

DIVERSITY AND INCLUSION AT THE CII:

PROVIDING LEADERSHIP AND SETTING STANDARDS FOR A DIVERSE AND INCLUSIVE PROFESSION

Promoting D&I within the profession

Phase 1:
Insuring
women's futures

Phase 2:
Insuring futures

Promoting D&I within regional distribution network

Setting D & I
standards

Promoting
diversity within
councils

Providing
guidance and
information

Promoting D&I within the CII

Building an
inclusive
culture

Developing
inclusive
managers

Developing
inclusive
processes

Building the
talent pipeline

PROVIDING LEADERSHIP AND SETTING STANDARDS FOR A DIVERSE AND INCLUSIVE PROFESSION

OBJECTIVES: INTERNAL FOCUS

Leading an inclusive culture

- Link rewards to D & I success
- Introduce transparent data and reporting in support of inclusivity
- Identify and engage role models in promoting an inclusive culture
- Raise diversity awareness and address unconscious bias

Developing inclusive managers

- Develop managers who can lead diverse teams effectively
- Build management skills in line with business needs
- Develop inclusive performance management skills and processes
- Understand and address the impact of unconscious bias

Developing inclusive processes

- Review recruitment processes and communications
- Introduce Family friendly policies
- Enable flexible working
- Ensure promotion and development opportunities are fair and inclusive

Building the talent pipeline

- Support high potentials from diverse groups
- Set management accountability for developing diverse talent
- Develop an inclusive recruitment strategy and review recruitment partners
- Review external communications

PROVIDING LEADERSHIP AND SETTING STANDARDS FOR A DIVERSE AND INCLUSIVE PROFESSION

OBJECTIVES: EXTERNAL FOCUS

Setting standards

- Set standards for D & I within the membership
- Raise awareness around the case for D & I
- Ensure our membership communications and services comply with our own standards

Promoting diversity within councils and Regions

- Communicate expectations for inclusive policies and practices within local institutes
- Ensure local institutes comply with current D & I legislation
- Encourage local institutes to set their own diversity targets for council membership

Providing guidance and information

- Understand how best to support local institutes with their D & I ambitions
- Develop a toolkit to support members within their local institutes and their businesses
- Provide practical materials to support skill development and changing behaviours

Insuring futures

- Through “Insuring Women’s Futures” drive standards for gender parity in insurance
- Promote insurance as a career to a female audience
- Extend the programme to address a wider range of inclusion themes

REVIEWING THE BUSINESS STRATEGY

Purpose

- We are here to build public trust in insurance

Vision

- Working together, as **a united profession**, we will drive confidence in the power of professional standards
- We will become more **relevant, modern and diverse**

Financial sustainability

- Increasing productivity
- Investing for the future

Made simple

- Streamlining and simplifying the organisation and its operations
- Pride of place: becoming a destination employer

Insightful leadership

- Focused on the future
- Leading the profession by example
- Classroom to boardroom

Relevant learning

- Professionalism: promoting competence, integrity and consumer care
- An international profession, collaborating with international partners

Engaged membership

- A profession that is open and rewarding for all
- Working in collaboration and cooperation with others

DIVERSITY AND INCLUSION AS STRATEGIC CAPABILITIES

BUILDING A DIVERSE WORKFORCE AND INCLUSIVE CULTURE WITHIN THE CII

Public profile

- Positive public image as a diverse business partner and an employer of choice
- Leading from the front by meeting our own standards and delivering on commitments

Culture

- Inclusive culture in which everyone feels respected and valued for their contribution and safe to bring their “whole self” to work
- Building a workplace that is open and rewarding for all

Increasing productivity

- Improved performance through higher engagement, lower turnover & absenteeism
- Access to and engagement with the widest potential pool of talent
- Retention and progression of high calibre staff

Creative thinking

- Diversity of perspectives leads to greater innovation, creativity and better problem solving
- New ways of thinking and improved quality of debate

Leading by example

- A workforce which reflects the large, professional organisations we support
- Demonstrating what inclusive behaviours look like

International perspective

- Greater insight and cultural sensitivity due to closer reflection of our diverse client base
- Diversity of skills and experience supporting an international outlook

Future focus

- Greater resilience and ability to navigate the changing environment
- Ability to compete for talent in a changing world of work

TAKING THE LEAD IN PROMOTING DIVERSITY AND INCLUSION WITHIN THE PROFESSION

Public profile

- Building public trust in the integrity and fairness of the profession
- The focal point for defining standards in the profession
- Holding the profession to account for meeting its standards

A united profession

- Positioned to meet today's and future needs
- Membership more representative of the broader profession
- Reflecting the demographics of our customer base

Insightful leadership

- Local institutes looking to us for guidance: high awareness that D & I is part of the future agenda
- Well positioned to take the lead on D & I
- Choose chartered: setting standards of professionalism and excellence

Relevant learning

- Classroom to boardroom: create impact at every stage of members' careers
- Speaking as a partner, supporting their agenda

Engaged membership

- Demonstrating commitment to being open and inclusive to all
- Showing the profession what good should look like
- Working in partnership

DEMONSTRATING OUR COMMITMENT



L&D ACTIVITY 2013-2017

A total of **27 different learning activities with a diversity and inclusion focus** (excluding e-learning) took place between 2013-2015.

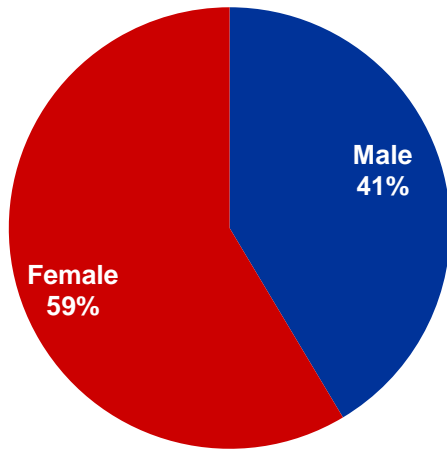
In total **these events accounted for 81 hours of learning delivery and 1,102 hours of staff learning.**

186 different employees completed the Equality and Diversity e-learning module in this same period, in some cases more than once, totalling **a further 93 hours of staff learning.**

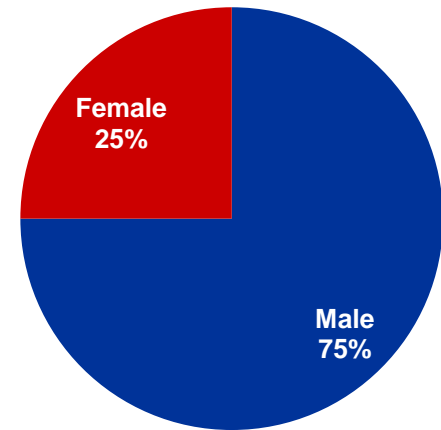
All managers have attended unconscious bias training whilst the executive team have also attended an inclusive leadership training

CII employees 2016 gender split

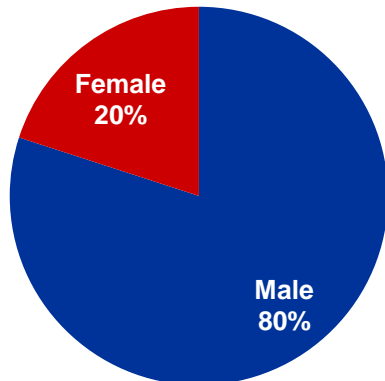
2016 – All employees



2016 – Senior Management team

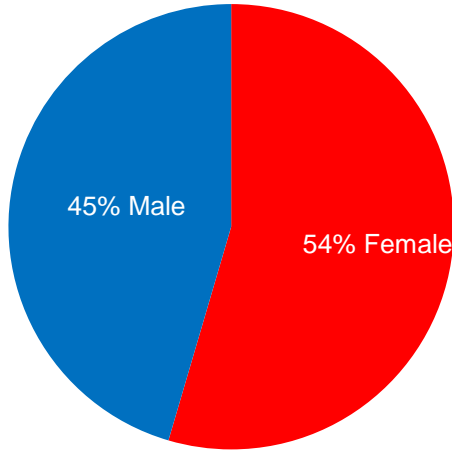


2016 – Executive Management team

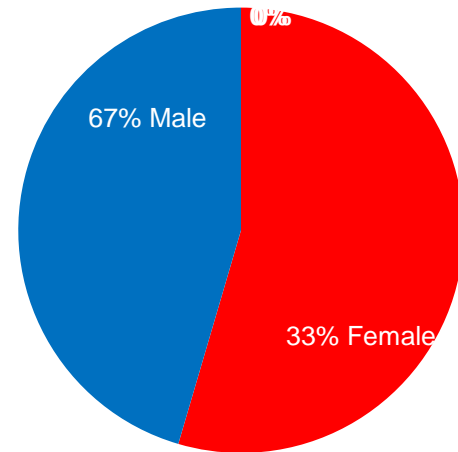


CII employees 2017 gender split

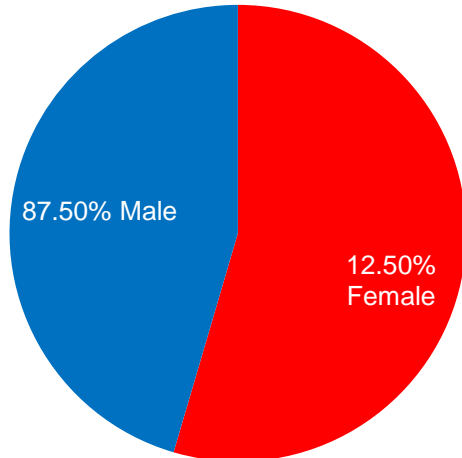
2017 All employees



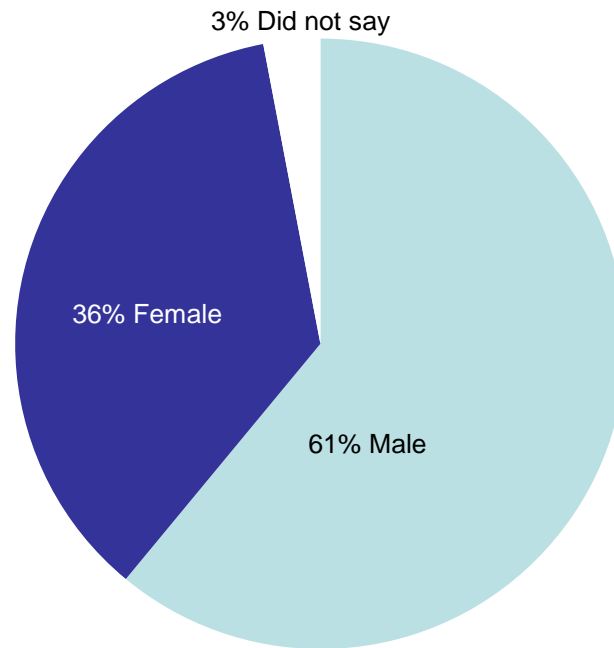
2017 – Senior Management team



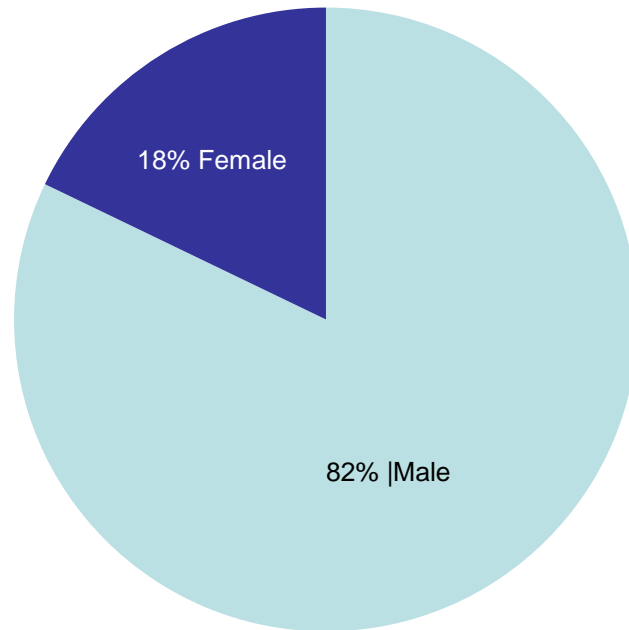
2017 Executive Management Team



Local institute volunteers: gender spilt 2016/17



Representative council: gender split 2016/17



CII Board gender spilt 2017

