

Holding up the Mirror

**Reflections on Diversity & Inclusion in the Lloyd's market:
New Research by Inclusion@Lloyd's**

April 2016



Contents

Introduction	Drivers of inclusion in the Lloyd's market	The future of diversity and inclusion in the Lloyd's market	Appendices
01 Executive summary	05 2. Policies and governance	27 8. Barriers to achieving D&I	31 Appendix 1: Research questionnaire
03 1. The current situation	07 Interview: Setting up a diversity forum, JLT	29 9. Lloyd's' role	34 Appendix 2: The Inclusion@Lloyd's D&I Charter
	09 3. Leadership	30 10. The road ahead	35 Appendix 3: External resources
	11 4. Women in leadership		Membership organisations and campaigns
	12 Interview: Driving gender diversity, Aspen		
	13 5. The grassroots		36 External network groups
	16 Interview: Establishing employee resource groups, Aon		
	20 6. Recruitment and talent sourcing		
	23 Interview: Establishing a D&I recruitment strategy, Lloyd's		
	25 7. Measurement and reporting		

Research on the state of diversity and inclusion in the Lloyd's market

Executive Summary

The aim

In January 2016 we interviewed HR executives from 40 organisations in the Lloyd's market. We sought to measure how far they are along the road to diversity and inclusion (D&I) best practice, and to establish the areas where they are looking for support and advice. We also asked what they saw as the main barriers to achieving D&I in the insurance industry.

Responses have been anonymised and aggregated, and the resulting data and insights are non-attributed. Participants were asked 65 questions, providing a blend of quantitative and qualitative results on a voluntary basis (see Appendix 1 for full questionnaire).

Participating companies have committed to promote and advance D&I in their organisations and in the wider Lloyd's market, as signatories of the Lloyd's Diversity and Inclusion Charter (see Appendix 2).

What we found

The participating organisations varied in size from 59 to 72,000 global employees, but it was significant for our findings that 30% had under 250 staff, while 15% had over 10,000 globally. Currently 13 of the organisations have established a D&I policy, mainly larger organisations where there is an HR team and dedicated D&I budget.

The feedback from many smaller companies was that the constraints of budgets and staff time meant that they haven't yet fully addressed the issue of diversity and inclusion, though an encouraging number have plans to do so in the coming year. In fact, our research shows that the correlation between size and progress on D&I is not as stark as many imagine.

There is notably more progress on gender diversity than other areas, with more employee resource

groups, mentoring programmes and external networking set up for women. Our research shows that gender is easier to identify, measure and discuss for most organisations, which perhaps reflect that women are the only 'diverse' majority (making up 50.9% of the UK population). However, several respondents commented that too strong a focus on women is counter-productive for a D&I strategy.

Respondents also noted an increasing level of awareness and identification of mental health issues in the industry. With taboos around the subject lessening and a reduction in external support services, providing support in the workplace is increasingly a priority. One respondent concluded, "If we don't do anything about it we're going to put ourselves in a difficult position."

Barriers to diversity in the insurance industry were seen to be caused by its traditional image and outlook, and the continuing practice of recruitment through personal networks. Among those interviewed there was a recognition that organisations need to recruit from broader backgrounds of education, talent and skills in order to enjoy the business benefits of diversity which other sectors are already discovering.

The details

The current state of play

- The majority of participating organisations claim to have a culture of diversity and inclusion, but it is notable that less than half their main boards include a woman member. On average 18% of executive leadership positions are occupied by women, though the proviso from one HR executive that "nearly all our senior women are in non-underwriting functions" may also be the case in other companies.
- Most companies either have no formal

structure in place, or are at the early stages of implementing D&I policies and frameworks. Less than a third of respondents have a dedicated D&I policy, 15% have a diversity council and 17.5% have at least one employee resource group.

- However, 60% currently capture some D&I data, over half currently offer training and development on diversity and inclusion and the majority plan to increase this provision in 2016. Those who have already undertaken D&I training emphasise its value in engaging staff.

Widening the talent pool and building the pipeline

- Organisations acknowledged that an innovative approach to recruitment is needed in order to reach more diverse sources of talent. Apprenticeships, graduate boards, social media campaigns, secondment and internship opportunities, working with ex-offenders and exploring other sectors and skills are among the recruitment approaches being explored.
- Respondents recognised the need to increase understanding of what the insurance industry involves, and to change the external perception of the Lloyd's market as traditional and inflexible.
- Several respondents noted that they have long-standing relationships with recruitment agencies and as a result they "know who will be a good fit". Some acknowledged that over-familiarity can perpetuate the cycle of hiring in their own image unless D&I is explicitly addressed.

Building the business case

- Respondents noted that demonstrable commitment and full support from the organisation's leaders is vital, backed by their understanding that D&I is a business issue not an HR initiative.
- One challenge is convincing middle managers of the importance of D&I while the industry is buoyant. One respondent said "our leaders 'get it', our millennials, who have grown up in a more diverse global world 'get it', but those in the squeezed middle often lack the time and budget to face the challenge of change."
- Capturing data from the start is essential to measure impact and benchmark progress both internally and against peers.

What Lloyd's can do to promote D&I

There is widespread appreciation among charter signatories of Lloyd's' role in advancing the D&I agenda, with the Dive In event receiving particular praise. Respondents identified ways in which Lloyd's could support and assist them to embed their D&I policies. The road map looks like this:-

- Provide resources including best practice, business cases, case studies, an overview of what's being done in the market
- Give presentations and workshops aimed at educating leaders
- Publicise what Lloyd's is doing and share contacts of good organisations to work with
- Emphasise the focus on D&I as a whole, not reducing it to 'women's issues'
- Aim at the top by educating and engaging the business leaders
- Update the image and awareness of Lloyd's to attract young, diverse talent.

Summary

While awareness of issues around diversity and inclusion are increasingly understood and there is a growing appreciation of the business benefits of being a diverse and inclusive organisation, it is clear that many organisations are in the very early stages of their journey towards implementing a D&I strategy. Some need a clearer understanding within the business of what is meant by diversity and inclusion to kick-start the process, while others are propelled along by the enthusiasm and commitment of those involved in progressing a D&I strategy.

The charter signatories look to Lloyd's to provide guidance and support to help them achieve the policies and practices of a diverse and inclusive organisation, specifically identifying the need for a business case to convince leaders that D&I is a business imperative.

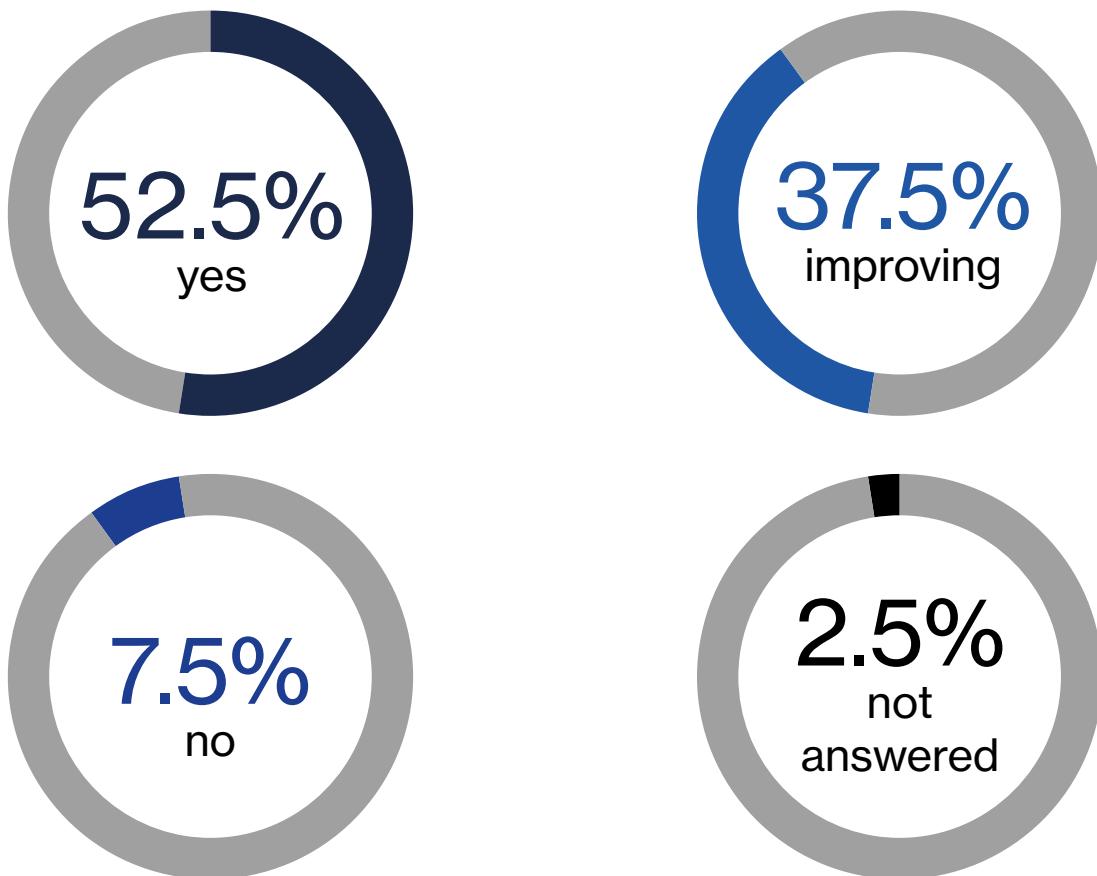
From the response to our survey, 2016 promises to be a year when substantial progress will be made in the D&I arena, both by those organisations who are already on course and those who are preparing to start out.

Measuring the progress in twelve months' time will indicate how close the charter signatories are to their goal of an integrated D&I policy and creating a more diverse and inclusive market.

1. Diversity and inclusion in the Lloyd's market

The current situation

Fig 1a. Is there is a positive D&I culture in your organisation?



The survey participants' responses ranged from the bullish to the cautiously optimistic. Many recognised that while their organisation is making progress, especially when it comes to awareness, there is still much more to be done to improve diversity and inclusion, and increase understanding among managers that this "is a business advantage, rather than a thing they'll be monitored against".

Of those who responded positively, some have pro-actively focussed on increasing diversity and inclusion and seen a positive impact on culture as a result, while others felt that it is inherently part of the fabric of their organisation. For example, one respondent said "[we are] very much a meritocracy, we value different opinions, of those who have different experiences and backgrounds," while another said that diversity and inclusion is "not something that we specifically target...we just take the best person, and the result is a diverse workforce."

*All responses and comments have been anonymised

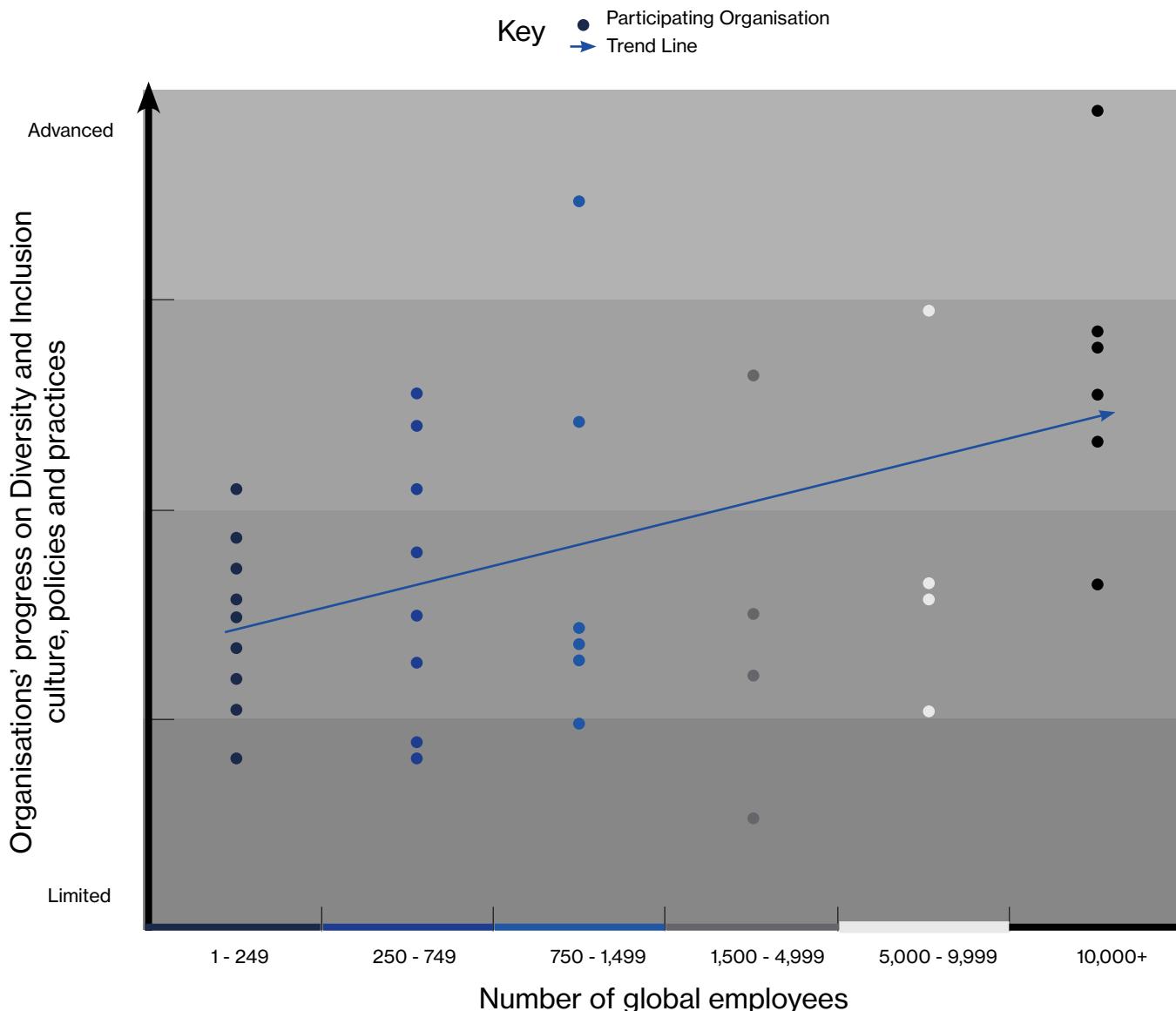
Does size matter for D&I?

Some respondents commented throughout the questionnaire that the size of their business meant there was little need or not enough budget for D&I policies and frameworks. To test whether there is a correlation between a company's scale and progress on D&I, we grouped participating organisations according to number of global employees and used their survey responses (see questionnaire in Appendix 1) to gauge how advanced they are in terms of D&I culture, policies and practices.

As seen in Fig 1b, there is a general trend that the larger the organisation, the more advanced they are in driving diversity and inclusion. However, four of the smallest organisations (under 249 global employees) are more advanced than one of the largest (over 10,000 global employees). Moreover, there is a significant range of levels of D&I culture, policies and practices among organisations of a similar size.

We can therefore conclude that while size can impact readiness and ability to implement D&I, scale is not a pre-requisite for driving D&I culture, policies and practices within an organisation.

Fig 1b. Organisations' scale vs progress in D&I culture, policies and practices



2. Drivers of diversity and inclusion in the Lloyd's market Policies and governance

Fig 2a. Is there a D&I policy in your organisation?

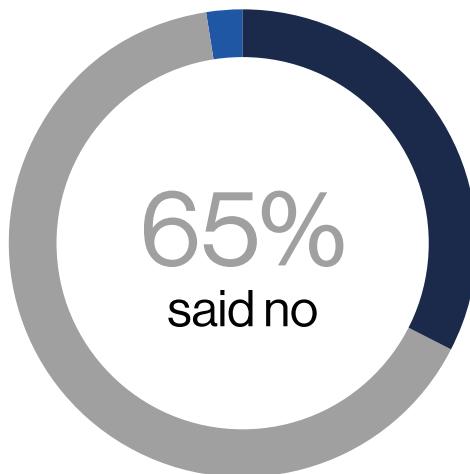
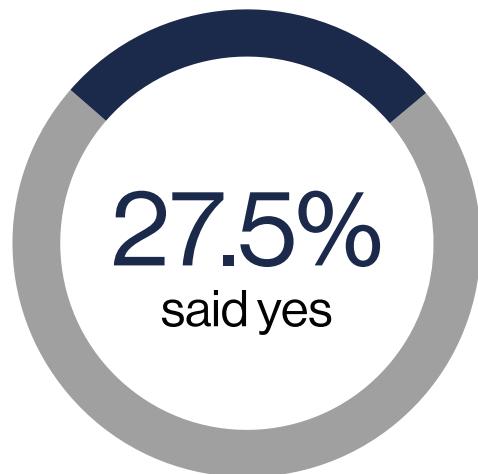


Fig 2b. Are you aware of D&I issues coming up in your organisation's dealings with clients as a supplier requirement?



Of those that do not have a policy on diversity and inclusion, four cited an Equal Opportunities Policy instead, while several more have combined or are looking at combining their equal opportunities policy with a new diversity and inclusion policy.

These policies are mostly communicated internally via the company intranet and staff handbook. About half of those who have a diversity and inclusion policy link it to business performance and appraisals, for example by using it as a performance measure and as a benchmark for values and behavioural competencies.

Respondents (particularly those who have worked in other sectors) noted that it is not as common in insurance for clients to ask for D&I credentials compared to other industries, where evidence of D&I within an organisation can be a key part of the bidding process. One respondent whose organisation has been asked to disclose D&I information in tenders, reflected that "We are increasingly seeing that people who work in our client-facing areas are noticing the other side of table doesn't look the same as our side."

It is seen as an increasing trend that seems most advanced in the US and in government-led organisations and the public sector. One respondent noted that "Clients themselves are not that sophisticated in terms of requesting D&I data at the moment, but they are changing. If we don't do something about our D&I policy now, I am very aware it will not be looked upon very favourably by clients in the future."

Fig 2c. Number of organisations whose policies go beyond legal requirements on:*

Parental and adoption leave

19

Religious observations

6

Gender reassignment

5

Flexible working

18

*Out of the 40 organisations surveyed

Setting up a Diversity Forum

Interview with Miriam Earley, Director of HR Programme, Mark Drummond Brady, Deputy CEO and Russell Martin, Group HR Director, JLT



After Jardine Lloyd Thompson (JLT) signed the Lloyd's Diversity and Inclusion Charter, its senior management decided the company needed a more concrete way to improve diversity and inclusion.

JLT's Diversity Forum was born in November 2015, with the enthusiastic backing of Mark Drummond Brady, Deputy CEO, who has been with JLT since 1987. Mark chairs the group, while Russell Martin, Group HR Director, and Miriam Earley, Director of the HR Programme, both help with the day-to-day running of the forum and managing logistics.

Chief Executive Dominic Burke had already highlighted the low percentage of women who had advanced their careers in the insurance broking industry. Once the Diversity Forum was established, it was decided to focus on gender issues in the short to medium term.

Despite its relatively new beginnings, the Diversity Forum has already had a positive impact on diversity and inclusion at JLT. In January 2016 the company signed up to the City Women Network, a group for senior professional women. On International Women's Day this year, JLT Australia ran an awareness-building campaign as part of Pledge for Parity and conducted an unconscious bias awareness raising exercise.

"Rather than trying to address all areas of diversity and inclusion at the beginning, we felt it was important to get the Diversity Forum off to a solid start and focus on an issue where we are confident we can make an impact," says Mark.

In 2015, 51% of JLT's 10,777 employees were men and 49% were women. In terms of its senior management, 78% were men and 22% were women.

In preparation for creating the Diversity Forum, the team researched the way in which other organisations had founded such groups and then met with JLT women across the UK to discuss the proposals. The group decided that the key purpose of the JLT Diversity Forum is to “increase the diversity and inclusivity of its workforce so that it is more reflective of the demographic make-up of our client base and of society in general.”

“We approached people in JLT who we felt would be willing and able to contribute to our work on diversity and inclusion and we had a very positive response – everyone we asked wanted to be part of it,” says Miriam. The group is made up of a variety of individuals from the business. Miriam and Russell are the only representatives from HR.

The Diversity Forum’s key responsibilities include suggesting and developing new initiatives that will improve diversity and inclusion and advising on how to integrate them into the business. It also aims to share best practice across the company, proactively identify opportunity areas for the Diversity Forum, and keep the company informed of outside diversity initiatives.

“JLT has three key values – collaboration, agility and rigour,” says Miriam. “We particularly focus on collaboration, which is why we have made sure the Diversity Forum includes representatives from

“We particularly focus on collaboration, which is why we have made sure the Diversity Forum includes representatives from across the world.”

Miriam Earley, Director of HR Programme, JLT

across the world.” The Diversity Forum meets every eight weeks via a conference call with representatives from JLT offices in the US, Australia, New Zealand, Asia and Northern Europe.

In terms of a roadmap for the future, the Diversity Forum sets out a three-pillar strategy. This focuses on networking internally and externally, sponsorship of activities that support the drive for diversity and inclusion within the industry, and involvement in activities that enhance the careers of staff, as well as supporting the development of broader society.

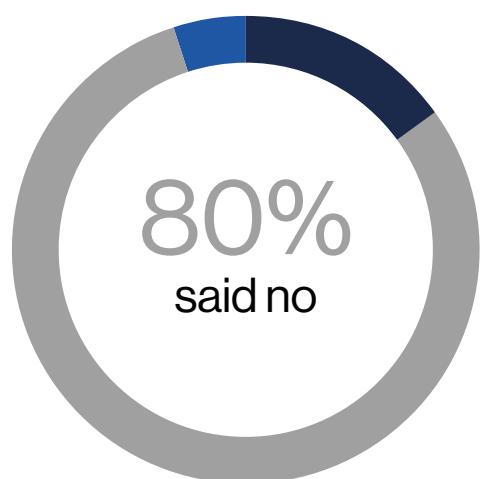
Offices in different countries, however, are left to identify their own ways of contributing to the diversity and inclusion journey. In the US, for example, JLT employees are very keen to set up their own women’s network. In Asia, on the other hand, they are seeking to work more with external organisations to improve diversity and inclusion across the 11 countries in which JLT operates.

On the subject of whether JLT is attempting to evaluate the business impact of the Diversity Forum’s activities, Miriam says, “We have taken the decision not to try to measure the impact of the Diversity Forum on the business yet as it’s too soon.

We know that the link is there, and of course we would like to be able to demonstrate it with hard data, but we have to be realistic about what we can measure and when we should start so that it is a meaningful exercise. We have agreed to look at this in the future.”

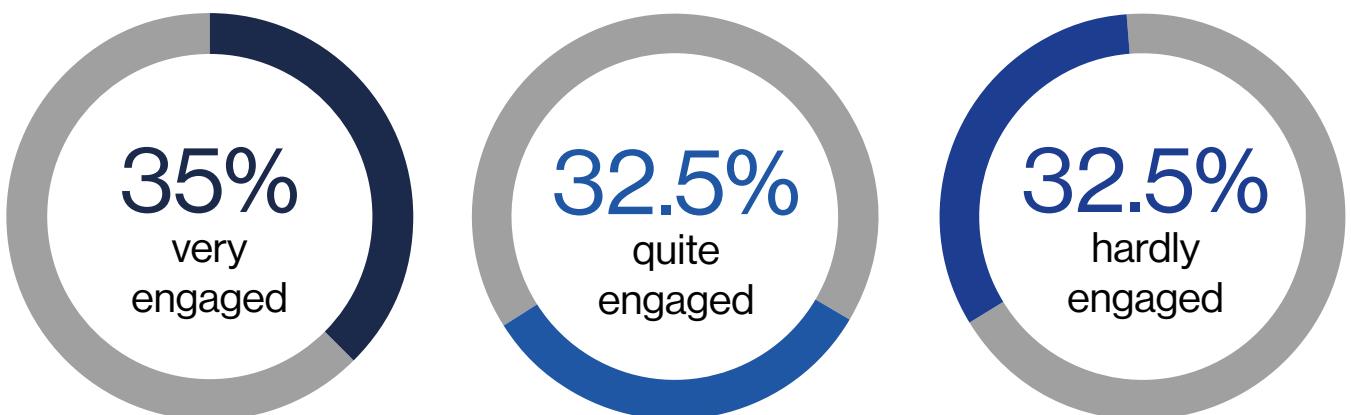
Anyone who would like to contact Miriam about her experience of setting up a Diversity Forum can reach her on Miriam_Earley@jltgroup.com

Fig 2d. Do you operate a Diversity Council or Steering Group?



3. Drivers of diversity and inclusion in the Lloyd's market Leadership

Fig 3a. How engaged are your senior leaders in the D&I agenda?



At one end of the spectrum, respondents reported D&I agendas being driven by the executives at the top of the business – including identifying lack of diversity in parts of the organisation and creating a culture of inclusiveness. At the other, respondents spoke of the “passive engagement” of senior leaders. Within this group there are some who see the benefits of increased diversity and inclusion but are focussed on other priorities, whereas others are sceptical of the business case or do not see the relevance for their organisation.

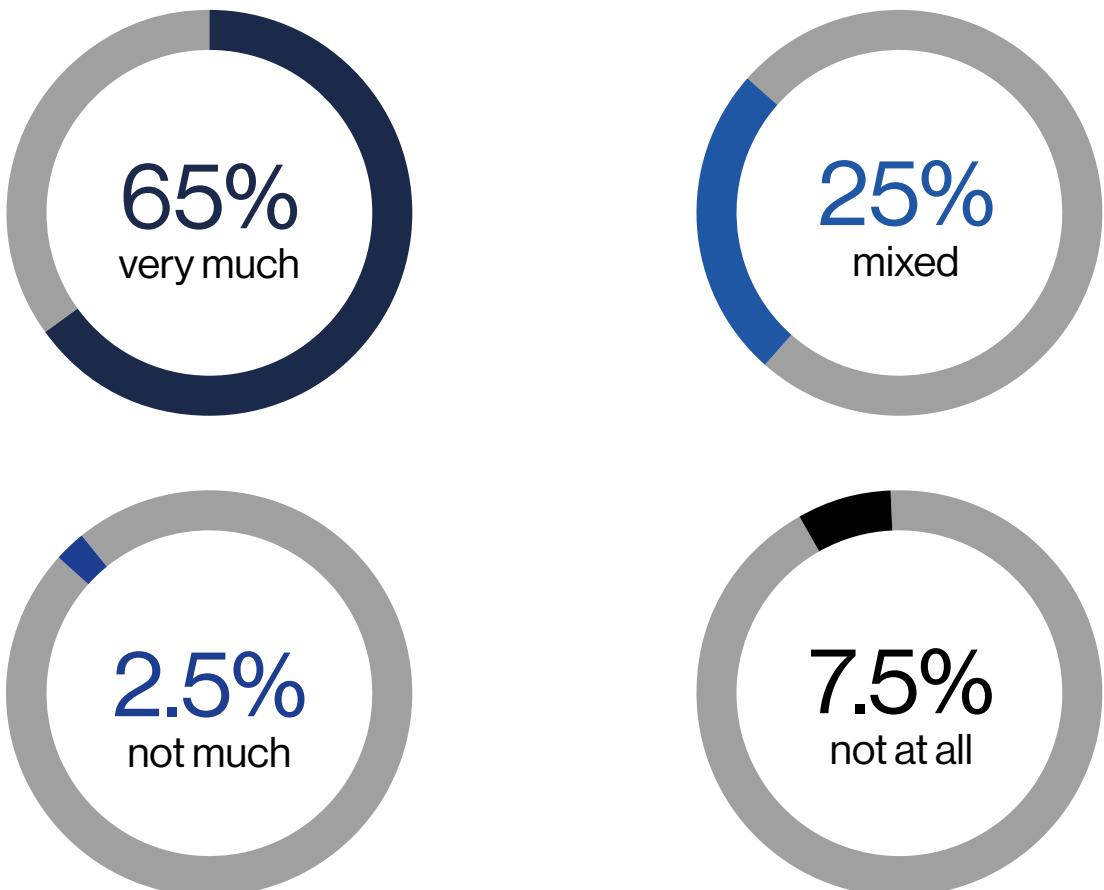
Some doubted whether support from leadership was driven by box-ticking and legal obligations or simply “jumping on a bandwagon” to keep up with the competition, while others recognised the value of genuine buy-in from the top:

“Our senior leaders feel that we need to be doing a lot more in this space. I like it because it’s genuine, not because our competitors are doing it or we should be seen to be doing it [but] I do think we’re behind the curve compared with some of our competitors.”

“Having someone at the top of the organisation expressing interest is vital. It’s not just me banging the drum, but someone at the top asking his direct reports to support this topic.” *

*All responses and comments have been anonymised

Fig 3b. How much do you think your senior leaders understand the importance of creating a more diverse and inclusive workplace?



Companies with very engaged leaders see this as a significant driver toward a more diverse and inclusive business culture. One HR director said, "Having someone at the top of the organisation expressing interest is vital. It's not just me banging the drum, but someone at the top asking his direct reports to support this topic."

How leaders demonstrate their commitment to diversity and inclusion varies from informal discussions and briefings, to supporting policy changes, regularly tabling D&I issues in management meetings and keeping a close eye on diversity in recruitment. One respondent reported that the CEO joins induction sessions to speak to new recruits about diversity and inclusion and another spoke of leadership regularly attending, hosting and speaking at external events focussed on D&I.

"Our senior leaders feel that we need to be doing a lot more in this space. I like it because it's genuine, not because our competitors are doing it or we should be seen to be doing it" *

*All responses and comments have been anonymised

4. Drivers of diversity and inclusion in the Lloyd's market

Women in leadership

Fig 4a. How many women are there on your Board acting as Non-executives?

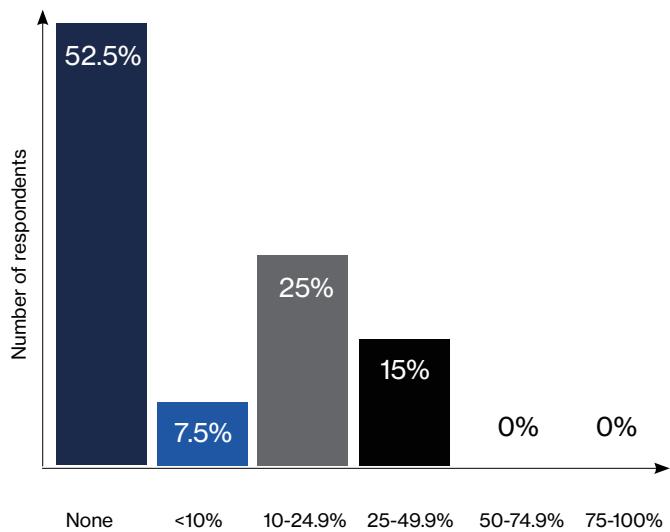


Fig 4b. What is the percentage of women in executive leadership positions?

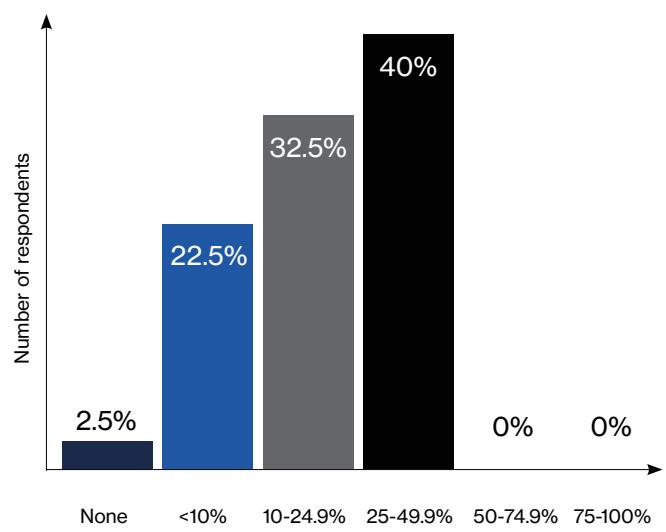
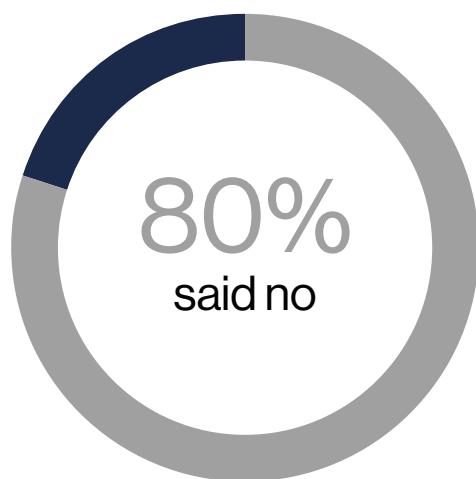


Fig 4c. Do you have any mentoring, coaching or executive sponsorship programmes that help women to network and make connections to advance their careers?



42.5% of respondents noted that while they do not have programmes specifically for women, their mentoring, coaching and/or executive sponsorship opportunities are open to all. Programmes that are currently running include leadership initiatives that offer coaching for all mid and senior level women, self-selecting mentorship programmes and talent programmes to help high-potential women progress through the organisation.

Four respondents commented that they are actively exploring development programmes for women for 2016 or enhancing the offering for women on existing programmes. Others encourage women to join external groups such as Women in the City as good networking opportunities.

Advancing gender diversity

Interview with Emma Calvert, Global HR Business Partner for Re-Insurance, Aspen



Aspen is unique within the Lloyd's market place in having a female Chair, CEO, CFO and, until recently, Active Underwriter of its Lloyd's business. Nonetheless, at a leadership conference for its reinsurance business in 2015, Chris O'Kane, Aspen's Group CEO, noticed that there were few women attending.

"We have a good gender split on the claims and operations sides, but just 25% of our reinsurance underwriters are women" says Emma Calvert, global HR business partner for Reinsurance. The contrast is less marked in Aspen's insurance segment, but there are still far fewer female underwriters.

After talking to D&I experts and colleagues from other organisations, Emma and Aspen Re's COO, Heather Goodhew, wrote a gender diversity strategy for Aspen Re.

"We aim to increase the number of our female underwriters in reinsurance significantly within the next five years or so. We'd like Aspen to be named in the Times Top 50 Employers for Women, and to have 50% female candidates for graduate recruitment, but none of this happens overnight. "It's a cultural shift for Aspen Re, but also for much of the reinsurance sector."

Developing future female leaders, attracting high performing women and the next generation into the

industry are among the key issues for the business. "We need our D&I brand to be known in the market and we're creating opportunities for our leaders to network and develop a higher profile. This might also mean entering some D&I awards and sponsorship opportunities."

Emma argues that the key to a successful gender strategy needs to be initiated at recruitment level. "We plan to advertise on more diverse job boards, and to be open to part time and flexible working patterns. We will also roll out unconscious bias training, and have volunteered to take part in a diversity recruitment audit," she says.

Progress is being made, and efforts have been supported at a senior level across the Aspen Group. In 2015 the candidate split at Aspen's underwriting graduate assessment centre was 50/50 male/female for the first time, while Aspen Re's graduate intake was 100% female. But it's a long game, Emma admits, and there is lots of work to do.

"It's easy to attract maths graduates to be actuaries, but for underwriting you also need good interpersonal skills. It can be a difficult job to manage as it involves quite a lot of travel, but technology developments including increased electronic placements should allow more flexibility within the traditional underwriting role."

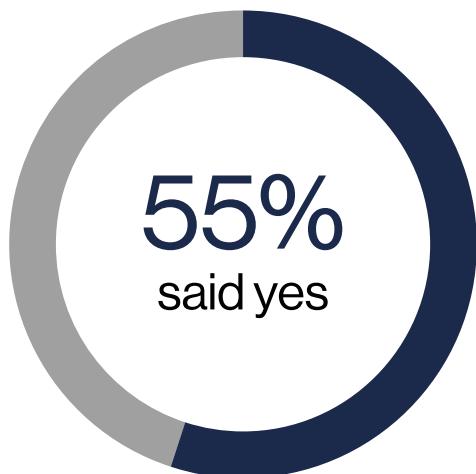
A trial initiative focusses on women in Aspen Re who have leadership potential, providing coaching, training and support on career management. The first cohort of future leaders will be mentored by senior men and women, and they in turn will mentor more junior women in future programmes.

"This is about creating an environment where both genders can have equal opportunity to develop. Including men as part of the strategy makes it much more powerful, and we'll have men and women on the steering committee we are establishing to move the gender diversity programme forward."

5. Drivers of diversity and inclusion in the Lloyd's market

The grassroots

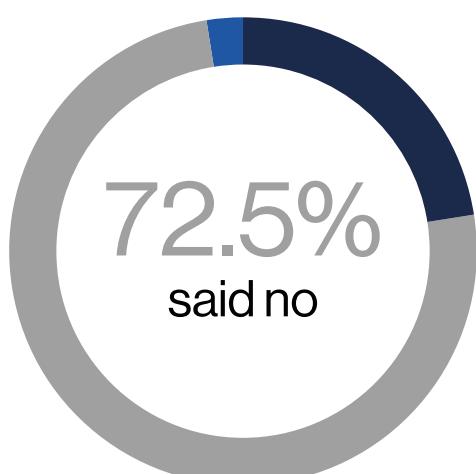
Fig 5a. Do you currently have any training or development in place that includes D&I topics?



Of those that are currently offering education and development, the most popular training subject is unconscious bias for recruiters and people managers. The majority of these companies include modules on diversity and inclusion topics within inductions, management training and professional behaviour programmes and other training for all employees.

Of those that currently run D&I training and development, 42.5% gather feedback either formally or informally and report that the response has been broadly positive and enthusiastic from participants. 57.5% of organisations will increase their provision in 2016, with four offering training on D&I for the first time.

Fig 5b. Do you identify, capture and share the experiences of people who are willing to be D&I role models?



Nine respondents commented that while there are diverse individuals who have been successful within their organisations, they are not labelled or showcased as role models. This is in part because "we're trying to avoid celebrating differences, which seems to fly in the face of diversity and inclusion". One respondent articulated their approach as "we don't put them on a pedestal and say 'here's a role model'. We put them in situations where they are clearly modelling their successes and behaviours but in a slightly more subtle way."

Of those who do highlight role models, one third focus on women. These are developed through other initiatives such as women's forums or broader gender strategy. One respondent noted the importance of also highlighting men as champions of gender equality.

One respondent discussed a lunchtime initiative in the office where “we ask employees to share their own personal stories with other staff. Growing up in different cultures, different countries, their perspective and observations on different things whether influenced by gender, religion or race.”

Another showcases individuals through external initiatives such as We Are The City Rising Stars and other awards.

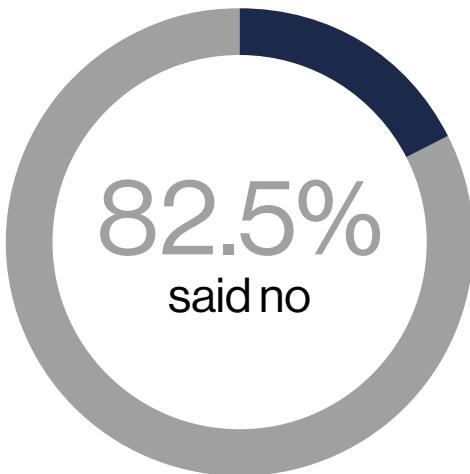
Confirming the need for role models, one respondent commented, “Our greatest challenge is people looking at how jobs are being done then deciding not to apply. We want role models who will demonstrate that jobs can be done, talk to people and show how other people do it.”

“We don’t put them on a pedestal and say ‘here’s a role model’. We put them in situations where they are clearly modelling their successes and behaviours but in a slightly more subtle way.” *

“Our greatest challenge is people looking at how jobs are being done then deciding not to apply. We want role models who will demonstrate that jobs can be done, talk to people and show how other people do it.” *

*All responses and comments have been anonymised

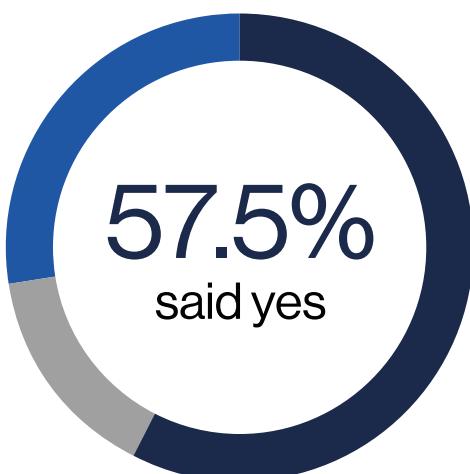
Fig 5c. Do you have any Employee Resource Groups in your organisation?



Women's resource groups are by far the most common, followed by LGBT and young professionals. Others include multicultural, disability and mental health, and parent and carer groups. Respondents cited many benefits to ERGs, including increased employee retention (particularly for graduates), being an open forum for discussion and professional support, and ERGs working with the business to develop specific products and solutions.

A further five respondents said they were planning to establish ERGs in the future. Size of organisation was the most common reason cited for not having ERGs, but concern was voiced by a couple about creating special interest groups that 'label' people as different when "we want to make the whole organisation as inclusive as it can be."

Fig 5d. Are there external D&I groups that people in your organisation belong to?



While most companies encourage people to join external groups, many do not monitor individual memberships or attendance. The most common group cited by 30% of respondents was Women in Insurance, others mentioned were Link (LGBT), the Insurance Supper Club, Under-35s groups, City Women, ENEI, City HR and iWIN.

Establishing employee resource groups

Interviews with Aon

Interview with Katherine Conway, Head of Diversity and Inclusion, Aon UK

Katherine Conway defines employee resource groups (ERGs) as “groups that look out for the needs of colleagues right across the business. They’re support networks” she says “but they also shape policy and make sure we’re in line with best practice.”

Aon’s D&I policy has been supported by ERGs for around seven years and currently there are six groups including Disability and Mental Health, Multicultural and Pride Alliance. “They help us drive the right culture, ensuring that we’re behaving inclusively and promoting the right people.”

The focus of ERGs comes from colleague needs. Katherine describes how several men attended an event for the Women’s Group about returning from maternity leave and as a result a Parents and Carers group was formed.

All the ERG events are open to everyone. They attract a broad spectrum of people, and Katherine finds that younger colleagues are getting more involved. “The early careers group and new graduates are really interested. Having grown up in a more diverse world than the older generations they want to replicate that in the workplace.”

ERGs are voluntary, and their only cost is in the events which are put on. It can be minimal, like a lunchtime session to talk about a specific topic, or a large event. For example The Stonewall Workplace Equality Index launch was hosted in-house by Aon’s LGBT group and did a lot to raise awareness of the issue.

It’s important not to be prescriptive with ERGs and let them shape their own agenda says Katherine, but they add a lot of value to the organisation. “Each leader sits on our Diversity Council which decides the focus of D&I for the year, and the groups have a lot of influence on our D&I strategy.”

“ERGs look out for the needs of colleagues right across the business. They’re support networks, but they also shape policy and make sure we’re in line with best practice.”

Katherine Conway, Head of Diversity and Inclusion, Aon, UK

Interview with Paul Martin, Operations Director and founder of Aon Mental Health Network, Aon Benfield

One in four people will have mental health issues each year, costing the UK £70bn. In October 2015

an article by Paul Martin, Operations Director at Aon Benfield, about his personal experience of depression went out on the company’s intranet. “The response was overwhelming from colleagues, particularly from those who had experienced mental health issues themselves or through family members,” he says. “It led me to like-minded people who were keen to get involved in an initiative on mental health within the company.”



“Our first objective was to get the conversation about mental health started, raising awareness, networking and helping to challenge the stigma which surrounds it.”

Paul Martin, Operations Director and founder of Aon Mental Health Network, Aon Benfield

The idea of a mental health network had originally come from the UK group CEO Dominic Christian. "Having the CEO as our sponsor showed that the highest level of management was taking the issue of mental health seriously," notes Paul. The first six members of the group came from a spread across Aon's footprint of re-insurance, insurance and human consulting divisions in London and the regional offices.

"Our first objective was to get the conversation about mental health started" he says, "raising awareness, networking and helping to challenge the stigma which surrounds it. We want to create an environment where all colleagues feel safe to talk about their issues, and to provide training for managers and colleagues. A key aim is for Aon to be considered the employer of choice for those who have mental health challenges."

In 2016 the Mental Health network plans to attract a wider network of activists for the initiative throughout Aon's UK offices. Lunch and Learn sessions will help to raise awareness of the issues, and the Employee Assistance Programme (EAP) is available to publicise services and support on offer. A newsletter will flag up future events, give advice on managing stress, and carry further personal stories on depression and other mental health topics.

Paul emphasises the importance of networking with other companies to learn what they are doing and to discuss ways of working together. "We don't want to re-invent the wheel. One organisation I spoke to is well ahead of the curve, with mental health

champions and a 'safe harbour' network of people who can suggest options like seeing your doctor, talking to a line manager or using an EAP – these are all ideas for us to consider."

Getting the initiative up and running has taken a significant amount of time, he concedes. "It's important to have a committee to share the load, and for each member to take on specific actions and responsibilities. We have the ability to discuss appropriate budget needs as Aon has a diversity budget, but at the moment costs are minimal."

The success of the Mental Health ERG is measured by feedback from colleagues, the response to articles and the reaction of people who want to be involved. "If people simply talk about the mental health initiative and how it can support either themselves or their colleagues, then it's working," concludes Paul.

"It's important to have a committee to share the load, and for each member to take on specific actions and responsibilities."

Paul Martin, Aon Benfield

Interview with Michael Clarke, Strategy Associate and Co-Chair of Aon's Multi-cultural ERG, Aon Inpoint

Aon's Multicultural Employee Resource Group sees its task as increasing Aon's multicultural population by building a more diverse talent pipeline and increasing internal awareness of the benefits of an inclusive culture, says its Co-Chair Michael Clarke. "We want to raise awareness among young people about the diversity of roles we have available, with a current focus on black and ethnic minorities who are under-represented in the organisation."

The multicultural group has focussed on the Early Careers programmes for apprenticeships, internships and graduates. "We had slightly different strategies for each category," says Michael, "partnering with organisations who worked with a broadly diverse range of students."

Students from local schools were invited for a week of workshops at half-term. "Twenty-five 'A' level students attended who wouldn't normally consider applying for an apprenticeship," says Michael. "People said that no-one else was doing anything similar. They learnt about insurance and the entry points to the organisation, and were helped

to build a skillset which would make it easier for them to move from the academic environment to professional life."

As well as schools, the multicultural ERG partnered with Student Experience and Opportunity (SEO) on university campuses to run a series of workshops for undergraduates. These included CV building, interview and assessment training, and people from different parts of the business talked about their roles. Four hundred students applied for two free sessions which had forty participants each.

"The feedback was amazing," says Michael. "The event completely changed their ideas about the opportunities that are available, and helped them to make a fully informed decision. Some of the people who came have already been recruited, and when our recruitment process finishes in September we'll be able to assess how many of them have gone on to join the organisation."

Plans for 2016 include more of the same, and also looking at work experience placements. "At the moment there's no formal approach, but we'd like to negotiate ten work experience places for a pilot where we design a fortnight's programme and use it as a feeder into work experience."

The group also hopes to talk to the top influencers in middle management to explain their plans and

get them committed. "The top executives get the message about multi-culturalism, seeing it as a moral imperative and also a business rationale, but there's a strand of middle management who are under a lot of pressure commercially and we need to get them on board."

"We are conscious that we must bring people with us, helping them to understand the value of this strategy before taking too many big steps."

"We want to raise awareness among young people about the diversity of roles we have available, with a current focus on black and ethnic minorities who are under-represented in the organisation."

Michael Clarke, Aon Inpoint

Picture below from left to right: Liam Gray, Memento Charinga and Michael Clarke, Members of Aon's Multicultural ERG.



6. Drivers of diversity and inclusion in the Lloyd's market

Recruitment and talent sourcing

Almost half of respondents said that there was no specific focus on D&I in their recruitment policies and practices. Instead they take a general approach to equal opportunities, with hiring decisions based exclusively on the job specification so “everything else falls by the wayside”. However, one respondent commented, “Our approach is to get the best person for the job and make sure our recruitment policies enable that. We focus on sets of skills and experiences, and do CV blind interviewing for some jobs to try to remove any bias.”

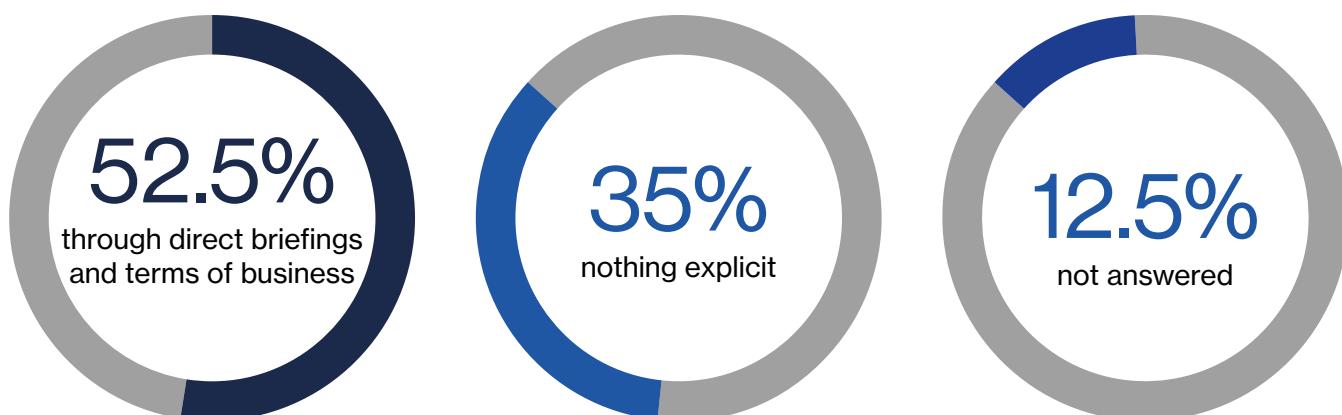
Nine respondents spoke of their long-standing relationships with recruitment agencies who are very familiar with their culture and “know who will be a good fit.” There are broad expectations of equal opportunities but they do not explicitly discuss diversity in recruitment. One respondent acknowledged that they should. Of those that do share policies or brief agencies on diversity, a couple noted that they do not monitor its implementation. Two respondents reported asking agencies to provide long-lists that include women.

It is likely that recruitment policies and practices will be a focus for change in the year ahead, with

42.5% of respondents planning to adapt recruitment to address diversity and inclusion. This ranged from revising policies and assessing relationships with recruiters and partners, to increasing transparency in the hiring process and introducing diverse interview panels.

“Our approach is to get the best person for the job and make sure our recruitment policies enable that. We focus on sets of skills and experiences, and do CV blind interviewing for some jobs to try to remove any bias” *

Fig 6a. How do external providers such as search firms support delivery of the policy?



*All responses and comments have been anonymised

Fig 6b. How do you communicate your recruitment policies?

Intranet

57%

Website

9%

Training with staff/managers/
recruitment agents

16%

Staff handbook

13.5%

Verbally at interview

4.5%

Focus on diversity in recruitment among participating organisations predominantly lies in early career hiring, with respondents citing the dearth of diverse talent at a senior level as the primary cause. But through apprenticeships, internships, summer placements and graduate schemes, some organisations are actively trying to reach a more diverse talent pool. One respondent commented that “we aim to really make a big difference by trying to change things from the bottom up.”

There were several broad themes of how organisations are doing this: by changing the way they advertise roles and source talent, and through schools outreach and placement schemes. One respondent highlighted the issue: “A lot of our recruits are through referrals from existing

employees, though we need to be careful. They appreciate what the business is about, but if you’re hiring through the same set of employees then you’ll get replicas.”

Social media

Four respondents cited use of social media to reach different candidates. Over two years, one organisation has shifted to the majority of resourcing through LinkedIn and commented “It’s proving very successful and cost-effective, but I’m not sure whether it’s broadened the choice”. Another spoke of a lack of diverse candidates found through traditional graduate job boards, which led them to social media : “[With] Facebook we had a more diverse group of applicants. We would certainly try it again.”

Recruitment agencies

Two respondents noted a shift away from using recruitment agencies to in-house talent sourcing. This has led to direct engagement with candidates who “appreciate what our culture is, encourage employees and candidates from a diverse background...because they know that it’s important to us.” Conversely, another is turning to outsourcing as a solution. “We are currently working with a number of agencies that are focused on multicultural talent – to increase the ethnic diversity of our early careers recruits – apprentices, graduates and interns.”

Schools and apprenticeships

Three respondents are working with The Brokerage to help talented young Londoners from disadvantaged backgrounds to come into the corporate environment. Organisations offer work placements that have “opened [young] peoples’ eyes” to possibilities in insurance. 12.5% of respondents’ organisations participate in schools outreach including reading programmes and mentoring.

One respondent spoke of a schools partnership where staff mentor children through GCSEs and A levels and help with CV writing in three schools. After finding that official apprenticeships did not suit the niche specialities of their business, they created their own programme for school leavers. “[The schools] get something from us, but then we

“The apprenticeship scheme has been so successful in bringing different dynamics to the team. We have a high level of length of service – between ten and thirty years – so bringing in young people has been great, they have new ideas and different ways of working.” *

get fantastic people, we know them by the time they come to us, they’re stars. The apprenticeships are paid and last 18 months. If they stay with us for two years we give them a £5k bonus then they go on to do their exams.”

Apprenticeships are a popular option, with 20% of respondents currently offering a scheme and one more with plans to implement one this year. A programme established four years ago has proven valuable for one respondent’s organisation, “Most of the early recruits are now in the business permanently. It’s been so successful in bringing different dynamics to the team. We have a high level of length of service – between ten and thirty years – so bringing in young people has been great, they have new ideas and different ways of working.”

“A lot of our recruits are through referrals from existing employees, though we need to be careful. They appreciate what the business is about, but if you’re hiring through the same set of employees then you’ll get replicas.” *

Graduate recruitment

20% of respondents highlighted graduate recruitment as a focus for more diverse talent, with some planning partnerships with universities in the UK and abroad. Others offer ‘sandwich’ years in industry to undergraduates. However, some smaller firms noted that they had either stopped recruitment at graduate level or moved away from annual intakes. One commented, “The company isn’t big enough to have a structured graduate programme. Some other companies do it so well already, there’s no point in trying to compete.”

*All responses and comments have been anonymised

Establishing a D&I recruitment strategy

Interview with Paul Awcock, Head of Talent Sourcing, Lloyd's



“I can say without hesitation that there’s a definite appetite for D&I now that people understand what it’s about.”

Paul Awcock, Head of Talent Sourcing, Lloyd's

From 1st April 2016 all those involved in recruiting at Lloyd's will have to be accredited as an interviewer. Paul Awcock, Head of Talent Sourcing, explains that this is the first milestone in the journey to incorporate diversity & inclusion into Lloyd's recruitment policies and practices.

"It began with an audit, conducted externally, which looked at our recruitment practices and whether they were being carried out legally from a D&I perspective, in terms of best practice and good corporation practice. The results showed us clearly that we needed to do more, identifying several areas of focus including unconscious bias.'

Paul and his team began by analysing where the priorities lay and what the cost of the exercise would be. A business case was put before the executive asking for a significant sum of money to be invested in building collateral and providing training and materials.

"Our first activity was to set up a series of half-day workshops to educate the business about unconscious bias and reasonable adjustment. We needed to convince our people that this wasn't a fluffy initiative but an issue which is part of improving the business. It provides much more robust processes from a legislative perspective but also educates colleagues on the importance of inclusive hiring."

Paul and his team worked closely with diversity consultants The Clear Company, to create Inclusive Hiring workshops. "It's a very intensive two day session, looking at everything from design to recruitment, and linking it all back to the learning points around inclusivity."

Thirty-two managers in the business who have hiring recruitment responsibilities will attend the workshops, while Paul and two colleagues now have trainers' accreditation so that they themselves can train staff. From August onwards he will invite The Clear Company back to re-audit the organisation and measure the effect of this part of the training, but so far he's heartened by feedback. "I can say without hesitation that there's a definite appetite for D&I now that people understand what it's about."

"So far we've focussed on training the recruiters who are line managers in the business, because it's important for them to be aware not only of D&I

in hiring but also how it impacts on the way they develop and appraise their people."

The recruitment policies have recently been completely re-written to incorporate a D&I strategy. "They're hugely different to the previous policies" says Paul, "being much more specifically directed around the behaviours we would expect."

Lloyd's has an important role to establish standards for the market, and the next part of the process of introducing D&I will be to roll out training to members across the managing agents' and brokers' communities.

"Some members have already taken up places in Inclusivity workshops, and a couple of workshops have been hosted by managing agents on their own premises. We're also planning a number of free events to educate and inform members about D&I and ensure that they do it for the right reason, not just as a box-ticking exercise."

Paul has good advice for other organisations who are at the start of their D&I journey. "Engage a specialist company to support you. It's a good investment because you won't have the knowledge and experience in-house. Set up the programme in a measured way, it's not a quick fix. It's taken Lloyd's nearly a year to get to the point of upskilling, and we've spent a lot of time and effort to make sure that we get it right."

"Lloyd's has an important role to establish standards for the market, and the next part of the process of introducing D&I will be to roll out training to members across the managing agents' and brokers' communities."

Paul Awcock, Head of Talent Sourcing, Lloyd's

7. Drivers of diversity and inclusion in the Lloyd's market Measurement and reporting

Fig 7a. Do you currently capture D&I demographic data on your workforce?

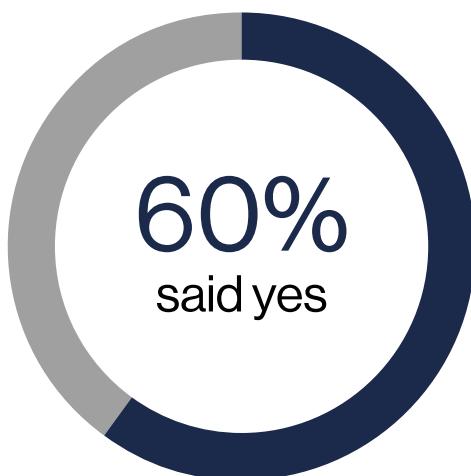
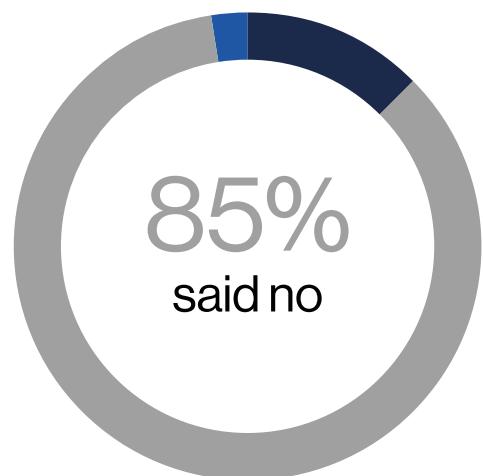


Fig 7b. Do you measure inclusion within your company?



Five respondents were unclear on what companies can legally ask their employees and 55% asked for guidance on how they should capture demographic data. This is clearly an area where confidence is low.

The data is mostly kept within HR. Several cited data protection as the reason for not circulating results, particularly if companies are small and it is easy to work out to whom the data refers. Five companies reported the results to their executive committees and a further four to their management committees.

One conducted a staff survey, which includes questions on demographic data, but added that those sections are not compulsory so they feel that the results might not offer a comprehensive picture.

The vast majority of respondents did not measure inclusion at their companies and indeed did not know how they would do this. One company said that rather than measuring inclusion, it would prefer to identify exclusion and work on eliminating that.

Fig 7c.

Number of organisations capturing demographic data on:*

Disability

6

Gender

21

Ethnicity

17

Sexual orientation

6

Age

Nationality

5

3

Marital status

Religion

2

3

Time spent as a carer

1

*Out of the 40 organisations surveyed

8. The future of diversity and inclusion in the Lloyd's market

Barriers to achieving Diversity and Inclusion

Many respondents agreed when it comes to the challenges the insurance industry faces in creating a more diverse and inclusive workplace over the next three years. A poor image, and therefore a limited talent pool from which to draw, emerged as a recurrent challenge. A lack of engagement and drive from senior managers on D&I also came out as familiar theme, along with more practical concerns, such as the cost of implementing a good D&I policy and a lack of diversity data.

Changing the image of insurance

In terms of image, most respondents agreed that insurance is not seen as a particularly glamorous or lucrative career choice. "With banking, everyone knows that your high street bank bears absolutely no relation to investment banking," said one respondent. "But in insurance, there is no such distinction. People think 'insurance' and they immediately think of car or home insurance and people sitting in call centres. They have no idea about the Lloyd's London market. Graduates would never think they could ultimately earn a six-figure salary in insurance."

"Kids from underprivileged backgrounds don't sit down and think 'I really want to get into Lloyd's when I grow up'.^{*}

Many suggested that one of the ways to overcome this image problem is to educate schools, colleges and universities about the insurance industry. As one respondent explained, "Kids from underprivileged backgrounds don't sit down and think 'I really want to get into Lloyd's when I grow up'. Everyone thinks it's still an Old Boys' Network and there is no point even trying to get in unless your father or uncle works there. We have to change that perception."

Respondents pointed towards a tendency in the insurance industry to recruit from within the insurance market and highlighted the commonplace assumption that those from 'the outside' cannot possibly learn insurance, making for a very insular and homogenous talent pool.

"We are all fishing in a small pond which doesn't have particularly diverse fish."^{*}

"There is still a dominant upper-middle class demographic of people in the Lloyd's London market and they tend to recruit in their own image," said one respondent. "When you have a queue of people such as the children of clients and colleagues in the market standing outside your door wanting to join, it is hard to make the business case to ignore them and look instead to the under-represented from, for example, Tower Hamlets, which is on our doorstep."

As an industry, we face great difficulty in attracting people who are different to make the industry more inclusive and diverse."

Who is out there?

Most respondents feel there is a very limited talent pool from which they can recruit. There appeared to be a common consensus that although companies may wish to recruit more diverse people, they are not getting the applications.

As one respondent put it, "We are all fishing in a small pond which doesn't have particularly diverse fish." One way to overcome this is through apprenticeships and hiring raw talent, rather than the obvious graduate recruits, respondents suggested.

^{*}All responses and comments have been anonymised

"To do better business and be more global we want to target people who have another language as their mother tongue and underwriting as a secondary skill to be learnt... we'll have to target different audiences which will bring in something more innovative.

"We may go to overseas universities and look at reciprocal exchange programmes in order to cast the net wider."

"If the business has been very successful for a number of years, it's difficult to convince people that a shift in direction will have a significant impact on your bottom line" *

Leading from the top

Without strong and effective leadership on D&I issues from management, it is unlikely organisations will change, according to respondents. "Cynicism is a big barrier, particularly at a more senior level where people fail to see D&I as a business benefit and consider it a soft HR initiative, rather than one which should be owned and driven from the top," said one respondent.

Another echoed such sentiments and added that although HR teams can tinker at the bottom and present occasionally to the senior management group on D&I issues, it is no use if those people simply pay lip service to the idea, but do not change their behaviour. "We should aspire to have a wide range of people at the top of our organisations – that should be an industry-wide objective," said one. "But it will have to be long-term and the trouble is that it's a massive challenge so it always ends up in the 'too difficult' pile."

Building the business case for D&I

While there are measures a company can take that do not cost any money, a successful D&I strategy requires senior engagement and a time commitment

from wider teams to work effectively. Convincing people of the business case is vital for both. It can be more cost and time effective to engage with specialists initially to ensure they are progressing in the right direction, but some smaller companies said that cost can be a real barrier to creating a more diverse and inclusive workforce. "We want to do more training and would like to extend it to other countries, but all the training I've found is very UK-centric and other options are expensive – more than £15,000. When you only have a limited headcount that isn't achievable," said one.

Respondents said they need to be able to present a solid business case for D&I to justify spending money on it. "There's an age-old perception that D&I is a compliance issue, rather than something which can add value and benefit to an organisation," admitted one. "If the business has been very successful for a number of years, it's difficult to convince people that a shift in direction will have a significant impact on your bottom line," said another.

A lack of data

A lack of understanding of what D&I actually means and a lack of data is also a barrier, according to some. "I know we're not alone in that we don't capture and measure diversity data so there is no starting point and that in itself is a barrier," said one. Another respondent said that measuring where a company is now in terms of D&I and where it wants to be in a few years is a challenge, particularly in small companies or those which have a low turnover of staff.

Broadening the D&I conversation

Some felt that one of the barriers to creating a diverse and inclusive workforce is that discussions around D&I very often turn to women and gender considerations. "This is counter-productive. D&I is about more than how many women a company has on its board – it's a much broader issue," said one.

The overriding sentiment from respondents is that the insurance industry is somewhat behind others, such as banking and law, when it comes to D&I. As one person put it, "Insurance is still dominated by men in grey suits with an old-school mentality that is deeply embedded in some companies. There is a huge distance to go." The hope is that now the journey has commenced, progress will follow rapidly.

*All responses and comments have been anonymised

9. The future of diversity and inclusion in the Lloyd's market Lloyd's role

When asked what Lloyd's could do to help advance the D&I agenda in participating organisations, 30% commented that raising awareness and influencing thinking should be high on the agenda, especially targeting senior leaders. "It's no good issuing policies, statements, guidelines. It's about influencing people's thinking," remarked one. Three people suggested that one way to do this would be to deliver a compelling business case which they could use to convince people internally.

A third of participating HR executives commended Lloyd's for the work it has done in the last year, crediting the Dive In Festival with helping to start the conversation and acting as a springboard to galvanise the D&I journey in their own organisation.

Regular communication with market groups on D&I issues was welcomed, but four respondents suggested more workshops and events would be useful.

27.5% of respondents asked for more guidance on creating D&I policies, training and measurement and for Lloyd's to share more examples of best practice and success stories from around the market. Two people asked Lloyd's to showcase role models from within the Corporation. While some are already participating in audits, two organisations would welcome further access to benchmarking to assess where they are in comparison with others in the market.

"This research points to a clear mandate from the Charter signatories for Lloyd's to show leadership in diversity and inclusion, not only in education and raising awareness of the business case, but also in implementation by creating resources and sharing best practise."

Pauline Miller, Head of Diversity and Inclusion, Lloyd's

10. The future of diversity and inclusion in the Lloyd's market The road ahead

While the challenges are numerous, it is clear that diversity and inclusion is becoming an ever greater concern and priority for many of the organisations interviewed. With respondents highlighting several areas for review and development around D&I issues in 2016 and beyond, diversity and inclusion looks set to remain a focus for the Lloyd's Market for the foreseeable future.

- c. Increase training on diversity and inclusion?

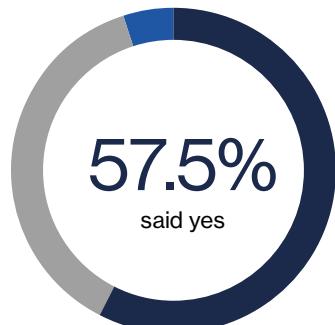
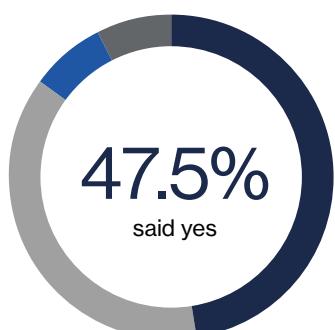
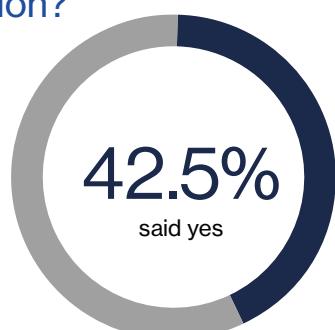


Fig 10. In 2016, do you plan to:

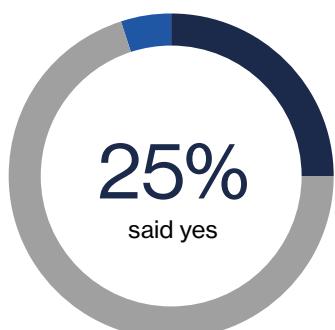
- a. Start capturing demographic data?



- d. Revise recruitment policies to incorporate diversity and inclusion?



- b. Carry out role model activity?



- e. Establish Employee Resource Groups?



Appendix 1

Questionnaire

Devised in consultation with Charlotte Sweeney Associates Ltd with interviews conducted by Widget Finn in January and February 2016

1. Diversity & Inclusion policy, culture and council

1.1 Is there a D&I policy in your organisation?

If no, go to 1.4.

1.1.1 Is it published anywhere? How is it communicated?

1.1.2 Is it linked to appraisals and business performance?

1.1.2.1 If yes: How is it linked – performance measures and/or via the values / behaviours?

1.2 Do you have policies that go beyond basic legal requirements that give guidance on:

1.2.1 Parental/adoption leave

1.2.2 Religious observances

1.2.3 Gender Reassignment

1.2.4 Flexible working etc. (please state which, if known)

1.3 Do you operate a Diversity Council or Steering Group?

If no, go to 2.

1.3.1 How many different business areas/job roles/functions are represented on the council? Please outline who they are and your rationale for their inclusion (if known).

1.3.2 Does the Council or Steering Group have a governing mandate and structure?

1.3.3 How useful would guidance on best practice in terms of governance and reporting be for you?

1.4 Would you say that there is a positive D&I culture in your organisation?

2. Women in Leadership

2.1.1 Are there any women on your Board acting as Non-Executives?

2.1.2 If yes, how many?

2.2 Do you know the percentage of women in executive leadership positions?

2.2.1 If yes, what is it?

2.3 Do you pro-actively build the female talent pipeline? Please give details.

2.4 Do you have any mentoring, coaching or executive sponsorship programmes that help women to network and make connections to advance their careers? Please give details.

3. Employee Resource Groups

3.1 Do you have any ERGs in your organisation?

3.1.1 If yes, please describe them.

If no, go to 3.4

3.1.2 Are you/they clear on their role?

3.1.3 How do they support business performance?

3.2 Do you have any plans to help implement groups?

3.3 How useful would it be to have guidelines on how to start an ERG?

3.4 Are there wider industry groups (Like Women in Insurance) that people in your organisation belong to instead/as well?

4. Education & development

4.1 Do you currently have any training or development in place that includes D&I topics? Eg unconscious bias training?

4.1.1 If yes: Do you get feedback/evaluate the training in any way?

4.2 In 2016 are you planning to increase D&I training?

4.2.1 If yes, how and in what areas?

4.2.2 If no, will you: Maintain/reduce?

4.3 What kind of D&I learning resources would be most helpful?

5. Measurement, reporting & memberships

5.1 Are you a member of any organisations such as Stonewall or ENEI that provide guidelines on measurement and reporting of D&I?

5.1.1 If yes, can you say what benefit has your membership brought to you and your company?

5.2 Do you currently capture D&I demographic data on your workforce?

5.2.1 What data do you capture?

5.2.2 Where do you report the information and implications to?

5.3 Are you clear on what you can legally ask? (UK only or global?)

5.4 Are you planning to capture demographic data in future?

5.5 How useful would guidance on what and how to ask the questions be?

5.6 Do you measure inclusion within your company? If so, how?

5.7 Are you aware of D&I issues coming up in your organisation's dealings with clients as a supplier requirement?

6. Role models

6.1 Do you identify, capture and share the experiences of people who are willing to be D&I role models?

If no: go to 6.4

6.2 Do you share stories internally or externally? (eg external initiatives such as We are the City or Rising Stars)

6.3 Have you been able to measure the impact of this through formal or informal feedback?

6.3.1 If so, how?

6.4 Are you planning any role model activity in future? If yes, please give brief details

6.5 Have you defined what/who makes an effective D&I role model?

6.6 How do you encourage people to step forwards?

7. Talent sourcing and recruitment

7.1 How does D&I embed into your current recruitment policies and practices?

For example, are any of the following areas specifically covered? (please note this is not an exhaustive list): Gender; Ethnicity; LGBT; Remote / agile working; Family / caring responsibilities; Physical and mental health & wellbeing including reasonable adjustments; Maternity / Paternity; Gender Identity; Religion and Belief.

7.2 How do you communicate your recruitment policies?

7.3 How do external providers such as search firms support delivery of the policy?

7.4 Is there anything innovative or unusual in how you source talent? If so, what?

7.5 Do you see the need for/are you planning to adapt your recruitment policy to address D&I?

7.6 Is there anything else that you are doing regarding recruitment that is relevant that we haven't yet touched on?

8. Leadership and D&I

8.1 How engaged would you say your senior leaders are in the D&I agenda?

8.2 How much do you think you (as a leader) or they understand the importance of creating a more diverse and inclusive workplace?

8.3 How does the company leadership communicate this to their colleagues at all levels?

8.4 Can you give any examples of how your senior leaders demonstrate that D&I is important?

9. About your organisation

9.1 How many countries do you operate in?

9.2 How many employees do you have globally?

9.3 How many employees do you have in the UK?

10. What do you perceive to be the top three barriers / challenges to creating a more diverse and inclusive workplace over the coming three years?

11. Is there anything that Lloyd's could do to help you with D&I?

Appendix 2

Inclusion@Lloyd's Diversity and Inclusion Charter

Charter Signatories agree to:

Champion diversity and inclusion in my organisation and be accountable for creating positive change.

Raise awareness and promote diversity and inclusion within my organisation and the wider market.

Implement good diversity and inclusion practice within my organisation and share learning with the rest of the Inclusion@Lloyd's group.

Commit to the collection and submission of data on the diversity of employees in my organisation and our work around diversity and inclusion.

Support Inclusion@Lloyd's with the development of diversity and inclusion best-practice guidance to aid participants in implementing the Charter.

Submit an annual report on the progress and activity of my organisation around diversity and inclusion.

Appendix 3: External Resources: Membership organisations and campaigns

Stonewall is a lesbian, gay, bi and trans equality charity, which focuses on empowering LGBT individuals, as well as transforming organisations by helping them to create an inclusive and accepting culture.

Employers Network for Equity and Inclusion works with its members to achieve and promote best practice in equality and inclusion in the workplace. The network concentrates on access to opportunities, agile working, business and trade unions and campaigning for real practical change.

The Business Disability Forum has more than 20 years of experience helping employers build disability smart organisations by providing pragmatic support, including advice, training and networking.

Business in the Community (BITC) is the Prince of Wales' Responsible Business Network. **Opportunity Now** is BITC's campaign on gender diversity, which aims to increase women's success at work and accelerate the pace of change for women in the workplace. In a similar vein, BITC runs the campaign **Race for Opportunity** to improve employment opportunities for ethnic minorities across the UK.

Working Families is a UK charity focused on work-life balance. It helps working parents, carers and their employers find a better balance between responsibilities at home and work. Working Families produces research and campaigns to seek to change the way we live and work.

Discover Risk is a campaign run by **CII** which is designed to encourage students in school, college or university to understand more about the opportunities in insurance.

The Agile Future Forum is a business-to-business collaboration set up by 22 founder members. It supports the competitiveness of UK companies and provides the leadership and practical support required to increase agile working practices in the private sector. Its overarching aim is to change the UK's cultural mind-set to one of flexibility to agility.

City Women Network (CWN)

A group of over 250 corporate and individual members who are vetted based on seniority and professional merit. CWN provides networking and professional development events for high-level professional women in The Square Mile.

Appendix 3: External Resources: Industry and City network groups

DiverseAbility is an off and online community, organising events designed to connect, showcase, and empower people of all abilities. Its aim is to get more people talking and thinking about disability as a core part of the diversity conversation. They unite the disability community, engage allies in the conversation, and celebrate disability pride.

Link, the LGBT Insurance Network, is a network of LGBT insurance professionals and allies who are working to improve diversity and inclusion in the insurance industry. It engages with insurers, reinsurers and brokers, hosting senior executive dinners, regular meetings, and formal and informal events to help companies on their journey towards making insurance a more attractive sector for all talent, not just LGBT.

Ambition First organises training, advice and support to promote a pipeline of diverse business talent across sectors. Through its events, it works to ensure everyone feels fulfilled in their careers, bringing together those who want to learn with those who are willing to share their knowledge.

CityParents is a friendly network for City workers with children. Their current membership base includes over 8,000 legal, finance and accountancy professionals who want a progressive career and a balanced family life. They organise regular professional networking events in the City of London and Canary Wharf at family-friendly times for members to meet other working parents and to hear relevant, high quality content, in a fun and encouraging environment.

The Insurance Supper Club provides a forum for senior leaders from around the globe who are operating in, or involved with, the insurance industry to engage with like-minded colleagues on business issues.

We are the City is a centralised hub for women who want to progress in their careers, enhance their skills and build their external networks. It organises networking, events, further education and training and provides an inspirational platform for women who wish to learn, progress and drive their own professional growth.

Women in the City promotes, recognises and rewards female talent. Among its aims is to empower, inspire and motivate professional businesswomen, acknowledge their successes and celebrate their leadership skills. It has various activities, including awards programmes (the Future Leaders Awards and the Woman of Achievement Award), the Annual Celebration Lunch and the Future Leaders Symposium.

The Women's Insurance Network (TWIN) holds three insurance-focused seminars per year, dedicated to developing senior and up-and-coming female talent by coupling professional education with the opportunity to interact with senior industry figures.

Independent Women in Insurance Network (iWIN) was launched by The Worshipful Company of Insurers (WCI) as a forum for networking, mentoring and for targeted learning and development. It provides a coherent voice for the interests of all women within the insurance industry supporting the growing momentum of the diversity agenda.

City HR is a professional body for HR in organisations and sectors that support the City of London. Its mission is to provide HR members with the tools, research, best practice documents and expertise to support the challenges facing their businesses. This is achieved through knowledge-sharing, training and peer networking aimed at professionals at all levels and across all areas of HR.

An initiative of

INCLUSION
@LLOYD'S

Dive In

The Festival
for Diversity & Inclusion in Insurance

27th-29th September 2016
Join us as Dive In goes global

www.diveinfestival.com

divein@gongcommunications.com



#diveinfest



Platinum Sponsor: **XL CATLIN**

For more information and advice on Diversity and Inclusion in the Lloyd's Market, please visit

www.lloyds.com/inclusion

Get in touch:

✉ inclusion@lloyds.com

🐦 [@LloydsInclusion](https://twitter.com/LloydsInclusion)

