no longer need to be a party to the construction contract to be sued. This means that property owners can now directly pursue cladding manufacturers. Architects and other construction professionals may be exposed to more claims because of the cause of action to pursue a claim for damages because of a breach of Building Regulations (section 38 of the Building Act 1984).

- > The introduction of new sanction and enforcement powers, which empowers the First-Tier Tribunal to make Remediation Orders or Remediation Contribution Orders (section 123) in respect fire safety defects have been identified. In addition, section 130 gives the power to make Building Liability Orders and section 132 enables the relevant person to discover associated corporate entities to pursue.
- > Section 133 requires landlords to ascertain if monies are available for remediation works and deduct those sums from the remediation costs (to be) passed to leaseholders.



### Environmental standards

According to a UK parliamentary committee report, the built environment' is responsible for 25% of total UK emissions currently. In Europe, the construction sector is estimated to produce 250 million tonnes of CO2 emissions annually, use 50% of all extracted resources and generate 30% of EU waste. Notwithstanding recent delays to the implementation of several tougher standards, with challenging targets, including 'net zero' by 2030, environmental regulation in the construction industries is progressively becoming tighter and will only become more so.

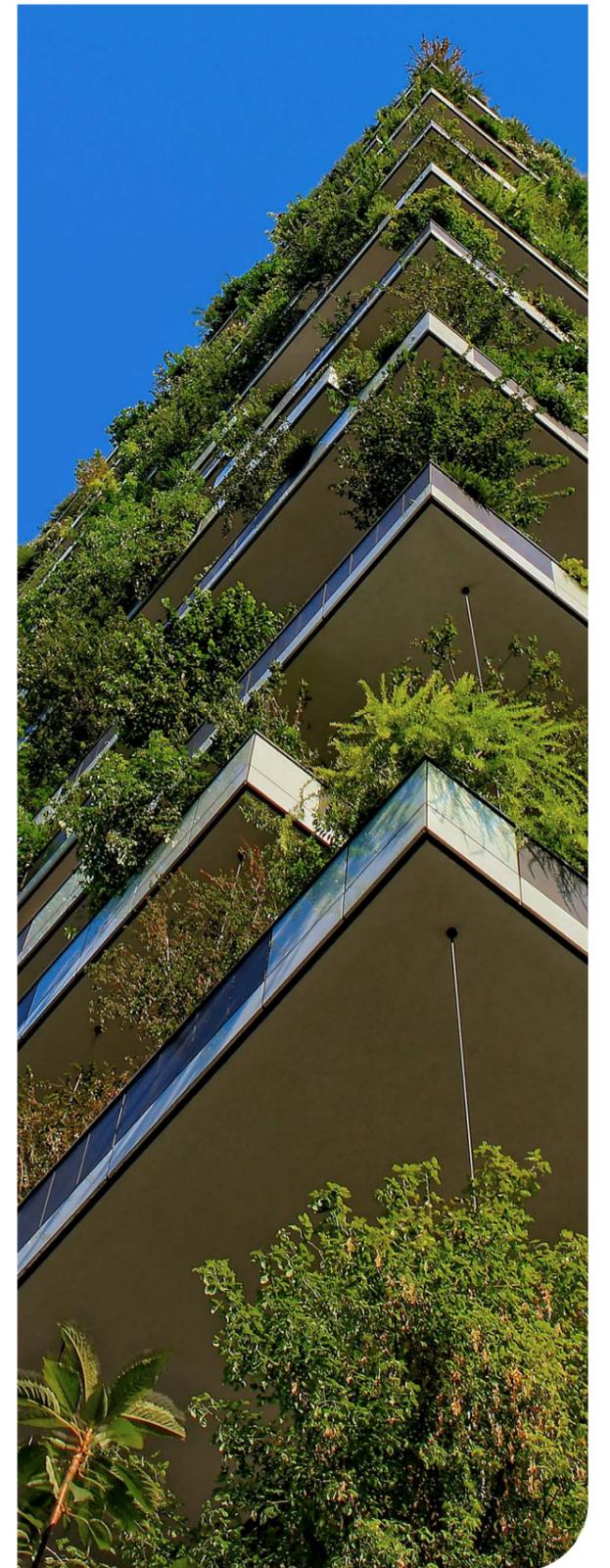
#### In Europe:

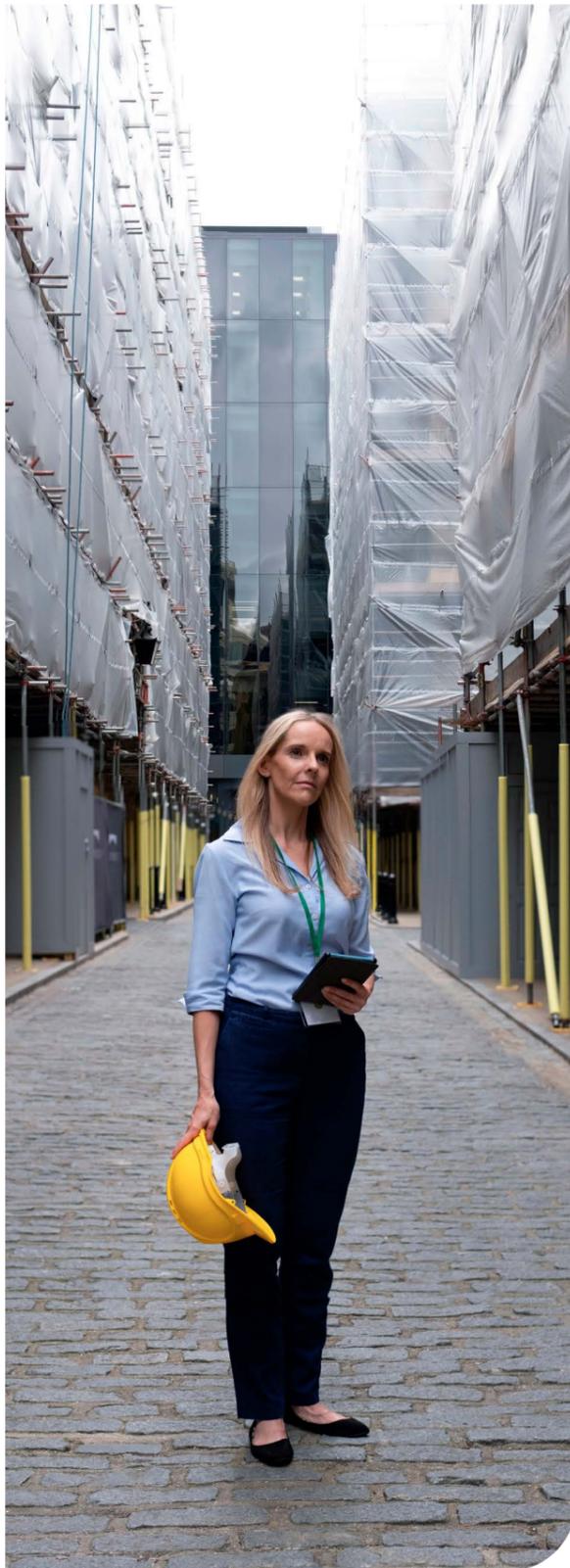
- > Revised Construction Products Regulations (agreed in December 2023)
- > European Green Deal
- > Fit for 55
- > New European Bauhaus.

#### In the UK:

- > Construction Waste and the Environment Act 2021
- > Home Quality Mark
- > Building Regulations Part L
- > Biodiversity Net Gain (being introduced in 2024 as part of the Environment Act 2021).

Problems are likely to arise where cost pressures and building safety regulations conflict with the environmental performance and construction emissions targets. Adapting existing buildings can also bring a range of other problems, as ill-judged environmental performance enhancements can detrimentally impact older buildings, causing damp and degradation issues, as well as potentially lead to fire safety concerns. As regulations become tighter, it is likely that claims may be brought against designers and contractors for failure to meet building regulation and other environmental standards. Cost and delay claims are also likely to arise as new products and reclaimed materials are used and innovative construction methods are used to meet the environmental performance demands.





### Other Risk Factors

Beyond regulatory, environmental, and technological factors, other risk factors impact the construction sector in the UK and contribute to professional indemnity claims:

- > **Supply Chain Disruptions:** Disruptions in the global supply chain, exacerbated by events such as the COVID-19 pandemic and Brexit, have strained construction projects, leading to delays, cost overruns, and contractual disputes. Claims arising from supply chain disruptions often involve issues of project management, procurement, and subcontractor performance.
- > **Workforce Skills Shortages:** Skills shortages in the construction workforce have posed challenges for project delivery and quality management. Claims related to errors or deficiencies in workmanship, as well as delays attributable to labour shortages, are prevalent in the current landscape.
- > **Contractual Ambiguities:** Ambiguities or inadequacies in construction contracts can give rise to disputes and professional indemnity claims. Unclear scopes of work, conflicting contractual provisions, and inadequate risk allocation mechanisms contribute to legal challenges and financial liabilities for construction firms.
- > **Health and Safety Concerns:** Health and safety risks in the construction industry remain a pressing issue, with accidents, injuries, and fatalities occurring on construction sites. Professional indemnity claims may arise from allegations of negligence in implementing proper safety protocols, training procedures, and hazard mitigation measures.
- > **High profile events driving large-scale claims:** Public scrutiny and media attention on high-profile construction projects, particularly those involving public infrastructure or landmark buildings, can generate large-scale claims. Events such as the Grenfell Tower fire in the UK in 2017 or the Genoa bridge collapse in Italy in 2018 are likely to generate public and political momentum for in-depth investigation into the parties responsible for such disasters, with far-reaching repercussions for contractors far beyond the individual projects. In the case of the Grenfell Tower fire, radical regulatory and legislative changes have emerged as a direct result of the disaster.
- > **Mental Health Awareness:** The physical demands of construction work, coupled with its high-risk nature, can have a silent impact on its workforce. Mental health issues at work can lead to incidents with a devastating impact, for example where workers are driving vehicles, making key process decisions, operating machinery, working at height or in other hazardous situations and professionals.



### Claims trends by sector

#### Architects

- > Project Management/Contractual Disputes
- > Building Regulations Compliance
- > Building Safety requirements
- > Design Errors & Omissions
- > Sustainable Design/Green Building Certifications
- > Inflation

#### Building Contractors

- > Building Safety/Cladding exposures
- > Complex Projects & innovative techniques and materials
- > Sub-contractor management/failure
- > Supply chain - delay and cost

#### Engineers

- > Design life/changes of use
- > Climate change
- > Innovative materials and techniques
- > ESG requirements

#### Surveyors

- > Market fluctuations
- > Latent defects
- > Building Safety requirements
- > Reporting errors and omissions
- > Climate change

## Architects

Architects are becoming embroiled in a wider range of disputes as their role extends further beyond the design remit. They are often involved in project management and contract administration so disputes may arise over project delays, cost overruns, or contractual ambiguities. In smaller scale projects, even where they do not manage projects, it is not uncommon for there to be scope creep, conducting additional inspections and acting as an intermediary between client and builder.

An example of this is an architect being sued for designing a residential building that did not meet fire safety regulations, resulting in property damage and safety hazards. The Court found the architect liable for failing to conduct proper risk assessments and ensure compliance with applicable building codes.

Architects play a critical role in the design and planning of construction projects, and errors or omissions in design drawings or specifications can result in costly disputes and claims. There can be overlap and uncertainty about the roles of engineers and architects, and other specialist design professionals. Clear definition of roles, maintaining clear communications with the client, and ensuring that your project responsibilities are tracked and fulfilled, and outstanding gaps flagged are all essential components to reducing claims.

With increasing emphasis on sustainability and environmental stewardship, architects are under pressure to incorporate green design principles and obtain certifications such as LEED or BREEAM. Claims may arise if sustainable design features fail to meet performance expectations or if projects do not achieve desired certification levels.



### Climate change exposes failures in construction management & the audit process

The Carmont rail accident in 2020, occurred following heavy flooding causing the death of three people and other injuries. An investigation by the Rail Accident Investigation Branch identified 20 safety recommendations having investigated the crash. These recommendations included better management of civil engineering projects, and improved response to increasingly frequent patterns of extreme weather. The key finding was that the accident was caused primarily by a drainage system (installed in 2011 by Carillion) which was found not to be in accordance with the design. The report found that 'the on-site changes to the build were not referred to the original designer and no evidence was found that 'as built' drawings were prepared, either as part of ongoing assurance or preparation of the CDM Health & Safety file'. A pattern of failures to maintain or inspect the draining system meant that infrastructure issues were not identified in the intervening years.

#### Risk Management Learning Points

- > While architects and engineers are most qualified to create the final 'as built' drawings, their involvement during the construction phase is limited. Management of infrastructure projects should ensure that contractors have produced accurate as-built drawings prior to practical completion being confirmed.
- > Key stage sign-off of projects is essential to confirm that they meet the as designed specification.

### Defective premises claims emerge from the past

An architect is appointed as a sub-consultant to a design & build contractor for a large residential redevelopment of an office block in 2006. The development achieves practical completion in February 2008.

The design & build contractor went into liquidation in 2021, and the architectural practice had been bought out by a larger business in 2015. In July 2023 the 'successor practice' architect received a letter of claim from a group of owners, alleging negligent design, and breach of the Defective Premises Act 1972 ('DPA'). Several latent defects in the original structure have emerged, and the conversion work had created problems requiring remediation under the Building Safety Act.

Unfortunately, the architect cannot locate the historic files from the predecessor practice for the project. In any event, one of the architects who worked on the project originally recalled that, due to pressures from the D&B contractor at the time, they commenced services before a formal appointment was in place.

#### Risk Management Learning Points

- > This case illustrates how retrospective DPA claims are now available to even subsequent owners of buildings who have never had a contractual relationship with the relevant construction professionals. This applies even where the legal entity being sued has changed. It also reflects how contractor insolvencies can shift the claims burden onto other parties.
- > If you have not already done so, you should review your File Retention Policy to take account of the extended limitation periods. RIBA recommend that 'record keeping, whether paper or electronic, needs to be maintained for 15 years irrespective of any corporate winding-up or reconstitution that may have happened if the new business remains in the same hands'.
- > Establish the relevant limitation deadlines at an early stage.
- > It may be worth reviewing your exposure to recently emerged risk issues (such as RAAC and cladding). High value or high-risk projects for which files had not already been destroyed which fall within the 30-year limitation period should be reclassified as a matter of priority.
- > Implement strict controls on project onboarding where appointment terms are not in place.

## Building contractors

Building Contractors continue to experience insolvencies against a context of workforce shortages, inflationary pressures, and significantly more onerous regulatory pressures. International construction contractors may have concerns that, where their sub-contractors become insolvent, or do not have such deep pockets, they may end up being on the hook for the majority or all a claim, simply because they are the last one standing. There may also be gaps between contractual liabilities and firms' insurance cover.

Complex projects (in terms of size and in the use of new technologies, building materials, and working to boundary-pushing designs) are increasingly driving high value construction professional indemnity claims.

Design & Build projects – initially intended for simple projects with minimal design-input – have increasingly been used for more complex projects as a way of

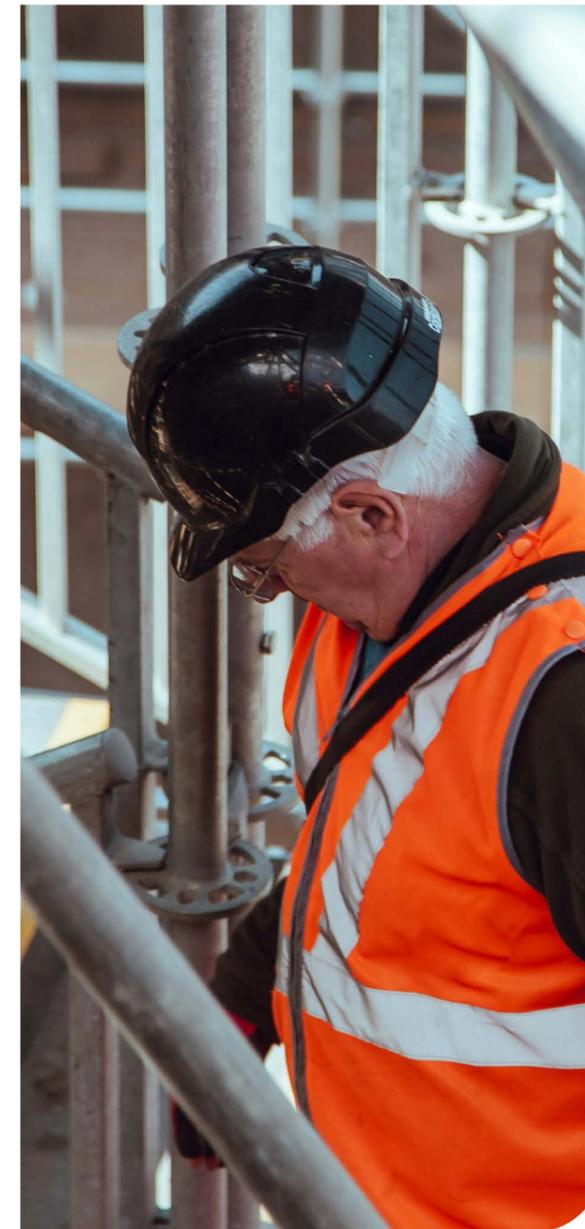
transferring more risk onto the contractor. Many refurbishment projects and student accommodation new builds have been delivered on a Design & Build basis, affording contractors significant scope for specification of materials. This unfortunately ties in closely with current claims trends relating to cladding, fire safety, and RAAC. Poor management of variations can leave the door open for future disputes on cost and specification.

The substantial use of sub-contractors in construction projects often leads to mismatches in the contractual terms and protections as between the head contract and the sub-contract. Inadequate due diligence on and oversight of subcontractors has been an underlying cause of many claims in the sector. While this is not an emerging issue, it remains a prevalent issue that can be better managed through enhanced project management systems, and greater on-site supervision at key stages.



## Engineers

Alleged design errors remain the most common cause of claim against engineers. Regulatory requirements (in terms of safety, and in terms of environmental performance) and pressure on construction costs are all tighter than they have ever been. These competing requirements often sit uncomfortably together and have encouraged innovative solutions which some in the profession have little experience of. Changes in weather patterns, use cases, and inadequate maintenance by the contractor managing a facility all complicate the claims picture.



### Design-life & weather patterns

In 2009 Blackpool Borough council engaged a contractor to design and build a new tram depot on the promenade. Three years after the tram depot became operational, high winds destroyed a large section of roof. The resulting inspection revealed significant corrosion in the roof, and evidence of failure of cladding panels. Remedial works proposed by the contractor were not accepted, and the council started proceedings against the contractor, seeking to enforce more significant remedial works costing over £6million. The council alleged that the building did not meet its intended 50-year design life. While the council won its case, the judge concluded that the design life was 25 years, not 50 years, and that a design-life was not an absolute warranty to last for that period without replacement.

### Risk Management Learning Points

- > Design life should be carefully considered and clearly defined within the contract, and the contract should address service life, performance, durability and maintenance. If design obligations are not to be interpreted strictly, the contract should stipulate that they are limited to a reasonable care standard only.
- > Material selection and design should consider location, likely weather conditions, and include an appropriate degree of redundancy. Assumptions made in the design brief should be clearly stipulated.
- > Use cases should be clearly stipulated and agreed between the parties when determining the design solution.
- > Novel materials/uses of materials/designs can be stress tested using AI modelling.

## Surveyors

Economic volatility and widespread tightening of safety regulations are contributing to a turbulent market for surveyors.

### Condition Surveys

Errors or omissions in survey reports can expose surveyors to professional indemnity claims. The complexities of latent defects (for example the detection and condition assessment of RAAC concrete or Building Safety Act related safety issues) will lead to greater risk exposure of surveyors.

### Environmental and Sustainability Considerations

Environmental sustainability and regulatory compliance are increasingly important considerations in property development and land management. Surveyors are expected to assess environmental risks, such as contamination and ecological impact, and advise clients on sustainable land use practices.

### Valuations

Valuations in the commercial sector have been particularly impacted by recent events: the Covid-19 pandemic, economic fluctuations, and climate change risks also impact valuations, and if such uncertainties continue, we envisage the emergence of more claims concerning the valuation of properties. In the UK, the Royal Institution of Chartered Surveyors (RICS) reported a drop in values in the industrial sector by close to 30% in the autumn of 2022/spring 2023. Landlords of commercial properties are facing lower rental income and depressed valuations, leading to a slew of over-valuation claims. The outlook in 2024 in the UK is seen to be brighter, with the market widely believed to have bottomed out, but economic recovery in the UK and Europe is fragile, and wider factors also suggest that claims against surveyors are unlikely to decrease significantly.



### Latent Defects not addressed

A surveying firm had been appointed as the building manager of a municipal building comprising a leisure centre and offices. The surveyors were aware from visual inspection that Reinforced Autoclaved Aerated Concrete (RAAC) was used in the original construction of the building in 1992 but failed to take account of the limited lifespan of RAAC (around 30 years). As a result, they did not implement a programme of regular inspections of the structure, nor did they make plans for the RAAC to be replaced. Some years later, a further desktop review included structural calculations used to establish the capacity of existing RAAC panels. The calculations used a software package, and the surveyor entered parameters for normal concrete, and no further action was identified as being required.

In December 2022 part of a boundary wall collapses because of RAAC failure. The entire building must be closed and evacuated as a result. The surveying firm receives a Letter of Claim from the owners of the building.

### Risk Management Learning Points

- > Surveyors should be trained on assessing the presence of RAAC using techniques including ultrasound, X-ray scanning.
- > IStructE guidance RAAC Panels Investigation and Assessment 2022 and update in 2023 should be followed.
- > Detailed risk assessments should be kept on file for any buildings containing RAAC.
- > A review of surveys of buildings constructed between 1950s and 1990s and 'second pair of eyes' review of any property surveys/risk assessments which are identified as potentially high risk (due to height, construction materials, age etc).
- > Update training should be provided to all Building Managers regarding their extended responsibilities, and regular risk update training provided.

### Defective premises claims emerge from the past

A large-scale complex infrastructure project ran five years late, and more than 30% over budget. Most of the delay and cost overrun is assessed as resulting from an inaccurate initial assessment of ground conditions.

On commencement of construction, it was found that significant additional excavation to depths of 30metres, ground nailing and concrete retaining works were required. The consequential redesigns, additional construction lead time, and other associated project delays led to the project not completing in 2019 as intended, with further consequential delays and costs increases because of the Covid-19 pandemic, Brexit and inflation. In the intervening period, safety regulations in the sector changed following accidents in other similar plants. A seven-figure claim is made against the company that had provided the initial ground condition surveys.

### Risk Management Learning Points

- > Clear scoping of the extent and nature of surveys should be incorporated into appointment contracts. Assumptions made as part of initial bids/quotes must be very clearly set out.
- > The type of survey required should be determined in relation with the cost and complexity of the project.
- > AI enabled survey tools can be used to better assess environmental risk factors at an early stage - but must not be over-relied on.
- > Staff with suitable on-the-ground experience should supervise and review all reports in high-risk projects.

### Conclusion

The construction sector continues to face several challenges, as cost, supply chain, and workforce pressures impact against a backdrop of increasingly demanding regulatory requirements.

Harnessing new tools to enhance project and supply chain management, and better evaluate project risks ahead of on-site working can assist reduce the risk of cost overruns, delays and design-failure claims – but these new tools must be carefully selected, and staff trained to apply them effectively, and critically evaluate their output.

Climate impacts and changing use patterns will continue to challenge designers and contractors alike. These risk factors need to be proactively considered when assessing new projects.

Training and education of staff remain critical parts of the wider risk management agenda. Construction professionals might consider completing QBE's Risk Culture Profiling Tool to ensure that their organisational culture effectively embeds risk management into the ethos and ways of working at all levels, as this more than anything else, will drive a positive claims trajectory for the longer term.

### Disclaimer

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<sup>123</sup> **Risk Assessment tools referenced in this article:** Cyber Risk Essentials - Minds in Business - Risk Culture Profiling and the Construction Professionals Critical 50 Framework which covers the business and project risks addressed in this article, are available to QBE customers on our customer portal QRisk - login with your email and policy number. See the QRisk Webpage for information.

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