

Ethnic Diversity in the Workplace Report



Introduction

Ethnic Diversity in the Workplace is the culmination of an 18-month exploration into racial and ethnic diversity in the Lloyd's market. Lloyd's has produced the report with the support of Inclusion@Lloyd's, the market-wide steering group for diversity and inclusion governance and best practice. It is part research report and part practical blueprint for change. Using personal stories and data collected from over 900 employees market-wide, it highlights the experiences of black and minority ethnic colleagues in the market to bring different perspectives into focus. By using a data-driven approach, we are grounding this report in the current reality and setting a benchmark from which to measure future progress.

Alongside personal experiences from within the market, there are case studies of positive action from other knowledge-based industries including advertising and legal services.

The report is organised into five sections based on employee experiences within a career lifecycle:

Attracting – What more can organisations do to attract individuals from minority backgrounds into the market?

Recruiting – What are the visible and invisible barriers that exist for black and minority ethnic individuals in the recruitment process and what can organisations do to address it?

Developing – How are black and minority ethnic employees being developed to enable them to progress and thrive within an organisation and what can be done to make improvements?

Motivating & Retaining – What are the drivers that motivate employees from a minority background and what can an organisation do to ensure all of its employees are motivated to succeed?

Championing – How can championing individuals from minority backgrounds have a positive impact on individual progress and company success?

Research from 923 insurance professionals conducted in July 2020.

203 of whom did not disclose their ethnicity

87% of respondents answered the survey in full, with high declaration rates across diversity characteristics

55% of respondents are **female**

44% of respondents are from a **black or minority ethnic** background

Most respondents have worked in the insurance industry for **8-15** years

Most respondents are aged **31-40**, while 26% of respondents are aged **41-50**.

A group of diverse people, including a Black man, a woman with curly hair, and a Black woman with glasses, are smiling and looking at sticky notes on a wall. The sticky notes have handwritten text like 'AM', 'WOW', and '30/25'.

63%

of black respondents consider 'visible representation' in an organisation a key factor that increases their likelihood of applying for a role

69%

of black and minority ethnic respondents said that they are significantly more likely to apply for a job based on their perception of an organisation's 'commitment to D&I'

71%

of black respondents believe they have experienced barriers to recruitment. This is twice as many as their white counterparts

70%

of black respondents believe they have experienced barriers in the promotion process which is significantly higher than their white counterparts (45%)

39%

of black respondents feel undervalued at work. Black and minority ethnic respondents are twice as likely to feel undervalued at work than their white counterparts

Black and minority ethnic groups

were more likely to believe their visible diversity worked against them during the promotion process than their white counterparts (41% for black and minority ethnic groups compared to 8% of white respondents)

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Foreword

John Neal, CEO, Lloyd's



The success of our market depends as much on creating the best environment for our people and setting a framework for the most inclusive culture, as it does on executing our performance and strategic priorities. A key element of inclusivity is ethnic diversity, and through sharing the personal experiences of more than 900 employees in the Lloyd's market today, this report is a valuable contribution to our ongoing understanding of what we need to do to create a truly inclusive market.

Events through 2020 have shone a spotlight on the inequality that black people have experienced over many years as a result of systematic and structural racism that has existed in many aspects of society, and unleashed difficult conversations that were long overdue. At Lloyd's we understand that we cannot always be proud of our past and recognise that we can do more to shape our future into one that we can truly be proud to stand by. In June, black and minority ethnic colleagues across the market helped to shape our conversations and actions to ensure that we create an environment free from injustice for them and for all. At that time, we **published our commitments** of what we would do to help improve the experience of black and minority ethnic talent in the Lloyd's market.

We are determined that delivering on these commitments will ensure we can and will create a culture in the Lloyd's market in which everybody can flourish. Over the past few years we have made progress as the wider Lloyd's market has thrown its collective resources behind the drive for greater diversity and inclusion, through initiatives such as Inclusion@Lloyd's and Dive In. This year we've also introduced **gender targets** to ensure a meaningful increase in female representation

at the most senior levels and increased our transparency through the publication of the **Lloyd's Culture Dashboard**. However, we recognise that there is a long way to go yet, most notably in ethnic diversity where we intend to learn from progress in other areas to make demonstrable change in the short-term.

As we develop our long-term plan, we will also commit to increasing the representation of black and minority ethnic colleagues across the market, and importantly across our leadership population. We know that many firms struggle with the collection of ethnicity data and other characteristics and so we will now be focusing on improving this data collection to enable us to set a market target for ethnicity, as we have for gender, for Q2 2021. Our goal is to increase representation of minority ethnic professionals in our market through focused and deliberate actions and that, as a result, we will be a better business because of it.

This report includes important insights for us, together with valuable examples and case studies to learn from. It is timely and relevant for all of us.

Foreword

Pauline Miller, Head of Talent Development and Inclusion



It was just over five years ago when I joined Lloyd's. When I look back at our progress today, I am often transported back to my first interview, sitting in reception and watching all the people bustling up and down the iconic escalators and remembering how few looked like me. Over the months that followed, the more teams, executive committees and boards that I was introduced to in the market, the more resolutely low those numbers remained. On a regular basis I would be the only black woman in the room.

When I first arrived, there were very few role models that looked like me and whilst this is often still the case, I am encouraged by the progress being made more broadly across the diversity and inclusion agenda. The insurance sector has woken up and over the last few years has made huge strides in creating an environment that is more inclusive and more welcoming for a diverse range of professionals, including those from minority ethnic backgrounds.

However, this report shows that there is clearly more to do. Back in 2018 Lloyd's hosted a dinner for minority ethnic professionals in insurance – it was the first time that a dinner for black and minority ethnic colleagues had been hosted in the prestigious Adam Room – we called it 'Room at the Top'. It created a space for colleagues to share their experiences of working in the market and to explore their ideas for advancement, and it was here that the idea for this report was first conceived.

Now in 2020 against a backdrop of huge racial dialogue sparked by the global outpouring of anger and empathy in response to the death of George Floyd, this report is a culmination of the stories of people in the market. A huge thank you goes out to the many colleagues and networks who took the time to participate in the research and provide insights into their experiences.

What the last five years have proven to me beyond any doubt is that the Lloyd's market is renowned for its ability to collaborate and lead real and positive action. I am proud to bring you this report in my capacity as Head of Inclusion and Talent at Lloyd's, as a member of Inclusion@Lloyd's and as a black woman working in the Lloyd's market. The opportunity for me to give a voice to my black and minority ethnic peers from within the market is one that I am honoured to lead, but most importantly it is the opportunity to bring practical actions for individuals, leaders and organisations that allow our market to become the most inclusive place it can be for everyone, especially those from minority ethnic backgrounds.

Foreword

Kishan Mangat and Ajay Mistry, Co-Chairs, Insurance Cultural Awareness Network,
Junior Garba and Godwin Sosi, African Caribbean Insurance Network



**Kishan Mangat and
Ajay Mistry,**
Co-Chairs,
Insurance Cultural
Awareness Network

2020 has been an unusual and challenging year. Not only have we had the massive and ongoing impact of the global pandemic, but there has also been, in the wake of the killing of George Floyd in the United States, huge awakening and recognition of the need to act on racism and diversity and the treatment of ethnic minorities in our societies.

At the Insurance Cultural Awareness Network (iCAN), this focus on diversity and inclusion sits at the very heart of what we do. Our mission has been the same since we were founded in 2017 – to advance those with minority ethnic backgrounds within insurance. This mission is now, more than ever, fundamental to making a difference in our industry, and we are making every effort to listen to, and act on, the concerns and challenges experienced by our over 1,500 members. This mission also strongly aligns with the focus of Inclusion@Lloyd's, of which iCAN is extremely proud to be a partner network.

When approached by Lloyd's to support the 'Ethnic Diversity in the Workplace' report, we immediately recognised its importance. We have no doubt this report will open eyes, provoke thought and enable a broader understanding of this complex issue. That is important, but what is more important is that this report will incite action. For that reason, we encourage you to read this report from cover to cover – absorb it and think about the impact on those you work with. And then, go out there and make a difference.



**Junior Garba and Godwin
Sosi,**
African Caribbean Insurance
Network

Issues of racism have come quickly into sharp focus. The current climate has served as a catalyst to bring race, racism and racial inequity to the forefront of diversity conversations and prompted a sincere intent to act from the London Insurance Market. We, in the London market, have been slow to give ethnic diversity the attention it needs.

As a network, it is the ACIN's duty to amplify the voice of the black and minority ethnic professionals in the London market. This report marks an important first step of listening to and recognising the experiences of our black and minority ethnic colleagues in the market. We're proud to have supported Lloyd's on the creation of this report but know that this is just the start. We need to see positive action at all levels to create the systemic changes needed to make this market the inclusive workplace we know it can be.

1. Attracting



When applying for a job,

38%

of black respondents selected “I did not see people who looked like me in the company”

63%

of black respondents consider ‘visible representation’ in an organisation a key factor that increases their likelihood of application for a role

68%

of black female respondents said that they are more likely to apply for a job based on ‘visible representation’

69%

of black and minority ethnic respondents said that they are significantly more likely to apply for a job based on their perception of an organisation’s commitment to D&I

81%

said a company’s culture or reputation would mean they are more likely to apply for a job at the company, though it is also one of the biggest factors that might put someone off applying

75%

said a company’s reputation would mean they are less likely to apply for a role

When looking at the values black employees seek in an organisation, three areas came out top:

95% said commitment to diversity and inclusion

95% said a commitment to talent development

84% said the ethics and integrity of the company

1. Attracting

The fundamentals of diversity and inclusion dictate that a diverse workforce brings diversity of thought and alternative perspectives which help us innovate and find solutions. In a decade that faces stark challenges, this has never been more urgent. But attracting new talent in the first place is an obstacle in itself. As an industry, the insurance sector knows this all too well. A 2018 report by Deloitte found that only **4%** of millennials expressed a desire to work in insurance. With such a small pool of talent applying in the first place, how then do you ensure that you are getting enough diversity of thought and perspective, that is representative of the wider population?

An organisation's employee value proposition plays a key role in attracting future talent. But the value proposition is more than what is just written down. It is an entire holistic approach that considers a company's external reputation, be that through word of mouth or online reviews. **8 in 10** of respondents cite company culture as a factor that would attract them to the organisation, but it can equally work the opposite way. In an age of interconnectivity, a company's internal culture is increasingly visible to the outside world. These factors need to be addressed from within, but you can adjust how you look from the outside. **2 in 5** people from black and minority ethnic backgrounds said that not seeing people who looked like them in the company was enough to put them off applying, compared to **1 in 10** white respondents. When asked what attracted respondents to the market in the first place, just **6%** of non-white respondents said it was because it felt like an industry they would 'fit in'. Organisations should consider how their diverse culture is reflected in all parts of their external communications, from websites to social media.

One of the biggest problems in attracting talent is a lack of visibility. Many would recognise insurance as a 'well-kept secret', known only to those who work in it. One respondent commented: "Neither I nor any of my friends knew anything about the Lloyd's market before I started working there and I feel like it is a hidden gem."

This tells us that if the sector is serious about attracting diverse talent, it needs to proactively promote itself to be more attractive to people from different backgrounds. This includes putting more thought into where it promotes itself, in order to reach a more diverse talent pool and show what the industry has to offer.

"Neither I nor any of my friends knew anything about the Lloyd's market before I started working there and I feel like it is a hidden gem."

Actions. What can we do?

Reaching the right people

Targeted internship, scholarships and access programmes

Work with lower income schools, colleges or youth groups to reach people who may not otherwise have had visibility of the sector. Market groups, like [London Insurance Life](#), seek to make the London Insurance Market more attractive and accessible by signposting opportunities and offering a bursary that pays up to 50% of the winning recipients' student loans.

School outreach programmes

Increase the visibility of the insurance sector through careers talks and fairs. Think about who you put forward to represent the company so students can see it as an industry where they will fit in.

University diversity networks

Diversity networks in universities can act as a talent pipeline but can also offer guidance and counsel on how to attract graduate talent from minority ethnic backgrounds.

Employee value proposition

A value proposition is what makes your organisation attractive to potential employees. Involve a diverse team in creating the value proposition to ensure it is tailored to attract diverse candidates.

Wider diversity networks

While many roles in insurance require specific skills, there are many parallel industries that require similar skills where diverse talent at all levels can be sought. Working with multi-industry or parallel industries' diversity networks can help you reach talent at higher levels from outside insurance.

Break down barriers to entry

Publish the data

Reporting on how your company is delivering against ethnic diversity metrics (such as pay gap reporting) demonstrates accountability for ensuring diversity in the workplace. It also shows candidates and employees that this is an issue the company cares about and takes seriously.

Communicate culture

Communicating the experience of people from different backgrounds and how they find the company's culture can help prospective employees see your company as a place where they will feel comfortable and fit in.

Diverse marketing

Consider how the images and words used to promote your firm will make talent from diverse backgrounds feel like they will belong in your firm. Seeing someone that looks like you, even on marketing material, can make a big impact on your desire to work in a company.

Personal experience: Dandison Allen-Thomas, Assistant Underwriter, A&H, Major Accounts Division, Chubb



“The Brokerage helped me find paid internships and prepare for the interviews. While completing my second internship I met the co-founder of the ACIN who helped me get my first job at Chubb and made a significant impact on my career.”

I went to school just two miles away from the City, in one of the most deprived areas of London. I could see the buildings from my house, but I never thought it was a place I could be a part of because I didn't have a privileged background or have relatives working there. I had strong grades, but I had never even considered insurance as a career – I knew nothing about the industry because I had no exposure to it growing up.

During my sixth form, a charity called The Brokerage came in to talk to us about how people from low socio-economic backgrounds could get into the city, and specifically the insurance industry. For me, the notion of the City – one of the most important financial sectors in the world – came with so much prestige.

The Brokerage helped me find paid internships and prepare for the interviews. While completing my second internship I met the co-founder of the ACIN who helped me get my first job at Chubb and made a significant impact on my career.

At the beginning I found it really challenging – I experienced a big culture shock. Despite being just three miles away from home, it felt like a million miles away from the city I grew up in. I am used to finding common ground but in insurance, but I struggled to find anything in common with my peers because their experiences were so different to mine. It was like learning a foreign language. Social settings were just as alienating – most people in insurance build their relationships over a pint in the pub after work, but I don't drink so struggled to fit into that culture.

Fortunately, I've come to work with people who see past differences and treat everyone as human beings, so I've been able to succeed.

The industry needs to do more to encourage people of different backgrounds to enter the market. Access programmes and internships are great but work also needs to be done to ensure job descriptions are not alienating to people of different backgrounds. If I didn't have someone guiding me through the process and telling me what they were really looking for, I wouldn't have applied.

Case study: Trevor Robinson OBE, Creative Director and owner of advertising agency Quiet Storm and founder of CreateNotHate, an initiative to promote the creative industries as a career path to inner city kids



“Only drawing from one source is not good for diversity of thought as there is a limited pool of talent and ideas. When we are casting ads, we still have to insist that we don’t want to see the same old faces. A lot of the pressure on advertising to change the stereotypes has come from the public. Consumers complained, clients listened.”

I always knew I wanted to do something creative, but I was limited to what I could see so I thought maybe an illustrator or a fashion designer. My first job was in a below the line agency in Richmond doing graphics for medical stuff like pile creams, but me and two others would meet and work on our portfolios together at night knowing it was the only way to get into a West End ad agency. We were called the ‘oiks’ of advertising because we weren’t the typical Oxbridge types. It worked and I got hired with AI, my creative partner. At the time there was only one other black creative working in London – he did a brilliant ad for Speedo and then left for the US. I didn’t have any role models, just the work. I was inspired by iconic ads like Carling Black Label, Hamlet cigars, Guinness. And I’m sure I felt their inspiration when we came up with ‘You’ve been Tangoed’.

Only drawing from one source is not good for diversity of thought as there is a limited pool of talent and ideas. When we are casting ads, we still have to insist that we don’t want to see the same old faces. A lot of the pressure on advertising to change the stereotypes has come from the public. Consumers complained, clients listened.

In terms of advertising’s own diversity issues, the industry doesn’t realise what it’s lacking. Only once you get a sense of what else is out there do you feel the loss. I started CreateNotHate in 2007 when a kid from my old school was stabbed. I wanted to show these kids the creative industries could be for them to give them an alternative to gangs, to prove they could make money in another way. We got them to make an ad to stop kids carrying knives – I learned so much from them. These young people are the future of our industry and they are the ones that will refresh and rejuvenate it. If we don’t utilise them and start connecting with people from every background, we’re in danger of it becoming stagnant.

“At the time there was only one other black creative working in London...”

2. Recruiting



A person is sitting on a white chair, wearing a dark blue suit jacket over a light-colored button-down shirt and dark trousers. They are holding a black smartphone in their hands. The background is a light-colored brick wall.

71%

of black respondents believe they have experienced barriers to recruitment. This is twice as many as their white counterparts

When asked what the barriers to recruitment were, there were distinct differences between the top reasons selected by each ethnic group:

24%

of black and Asian respondents selected “I did not see anyone in the recruitment process who looked like me”

22%

of mixed ethnicity respondents selected “I did not know anyone who worked in the company or industry”

22%

of white respondents selected “I did not attend a highly regarded school or university”

26%

of black and minority ethnic respondents said they did not even apply for a job where they did not think their social experience and background would meet the expectations of the employer, compared to 8% of white respondents

23%

of black and minority ethnic respondents admitted they felt put off from applying for a job in the first place by the language in the job description

40%

of total respondents felt that a lack of social connections to anyone in the company or industry acted as a barrier to them

2. Recruiting

If work has been done to ensure the sector is more attractive to diverse talent, further work must then be done to ensure that unjust biases in the recruitment process, which might prevent talented individuals from entering the market, do not exist.

7 in 10 black and minority ethnic colleagues felt they had experienced barriers in recruitment, which is twice as many as their white counterparts. The most commonly perceived barriers were visible diversity – not seeing anyone in the recruitment process that looked like them – and differing background or socio-economic experience to the people they met in the recruitment process. As an industry built on relationships, insurance is often perceived as a sector that recruits through personal connections. **40%** of total respondents felt that a lack of social connections to anyone in the company or industry acted as a barrier to them.

Many also called out that perceived bias and discrimination in the recruitment process took place because of their names. In answering what barriers had been experienced in recruitment, one anonymous respondent answered: “In my personal opinion my first name (which is of African descent) regardless of my education (MSc), professional (Dip CII) qualifications and experience”.

Many firms have embarked on a rigorous journey to make recruitment processes more transparent and robust, but if these barriers still exist, even if perceived, it is clear more needs to be done to ensure biases are addressed at every decision point of the recruitment process.

This includes the very first step of the recruitment ladder: job applications. **1 in 4** black and minority ethnic respondents say they have not applied for a role because they felt put off by the language in the job description. Care must be taken to ensure that language is inclusive and not biased, intimidating or confusing.

In 2017 the [Parker Review](#) challenged the FTSE 100 companies to appoint at least one non-white director by 2021. Only 52 companies have met this target but there has been an improvement: 11 additional FTSE 100 companies now have an director from a minority ethnic group on their board.

Ethnic Diversity Enriching Business Leadership

An update report from The Parker Review

Sir John Parker
The Parker Review Committee
5 February 2020



Actions. What can we do?

Diverse shortlists

Put pressure on recruiters to deliver diverse candidate shortlists that are consistent and not tokenistic, and allow the time for recruiters to seek out the right candidates.

Inclusive language job descriptions

Think about how the language used in job descriptions might attract or deter diverse talent. Jargon-filled descriptions can be intimidating to those new to the market. Similarly, over-use of adjectives or demanding certain personality traits are likely to mean you will only attract one type of person.

Diverse interview panels

Diverse interview panels are more likely to call out unconscious bias and avoid falling into the trap of hiring someone who looks like them. For senior hires, invite junior staff or diversity champions* to be part of the interview panel to assess the candidate's commitment to inclusivity. Small firms could consider bringing in external support to ensure diversity in an interview panel.

Unconscious bias training

Everyone has unconscious biases but by understanding them better, those involved in the recruitment process can work to avoid biases influencing any stages of the decision-making process.

Contextual recruitment

Use bigger data to understand candidates' achievements in context. Getting the right talent may involve bringing in talent from other sectors with relevant experience. At entry level this means helping you see experience that is not directly industry related, that might previously have been a barrier for the candidate, in a different way. Firms like [Rare Recruitment](#) can help you with this process.

Inclusive succession planning

Senior leadership hires should be thorough and inclusive to avoid falling into traps of hiring immediate contacts. A succession plan for how to fill gaps at the leadership level is one way to avoid this.

Set KPIs

As the old adage goes "What gets measured gets done". KPIs set for leaders from black and minority ethnic backgrounds can provide the impetus for important changes needed to create a more diverse leadership team.

Personal experience: Leon Walker, Senior Director, Business Development, Advantage Go



“The talent pool must widen. If everyone looks the same, acts the same and there is no diversity of thought to challenge the status quo, how is the market expected to innovate and keep up with the pace of change?”

It is an untold truth that the London market often recruits based on cultural or social ‘fit’ over skills or expertise. It was not uncommon to hear people discussing candidates that might not ‘fit in’ because of their background, their religious beliefs or social circles. An incident that stuck in my mind was hearing a white colleague ask if an interview candidate that day was ‘PLU’. I later found out the term stood for ‘People Like Us’. Now I’m not saying the term was racially charged; it could have equally applied to anything: social circles, background, education. Either way, it set alarm bells ringing for me because, by definition, they were excluding them if they were not ‘like us’, irrespective of their skillset.

But I recognise how easy it is to fall into the trap of hiring ‘People Like Us’. As a black man from a council estate in Manchester, unconsciously I could also be guilty of overlooking skills and ability in an application from someone with a similar working-class background. Automatically building my own narrative about how hard they must have worked to overcome societal barriers, adding extra credence to their achievements, whether warranted or not. As a leader, I challenge myself on this constantly. I deliberately wrap people around me who check my decision making and hold me to account. That is why I believe diverse interview panels are so important. Having two or more people with different backgrounds and different experiences on the interview panel will ensure you don’t fall into the trap of hiring

based on image or ‘fit’, and stick instead to the skills required for the job.

To further illustrate the point, the performance of the market over the last few years suggests that consistently hiring ‘People Like Us’ does not work. The talent pool must widen. If everyone looks the same, acts the same and there is no diversity of thought to challenge the status quo, how is the market expected to innovate and keep up with the pace of change? Having now moved out of the market to the tech industry which supports it, an industry which thrives off diversity, I can see how much the London market has been held back by its inability to hire diverse talent.

As hiring managers, we are too easily programmed to hire for a ‘quick fix’, falling back on the false assumption that ‘People Like Us’ will get the job done quicker or make our day jobs easier because they will just ‘get it.’ But we must think long term; the decisions we make today will impact the future of our industry. If we want to stay relevant, we have to make hiring processes more inclusive, and be open to attracting talent from every background, not just at graduate level but to challenge ourselves to attract senior individuals from adjacent industries too. Because it is these steps that will develop new leaders and new owners, who will drive sustainable innovation, leading to long-term success for all of us.

Case study: Ethnic Diversity in the workplace

Recruitment: Aon's BAME Future Leaders Programme



“We wanted to create an opportunity to meet candidates who we might not otherwise have met through our traditional recruitment pathways, and excite them about the opportunities available at Aon.”

BAME Future Leaders was launched to address a lack of awareness of the opportunities available in the Risk, Insurance and Reinsurance industries amongst BAME graduates – many of whom have not had access to professional networks that would normally help inform about careers in this sector – and sought to improve ethnic diversity in an industry that has traditionally been over-represented by white and male employees.

The first BAME Future Leaders programme launched in February 2019, in partnership with Bright Network, a leading platform that unites bright young talent with global employers and fast-growth businesses. It is a fast-track programme for BAME individuals onto Aon's graduate programme, and offers 42 of the network's brightest members from a Black, Asian, or Minority Ethnic background a chance to join Aon for a two-day event in London to explore the Insurance and Financial Services industries.

Attendees have the opportunity to attend skills sessions – focused on teamworking, communication and presentation skills – and networking with business leaders across Aon, and are fast-tracked to Aon's

Assessment Centre. Every attendee is subsequently assigned a mentor who is present during the two-day programme and who provides support to the individual throughout the graduate recruitment process.

The programme was repeated in 2020, with 41 of the 42 attendees applying to join Aon following the two-day induction. BAME Future Leaders has helped Aon raise its proportion of BAME early careers hires to 35% in 2019 and 33% in 2020.

Katherine Conway, Head of Diversity & Inclusion and Community Affairs, Aon, said: “We wanted to create an opportunity to meet candidates who we might not otherwise have met through our traditional recruitment pathways, and excite them about the opportunities available at Aon. The programme provides BAME talent with a deep dive into the Risk, Insurance & Reinsurance sector who might not otherwise have considered a career in this industry at all. It's important that we're able to identify the very best talent out there in order to innovate, and we're very proud that many of the young people who've been through the BAME Future Leaders programme have decided to carve out a career with us.”

3. Developing



52%

of respondents said it was the opportunities for career development that attracted them to the industry in the first place

31%

of black and minority ethnic respondents in the survey were managers

61%

of total respondents pinpoint line managers as having the most impact on their career

41%

of black and minority ethnic respondents said they have had access to support that has been beneficial in supporting their career. However, 24% of black respondents stated that they have had no support, formal or informal mentoring, or sponsorship in the past year

70%

of black respondents believe they have experienced barriers in the promotion process which is significantly higher than their white counterparts (45%)

There was a relatively proportionate response rate across all ethnic groups who believed that 'lack of line manager support' and 'limited social connections' impeded their chances of promotion

40%

of black and minority ethnic colleagues said they don't know what their next career steps are and they need more support in understanding their next steps. This was also true of 35% of white respondents

Black and minority ethnic groups were more likely to believe their 'visible diversity' worked against them during the promotion process than their white counterparts (41% for black and minority ethnic groups compared to 8% of white respondents)

3. Developing

Taking the first steps to attracting and recruiting diverse talent is important, but without the right processes in place to maximise talent development, the sector will struggle to see true representation in management or senior management positions.

Our research found that almost half of black and minority ethnic employees in the market felt their career had failed to meet their expectations. Only 8% felt their career has exceeded their expectations. One anonymous employee commented “I feel progression takes longer for me than it does for white colleagues and peers at other firms.”

Those from majority cultures who say they treat all colleagues equally, regardless of colour or background, may be well intentioned, but they also show naivety. Rather than focusing on equality, the focus should be on equity. By taking the time to engage with employees to understand their development needs, you can promote fairness while developing people appropriate to their individual requirements.

Taking the first step in listening to and understanding the needs of ethnically diverse colleagues will enable firms to build training programmes and development schemes tailored to their needs. Fortunately, this is already in practice in many places with **4 in 10** black and minority ethnic employees saying they have had access to support that they feel has been beneficial in enhancing their career. Aside from targeted development programmes, organisations should also look at systematic processes that may be preventing progression.

Of those who have had support, **2 in 5** said they did not find it was beneficial in enhancing their career. This suggests that the focus of development programmes should not just be for minority groups but for everyone around them. **3 in 5** pinpoint line managers as having the most impact on their career. Development programmes for leadership and management can help managers better support their diverse team, allowing them every chance of success.

“Taking the first step in listening to and understanding the needs of ethnically diverse colleagues will enable firms to build training programmes and development schemes tailored to their needs. Fortunately, this is already in practice in many places with 4 in 10 black and minority ethnic employees saying they have had access to support that they feel has been beneficial in enhancing their career.”

Actions. What can we do?

Listen and learn

Take the time to understand the experiences and needs of colleagues from different ethnic backgrounds. Varied social or educational backgrounds may mean different levels of exposure or experience to some areas of the working world that others take for granted. Understanding different experiences will help you channel resources in the right places to develop talent.

Training for managers to make them accountable

To ensure your diversity and inclusion practices filter through the entire company, training for managers on best practice is essential. The right manager can impact someone's success or failure in the company, so it is important to give managers the tools they need to manage effectively and hold them to account when they don't.

Create opportunities for development

Appraisals should focus on career progression and what needs to be done to get to each stage. Managers should be seeking out ways for their direct reports to advance through training and development programmes.

Employee training or coaching

Training programmes to support black and minority ethnic employees in their career progression can be beneficial but ensure appropriate follow-up is put in place to ensure continuous development.

Provide proof

If your senior leadership is held accountable to a commitment to diversity and inclusion, ask for proof of this commitment in appraisals by asking 'how' not 'if'.

Data collection

Measuring impact is important but look beyond 'hard' data to more holistic measures such as confidence levels before and after training.

Appoint diversity champions

Diversity champions are passionate advocates of diversity and prepared to challenge leadership on their diversity and inclusion efforts in appraisals, interviews and peer reviews. Diversity champions are not necessarily part of the HR or D&I function; they just need to be passionate about the company's efforts to attract and retain diverse talent.

Mentoring

Mentoring can be a powerful tool to develop and motivate black and minority ethnic colleagues. Mentors can be within the organisation or outside the organisation. They advise mentees on how to achieve career progression, helping them develop networks to increase their access to opportunities.

Reverse mentoring

Reverse mentoring helps to challenge senior leaders on their awareness and understanding of issues affecting minority ethnic colleagues. It typically involves mentoring of a senior colleague by a more junior colleague.

Networking

Creating tailored networking events for minority groups give the opportunity to build relationships and create visibility for employees amongst senior leadership.

Personal experience: Maxine Goddard, UK Operations, Zurich Insurance



“My advice to anyone looking for a mentor is to choose someone on a similar career path who is currently two or three leaps ahead of you. They can give perspective on people you need to meet and the development path you should be on.”

I would call myself an accidental mentor. Someone reached out to me to ask to be mentored and I was so impressed with his eagerness that I agreed. I had no formal training, I just listened and made some suggestions but it made an exponential difference to this individual. He gives me more credit for his career progression than I believe I deserve, but I was able to see first-hand the power of sharing my own experiences. It opened my eyes and made me want to do more, so I made myself available. I am mainly introduced to the people I mentor through word of mouth; I am currently working with 15 people. On top of that, there are others who I have more informal arrangements with who know they can call on me for a coffee and a chat. I have learned that my 20 years' experience in insurance is valuable to others who can learn from my mistakes and can guide them objectively in developing their careers without taking the 'scenic route'. I encourage them to jump over the walls rather than knocking them down.

I would like everyone to have a mentor; we would all benefit. In particular, people from minority ethnic backgrounds coming into this market often don't know

what they don't know. I help them figure out what to do differently, how and when to be proactive so that they find their feet faster. Ultimately, we risk losing fantastic talent if they don't feel they can succeed here, which means we would lose that valuable diversity as well as the investment in their recruitment.

My advice to anyone looking for a mentor is to choose someone on a similar career path who is currently two or three leaps ahead of you. They can give perspective on people you need to meet and the development path you should be on. Ideally have more than one mentor: one from your organisation, one from the wider industry and one from outside the sector who can bring complementary perspectives. Try to work with mentors who are different from you so that you can learn from each other but, critically, you must have or build chemistry. The value I add can be summarised as access and opportunity. My mentees very often don't have a network to tap into and that means that they lack access to opportunities. Mentors help change that.

Personal experience:



Hanan Guthmy,
Underwriting Assistant at
Brit Global Specialty and
mentee of Maxine Goddard

Being mentored has definitely enhanced my chances of success. When I first started in the industry I had no sense of clarity or direction but since being mentored I now am in the job that I've always wanted. I also won an industry award and now have my CEO as another mentor.

The reality is none of this would have been possible without the guidance and skills gained from being mentored. It has helped to overcome many challenges and obstacles I have faced simply because mentors can see where we need to improve where we often cannot by encouraging and supporting you. There are not enough individuals from minority ethnic backgrounds in managerial and senior positions – I think this is down to not having the right support, guidance and opportunities required to progress. Mentoring can change this.



Kieran Naidoo-Bagwell,
Market Underwriter at
Zurich and mentee of
Maxine Goddard

Working at a large global company can make it difficult to get exposure and connect with members of the executive team and other decision makers.

Having a mentor who is already well established in wider insurance industry grants you immediate access to a knowledge base you wouldn't otherwise have or even be aware of. In the short six months I have been a part of the programme I have met and developed more ideas with peers and insurance leaders than I had in the two years prior. My experience of being mentored has allowed me to appreciate that the contribution you make can change a company as a whole, and not just your individual team or line of business.

Case study: Zaheer Ahmad MBE, Director of the Future Leaders Programme, EY Future Leaders Programme



“This programme is targeted at high potential minority ethnic future leaders and incorporates the latest thinking and approaches to inclusive leadership from a minority ethnic point of view. At EY we are determined to ensure that our most senior leadership teams become more diverse so that we can achieve our purpose of building a better working world.”

EY introduced its Future Leaders Programme in 2018. The programme aims to help support high potential BAME talent and, equally importantly, equip those who influence their career (their line managers and sponsors, regardless of their ethnicity) with the tools and confidence to talk about race and ethnicity in the workplace.

The Future Leaders Programme started with 40 participants in 2018 and has expanded to 65 participants this year. Previously, high-potential candidates were identified by their line managers, but more recently EY has introduced an open application system which will allow all BAME employees at a certain level to apply and interview. Allies are selected by the candidates themselves and attend meetings and discussions on topics such as business challenges and solutions, race fluency, privilege and sponsorship.

Zaheer Ahmad MBE, Director of the Future Leaders Programme, says:

“This programme is targeted at high potential minority ethnic future leaders and incorporates the latest thinking and approaches to inclusive leadership from a

minority ethnic point of view. At EY we are determined to ensure that our most senior leadership teams become more diverse so that we can achieve our purpose of building a better working world.”

The programme has seen positive progress, although EY remains committed to accelerating the pace of change and recognises there is more to do. From the 2018 cohort, six participants have been promoted to senior positions e.g. Director. BAME partners have increased from 8% in 2016 to 11% in 2019.

The professional services firm encourages other companies to consider implementing comparable programmes as they can help to identify, engage, advance and retain minority ethnic talent to leadership roles, as well as supporting wider cultural change in an organisation.

Its key takeaway? When implementing a leadership programme for BAME employees, consider how it can be a tool for wider stakeholder engagement and learning. It must be about fixing the organisation, not fixing the employee.

4. Motivating & Retaining



47%

of black and minority ethnic respondents have been with their organisation more than three years; this is compared to 62% of white respondents

62%

of white respondents said they have a role model in their organisation with whom they can identify with; only 47% of black respondents said the same

27%

of black and minority ethnic colleagues who have taken part in a programme aimed to support or enhance their career said the lack of opportunities for promotion afterwards was demotivating

38%

of black and minority ethnic respondents said they do not feel supported in getting to their next career steps, compared to 31% of white employees who say they do feel supported to achieving their next career steps

75%

of black and minority ethnic employees feel they have experienced barriers in promotion

41%

of those felt the barrier was visible diversity. 39% felt it was not having the right support or forging the necessary connections that was a barrier to getting a promotion

53%

of black and minority ethnic employees cited support from line manager as motivating

36%

noted seeing someone who looked like them in senior management as motivating

4. Motivating & retaining

Commonly, organisations talk about the need to retain diverse talent. In order to retain diverse talent you must first understand what motivates different people in different ways, including black and minority ethnic colleagues, to understand what makes them want to stay.

For many it is the reward of progression and promotion. **1 in 5** respondents cited the opportunities to take part in talent development schemes as the biggest motivator. However, of those who have taken part in those schemes, **1 in 5** said the lack of opportunities for promotion following programmes aimed to enhance their career has been demotivating. This can come through lack of clarity and transparency in the promotion process, with **3 in 5** saying they do not know or understand the promotion process. For those that do, many felt that barriers have stood in their way of promotion, and **4 in 10** felt that barrier was visible diversity.

Line managers and leadership have an important role to play in ensuring their employees feel motivated. Over half of black and minority ethnic respondents said support from their line manager was motivating. **1 in 3** said it was seeing someone who looked like them in senior management roles that motivated them. Many said that a senior leader having their back and putting them forward for opportunities was the most motivating. Yet, despite that, over half of black and minority ethnic respondents felt they did not have a role model with whom they can identify in their organisation.

Based on verbatim comments in the survey, **8%** who gave further answers remarked on experiences of racial profiling, racial discrimination and even racial harassment, with the feeling that concerns were not being addressed by senior leadership. Addressing bad behaviour is critical in ensuring that all employees feel that they belong in an organisation.

A feeling of belonging also extends to social activities. One anonymous employee commented “I am a Muslim Pakistani and degree educated. I feel that promotion and progression comes to people that are ‘mates/friendly’ with senior managers, but a lot of this socialising comes from environments that I would not normally be comfortable in such as bars and nights out

for drinks. Whilst I appreciate this is part of the work culture, it would be encouraging to understanding why certain employees do not feel comfortable in such environments and to respect their absences based on beliefs rather than their personality.”

Understanding cultural differences and sensitivities ensures that no one feels excluded or is unfairly missing out on opportunities to build relationships that may be key in advancing their career.

“I am a Muslim Pakistani and degree educated. I feel that promotion and progression comes to people that are ‘mates/friendly’ with senior managers, but a lot of this socialising comes from environments that I would not normally be comfortable in such as bars and nights out for drinks. Whilst I appreciate this is part of the work culture, it would be encouraging to understanding why certain employees do not feel comfortable in such environments and to respect their absences based on beliefs rather than their personality.”

Actions. What can we do?

Motivation in career development

Fair and transparent advancement process

The process for development and promotions should be clear, standardised and fully understood by managers and employees. This way, employers can be held to account for any promotions that do not appear to meet the criteria.

Follow-ups and promotions

When an employee is given the opportunity to take part in training and development programmes, be sure that there is a sufficient follow-up afterwards through ongoing coaching and check-ins. A lack of follow-up or lack of opportunity for promotion can be demoralising and demotivating.

Inclusive culture

Combatting bad behaviour

Ensure managers follow clear guidance to create inclusive environments and know how to spot and deal with racial harassment and bullying. [BITC](#) has created a toolkit for active bystanders to act on bad behaviour.

Normalise language

Race should be a topic that all employees feel comfortable talking about. Workshops and internal campaigns that encourage open discussion and help everyone talk confidently about race and ethnicity can ensure it doesn't become an elephant in the room.

Diversity mentors and champions

Assign employees to a mentor within the organisation who can act as a sounding board for any problems or queries and provide support and advice for getting on in the business. Diversity champions can also act as a support vehicle to direct people to the right resources. Lloyd's has employed a similar programme of champions for mental health with its Green Dog badges.

Show you care

An inclusive culture is one where employees feel listened to and valued. Internal campaigns that demonstrate concern for people can go a long way to making employees feel included. See a good example of this with Accenture's [Inclusion starts with I](#) on page 32.

Vary your company's social events

Pub culture can be alienating to many and limit the chances for valuable relationship building for those who do not wish to participate. Think about mixing up social events and even using it as an opportunity to learn more about people in your team, for example team lunches where employees are encouraged to bring different foods from their cultures.

Personal experience: Rob Anarfi, Global Head of Compliance, BEAZLEY GROUP



“More recently there has been much more discussion about enhancing racial diversity and inclusion in our market. But those discussions need to turn into (the right) real actions that will attract more people of colour to our industry and market, develop them, motivate them to stay and support their progression into the most senior roles our great industry has to offer.”

I have at times found it difficult to avoid feelings of imposter syndrome because there are so few people of colour in similar senior positions in our industry. I am familiar with being a minority from a race perspective since my further education years after returning to England from Ghana. And yet I felt comfortable and did not have those imposter feelings – I guess that could have been because in those environments, we were all equal as students. It has been in the professional environment where there is a hierarchy that I have experienced those feelings the most. When you are aspiring to be part of a group or looking for inspiration from its members, you sometimes question whether you belong there if you cannot see anyone who is like you in that group.

I have found ways of overcoming those feelings over the years. Even in the absence of role models of colour, I have fortunately been supported by senior colleagues throughout my career who have believed in me. Partly because of that, over time, I have felt more comfortable sharing elements of my culture and heritage in the

workplace and with colleagues. It is the guidance and support that I have received that motivates me to do the same for others.

More recently there has been much more discussion about enhancing racial diversity and inclusion in our market. But those discussions need to turn into (the right) real actions that will attract more people of colour to our industry and market, develop them, motivate them to stay and support their progression into the most senior roles our great industry has to offer.

I am confident that the market can change, but I fear it may take longer than most of us would like, and I suspect there will be some bumps in the road. However, those fears can never be a good reason for not pushing on with the journey to racial equity. Let's all hold on for the ride and take in all the learnings on offer along the way. Then in time we can all reap the benefits of tapping into a talent group that is significantly underrepresented in our places of work.

Case study: #InclusionStartsWithI, Accenture



“We wanted #InclusionStartsWithI to be moving and thought-provoking in equal measure, resonating with a wide spectrum of people. It was important to feature Accenture people. Real people who have their own unique differences.”

#InclusionStartsWithI is a video that articulates and supports Accenture’s aspiration to be “the most diverse organisation in the world” by 2020. As a service organisation that works across all industries, we want a workforce that reflects the clients we serve and the communities where we operate.

Accenture has a mature diversity model in place, but there are often moments that go unnoticed which affect the individual. #InclusionStartsWithI aims to tackle these head on.

The aim was to create an original and compelling video that had mass resonance. A video that got to the heart of the inclusion issue and shows how it becomes a personal issue. We wanted to make people think. Above all, we wanted to stimulate them to take action in the form of a commitment on how they can make a difference to others they work with.

We wanted #InclusionStartsWithI to be moving and thought-provoking in equal measure, resonating with a wide spectrum of people. It was important to feature

Accenture people. Real people who have their own unique differences.

Awareness was the immediate priority. With 1.9m plays on YouTube and 421k on Facebook it has delivered that in spades. Change was the longer-term objective, both within Accenture and beyond, and the impact can be seen there too.

We wanted our people to be a voice of change and they have responded in their droves. Many also used our Facebook profile frame to raise further awareness and share their commitment, whether that’s supporting our drive for people to embrace the authentic leader in themselves, pledging to help a refugee family, making a commitment “to introduce the next generation of all backgrounds into the magic of our organisation” or voicing our shared belief that we are all equal. The video touched our people deeply and they have embraced it wholeheartedly.

Case study: Baker McKenzie ‘Colour Brave’ campaign

Fatima Choudhury, Associate Director, Head of D&I EMEA & Global Strategic Operations at Baker McKenzie



“Sharing personal stories enabled the office to get to grips with the fact that we needed to see colour and acknowledged that it was okay to be respectfully curious. It was okay to say ‘black’ or to ask about family heritage and to discover that there are many similarities in our career aspirations and life and work challenges.”

“I don’t see colour” is often the go-to phrase for those who are uncomfortable discussing race and ethnicity. Yet this statement erases the life experiences of people of colour. Baker McKenzie launched the Colour Brave internal campaign to acknowledge the fact that the term ‘colour blind’ ignored the problem of discrimination and denied the experiences of those from minority ethnic groups, leaving many to feel disengaged and isolated.

Baker McKenzie was one of the first law firms to adopt a Contextualised Recruitment system, acknowledging that we needed to increase the levels of race and social background diversity in the recruitment pool. While this work paid off, we are still hugely underrepresented by ethnically diverse talent at the top. Research will tell us that this is due to the lack of access to opportunities, fewer role models of colour, and hidden structural and individual biases. Understanding this context, Colour Brave allowed colleagues of colour to share their life and work experiences through a series of internal vlogs. It also enabled those from the majority culture to share

their understanding of how their life experiences have been shaped and the opportunities gained from their own white privilege.

Sharing personal stories enabled the office to get to grips with the fact that we needed to see colour and acknowledged that it was okay to be respectfully curious. It was okay to say ‘black’ or to ask about family heritage and to discover that there are many similarities in our career aspirations and life and work challenges.

In 2020, against a backdrop of heightened racial discussions, our Colour Brave platform enabled us to continue the conversation internally, drawing on the social and personal impacts of the Windrush scandal and Black Lives Matter. It allowed us to speak candidly about anti-black racism and raise awareness of the nuances of racism and amongst different groups. It also created an opportunity for allies to embrace their power for good, calling out bad behaviours and using their influence to bring about change.

5. Championing



27%

of black and minority ethnic colleagues feel championed through a sponsor within the company who recommended them for opportunities

62%

however, said they do not feel championed at all

57%

of black and minority ethnic employees felt that a senior leader having their back or putting them forward for opportunities is motivating

39%

of black respondents feel undervalued at work. Black and minority ethnic respondents are twice as likely to feel undervalued at work than their white counterparts

70%

of respondents from black and minority ethnic backgrounds said they were part of either a market-wide or company-wide employee network (some were part of both)

32%

higher than their white counterparts

5. Championing

Feeling valued at work is perhaps the most important factor to an individual's success and contentment. A truly inclusive culture is one where everyone feels valued and engaged.

For many, advocacy and sponsorship from senior leadership can have a huge impact on an employee feeling valued. 46% of total respondents in our survey ranked “a senior leader ‘having my back’ or putting me forward for opportunities” as the most motivating.

Championing can also come from within a team, through respect and trust between peers, standing alongside each other in tougher times. Between peers, the importance of allyship has come to the forefront in recent months. Previously allyship was a term applied to those who stood alongside people in the LGBT+ community, but more recently it has been recognised for its value in other communities, particularly the black and minority ethnic community. According to guidetoallyship.com, an ally takes on the struggle as their own, they transfer the benefits of their privilege to those who lack it, they amplify voices of the oppressed before their own, and they acknowledge that even though they feel pain, the conversation is not about them. Education and awareness is also a huge part of being an ally: understanding the issues and challenges facing your black and minority ethnic colleagues through listening and your own education is important.

Employee Resource Groups and networks foster strong feelings of allyship and champion the causes of their communities. Insurance is brimming with employee resource groups. In the last five years, it has seen the creation of six market-wide networks and a staggering number of internal company-wide employee-led networks. **7 in 10** respondents from black and minority ethnic backgrounds said they were part of either a market-wide or company-wide employee network (some were part of both), **32%** higher than their white counterparts. Networks act as an important mouthpiece for the diverse groups they serve, and their existence represents an organisation's support of their employees' individual needs.

Championing individuals or teams externally through awards, media or profile lists can have a huge impact on how valued a person feels by their organisation.

“Employee Resource Groups and networks foster strong feelings of allyship and champion the causes of their communities. Insurance is brimming with employee resource groups. In the last five years, it has seen the creation of six market-wide networks and a staggering number of internal company-wide employee-led networks.”

Actions. What can we do?

Executive sponsorship

Sponsorship can be an important way for black and minority ethnic colleagues to feel championed and help overcome perceived barriers in career progression. Sponsors are set up to advocate for their protégés and actively promote them in their networks.

Hero black and minority ethnic employees

Show employees how much you value them externally and look to champion exceptional talent on wider platforms focused on diverse talent, such as the [EMPower List](#).

Allyship

An ally is someone who stands up in support of their black and minority ethnic colleagues and does not tolerate negative behaviour. It is important for allies to be educated on the experiences of their black and minority ethnic colleagues and to speak alongside them, not on behalf of them. The Dive In Festival recently hosted an event on allyship; you can watch the video [here](#).

Diversity awards

Champion your diversity leaders and put them forward for awards so they can be recognised for their success in the wider market.

Leadership training

Highlight the opportunities for black and minority ethnic employees to leaders, so they can point their team in the right direction of opportunities.

Diversity champions

Ensure that senior leadership comprises a good number of D&I champions who will raise concerns or challenge the status quo.

Employee Resource Groups

Setting up Employee Resource Groups helps to foster inclusive workplaces by highlighting the issues experienced by their members. Other benefits include the development of future leaders, increased employee engagement and a direct voice to reach minority groups in the market. Industry-wide networks such as [ACIN](#) and [iCAN](#) provide resources and support for black and minority ethnic employees, as well as allies.

Personal experience:



Mary Alade,
Strategy, Aon Reinsurance
Solutions Business

I moved from being a mentee to being championed and am now moving in the direction of being a champion.

I would not have had this trajectory if senior leadership hadn't taken it upon themselves to 'back' me and my career progression. Having a champion in senior leadership has given me the confidence in my day-to-day tasks because I know that someone has my back. The ultimate benefit of being championed by someone in senior leadership is that I am now able to create a platform for others as one was created for me.

Being championed gives you confidence, it allows you to see the world of possibilities, it brings out the best in the employee which ultimately benefits the company. When I describe Aon to my friends outside the organisation, I talk about the opportunities that I have had because I have a champion. With a champion, I know how to navigate in the industry and in the organisation, which can initially seem daunting.



Pelumi Ojo,
Executive Support Manager,
Aon

As I progress in my career, I am hyper-aware of the importance of sponsorship and the positive impacts it can have.

I sought out championship organically: by focusing on delivering my best work, and networking both in and out of my organisation.

Leaders who are passionate about driving more representation sought me out through the avenues that I put the effort in to, such as my work within the diversity, equity and inclusion space.

Being championed by a senior leader has broadened my knowledge of the sector. I can better articulate my thoughts and ideas.

My champions have expanded my network by introducing me to more stakeholders and put me forward for opportunities. A reverse mentorship relationship has also developed with my sponsors.

My advice to those looking for sponsorship is to work hard, find ways to add value to your organisation outside of your day-to-day and let your work speak for you, then the right champion will see you. To sponsors, I say look outside your circle of influence and be open to learning from different perspectives and cultures.



Dominic Christian,
Chair Inclusion@Lloyd's, Global Chairman of Aon's Reinsurance Solutions business,
Deputy Chairman of Lloyd's, and Champion of Mary Alade and Pelumi Ojo

We see brilliant and diverse talent come into the insurance market every day, yet I don't see that level of diversity reflected at board and senior management level.

This is particularly true of black and minority ethnic talent. When I meet someone who has the potential to be tomorrow's leader, it gives me great pleasure to support them on that journey. Giving them a platform to be heard, or endorsing them to senior peers, is a vote of confidence that goes a long way in realising a person's potential. It is important that we as senior leaders do what we can to open doors to talented individuals – especially those who don't see themselves reflected at the top of the organisation.

Case study: Allyship with Dr Doyin Atewologun, Director at Delta Alpha Psi and Academic Adviser



“Allyship is a journey; it doesn’t just ‘happen’ after reading a book or listening to a webinar. Upstanding and proactive allyship requires awareness, commitment, understanding, learning and effort.”

An ally is a person who stands up, supports and advocates for a social group they don’t belong to. An ally’s role is crucial: without having the buy-in of the people with the greatest capacity (based on their access to resources and power) to alter the status quo, it is very difficult for change to happen.

When I think of a positive example of allyship I often refer to my own personal experience. One of my professors earlier in my career would invite me to every informal academic gathering. She would walk me round the room, introduce me to senior professionals in my field and insert me into conversations by credentialising me, linking my expertise to other people’s areas of specialisms, and allowing me to elaborate on my experience and opinion. This was such a powerful way of raising my visibility, affording me a voice, and then stepping back for me to shine.

At Delta Alpha Psi we have created 10 steps to support and equip people in their allyship journey:

1. **Acknowledge your privilege** and others’ disadvantage
2. **Learn that racism is systemic**, and that it is easier to see the effects of it than the actions themselves
3. **Fight your inner colour-blindness** and the comfort that comes with ignoring the attention that we as humans pay to ‘race’
4. **Recognise white fragility** to manage the emotions that come with talking about race

5. **Think intersectionally** about how identities are interconnected and shape experiences differently
6. **Communicate mindfully** with positive intent, recognising that it is not others’ responsibility to educate you
7. **Develop race fluency** to accurately reflect your values and beliefs
8. **Build a personal case** for why reducing racial inequality matters to you personally
9. **Identify your impact** to put your energy into things that you have the power to change
10. **Become a disruptor** by reducing personal bias, calling out and dismantling racism within your reach

(See: <http://deltaalphapsi.com/category/our-insights/>)

Allyship is a journey; it doesn’t just ‘happen’ after reading a book or listening to a webinar. Upstanding and proactive allyship requires awareness, commitment, understanding, learning and effort.

Allies have an active role to play to increase engagement and retention, accelerate diverse talent progression and enable innovation for employee wellbeing and organisations’ sustainability today. I urge everyone I meet to activate their allyship potential – be an upstander rather than a bystander, be anti-racist, proactive and no matter how ‘small’, take action now.

Final word

Marc McKenna-Coles, Global Diversity & Inclusion Manager, Lloyd's



The experiences in this report have shown how critical it is to address imbalances in ethnic diversity in the marketplace. Without the diversity of thought that comes from a truly representative workforce, where everyone feels valued and brings their whole selves to work, the sector will struggle to stay relevant. Yet without adopting the right tools, behaviours and actions, we will struggle to attract and retain the talent the industry needs to stay future fit.

Most importantly the report has shown the value of supporting black and minority ethnic colleagues throughout the entire lifecycle of employment. It is clear that much more could still be done to attract talent into the market, but equal effort must be applied to ensure that once hired, people continue to feel valued, supported, developed and championed. Once we get this balance right, it will ensure everyone has access to the same chance of success, regardless of race or ethnicity.

We are grateful to the contributors who have helped shape this report and particularly to colleagues who have opened up to share their own personal experiences. Lloyd's is committed to continue to listen and learn from these accounts, alongside the research that we have reported on here. In conclusion, we hope this report will be another positive nudge to help catalyse the decisive and positive action that is needed from firms within the market to inspire nothing short of a movement to enable a culture where everyone can flourish.

Thank you to Dandison Allen-Thomas, Trevor Robinson, Leon Walker, Katherine Conway on behalf of Aon, Maxine Goddard, Hanan Guthmy, Kieran Naidoo-Bagwell, Zaheer Ahmad on behalf of EY, Rob Anarfi, Cengiz Besim on behalf of Accenture, Mary Alade, Elisha St Hilaire, Pelumi Ojo, Dr Doyin Atewologun and Fatima Choudhury for their contributions to this report.

Thank you to the market networks ACIN and iCAN for their support and guidance in the creation of this report. Thanks to all the **Inclusion@Lloyd's Partner Networks**; Link, GIN, IFN, iDAWN, and NGIN, for their continued support. Thank you to Inclusion@Lloyd's for its ongoing support and guidance to help make the London market an inclusive workplace environment and last but not means least, thank you to our partners Gong Communications for copy and design support.

Resources: Attracting

The following organisations can help you reach and attract diverse talent at graduate and advanced level. They also provide useful resources and advice for improving your attractiveness to potential talent:

Bright Network

Bright Network connects the next generation with the opportunities, insights and advice to succeed as the workforce of tomorrow.

Windsor Fellowship

Windsor Fellowship is a charitable organisation that delivers personal development and leadership programmes to enable talent from diverse communities to be realised.

iCAN and ACIN

Industry-wide networks iCAN and ACIN host recruitment networks and outreach programmes to help you reach black and minority ethnic groups.

City Sikh Network, Black Young Professionals Network, and City Hindus

Diversity groups such as City Sikh Network, Black Young Professionals Network and City Hindus offer networking and recruitment programmes to help reach diverse groups.

The Brokerage

The Brokerage helps young people to achieve their career potential by providing experience of work, employability skills and jobs in financial, professional and related services.

Generating Genius

Works to ensure that talented and able students from BAME backgrounds are positioned to excel in STEM careers.

London Insurance Life

The London Market Group (LMG) wants to attract a new generation of talent and is using social media to signpost to the unique and rewarding career opportunities the London insurance market offers. This includes the LIL Bursary scheme offering graduates the opportunity to have 50% of their university tuition fees paid for on entry to the market.

Resources: Recruiting

ACINRecruit

Formed as the talent acquisition arm of the African-Caribbean Insurance Network (ACIN), the social enterprise aims to boost ethnic representation within the insurance industry.

Clear Company

The Clear Company are Diversity and Inclusion specialists, providing inclusive talent management and recruitment consultancy, such as inclusive hiring workshops. Read about work they undertook with [Lloyd's of London here](#).

Green Park

Aims to increase diversity maturity and proficiency at any stage of their inclusion journey.

Rare Recruitment

Has outlined guidelines for a more inclusive hiring practice, following extensive research into the success of candidates from different socioeconomic and ethnic backgrounds.

The 2017 Parker Review

Made some important recommendations for how to improve numbers of leaders from ethnic minorities.

Black Young Professionals (BYP) Network

Empower black professionals around the world to connect with each other and global corporations. They do this by improving black role model visibility and working with corporations to reduce bias in their hiring process.

Resources: Developing

Business in the Community (BITC)

Has created guidance for Executive Sponsors to become visible leaders on ethnicity.

Lloyd's

Has launched the **Accelerate programme** a modular programme to develop minority ethnic future leaders across the market.

City Sikhs

Is an award-winning progressive Sikh charity which helps people to develop their professional careers through networking and mentoring.

Resources: Motivating & Retaining

BITC

Hosts many resources including a toolkit for dealing with racial harassment and bullying.

iCAN Inspire

The insurance industry's first self-service mentoring platform.

Black is...

For further examples of campaigns that engage, motivate and raise awareness of the experiences of others, see Accenture's 'Black is...' video campaign.

Resources: Championing

Dive In Festival

Covered topics such as '**Allyship is a verb that crosses boundaries**' and '**Using White Privilege for Positive Change**'. You can view learning resources and videos **here**.

Delta Alpha Psi

Delta Alpha Psi uses the science of psychology to help leaders get the best out of diversity in their organisations.

5 Things You Can Do To Help The Black Community

A resource created by ACIN on how to be a better ally to the black community.
