



Chartered
Insurance
Institute
Standards. Professionalism. Trust.

Diversity & Inclusion

Guiding principles for key stakeholders



Introduction

As the professional body for insurance and financial planning it is our role to work with our key stakeholders to develop a profession that meets the needs of our consumers which in turn will further help them build business capability for the future.

As the consumer base becomes more diverse and more demanding, the importance of a diverse and inclusive workforce becomes more apparent – giving businesses the ability to anticipate the needs of consumers whilst thinking creatively as well as critically.

In a recent study by PwC, 79% of international business leaders agreed that enhanced customer satisfaction was a core outcome from a diverse and inclusive workforce, with 85% believing it enhanced business performance.

We still have a way to go on our profession's journey to understanding, promoting and realising diversity and inclusion, but wherever you are in your journey there are some steps that we can all take to move further forwards.

These 'guiding principles' provide us with the steps upon which a more diverse and inclusive workplace and customer proposition can be built.

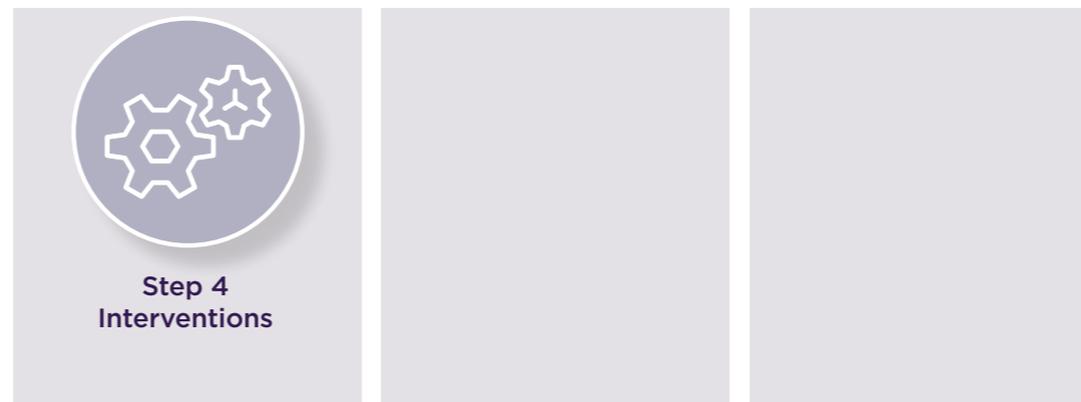
Who is this guide for?

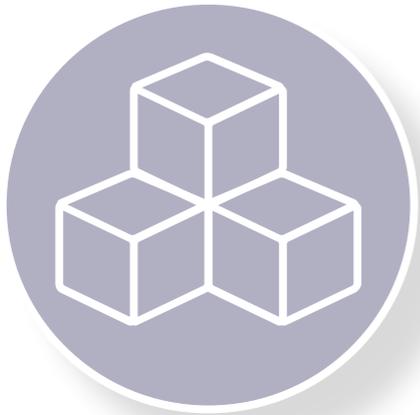
The guiding principles have been developed for CII and PFS Local Institute and Regions, members and CII stakeholders who have accountability or are keen to lead and drive diversity and inclusion initiatives.

Its aims are straightforward and will help your local institute, members and stakeholders to deliver and make progress with diversity and inclusion initiatives.

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The six key steps

Step 1 - The fundamentals

Equality, Diversity and Inclusion Policy

A written policy outlining your principles, approach and intent is a good place to start.

The senior management team should sign this off as acceptance and commitment to the policy.

Socialise and engage your colleagues with the policy and the intentions behind it, be proud that your organisation is committing to equality, diversity and inclusion.

The Equality Act and Protected Characteristics

Know the basics, the do's and don'ts of the Equality Act - refer to our booklets 'Making Inclusion a Reality' and 'Diverse Thinking' they provide an engaging new way to consider some of the protected characteristics.

Leadership

It's not for HR to lead on equality, diversity and inclusion; have an executive sponsor who is genuinely passionate about this and can provide support, insight and guidance. You may not have a budget or a large formal committee to help you on this journey, but an executive sponsor can support with delivering on output and achievements.

Diversity and inclusion should be clearly linked to strategic objectives and behavioural leadership should be evident.

Data

What gets measured gets done! Start with the basics; can you collate, store and analyse the data of your people and your customers?

Ensure data is anonymised when analysed and reported, work out where you are now and think about where you want to be. Start with some basics such as age, gender and ethnicity and if you do have disability, carer data and so forth, report on these and use them to provide you with insight to shape your approach. In other words, your operational plan and strategic focus.

We have a template equality monitoring form - feel free to access and use this and adapt it as required.



The six key steps

Step 2 - Engagement

It is all about engagement, awareness and dialogue, once we have this then over time, it will turn into action and outcomes.

Learning & Development

Consider your compulsory training and ensure that unconscious bias and inclusive leadership training is part of the compulsory training package for your people managers.

It is essential to deliver at least one annual diversity and inclusion training activity for all colleagues in addition to any compulsory training, this could be any of the following as an example; supporting employees with mental health, highlight female talent, assist people with disabilities eg dyslexia.

Consumers are at the heart of all that we do and we should encourage training activity for colleagues to better understand the needs of our consumers, for example; people with dementia, people with autism or people from different cultures.

There are so many areas of focus you can select from - the above examples are simply a starter for ten.

Engagement

There are many opportunities to attend short workshops or conferences which have a diversity and inclusion focus, share these opportunities internally and your executive team alongside your colleagues should attend at least one a year.

Alternatively, the CII would be delighted to attend an internal event to speak about diversity and inclusion.

We encourage you to access our resources on diversity and inclusion, use them in meetings, workshops, conferences - spread the word.

If you run a programme of events, then try to engage a diverse range of speakers and topics and ensure your senior leaders are present.



The six key steps

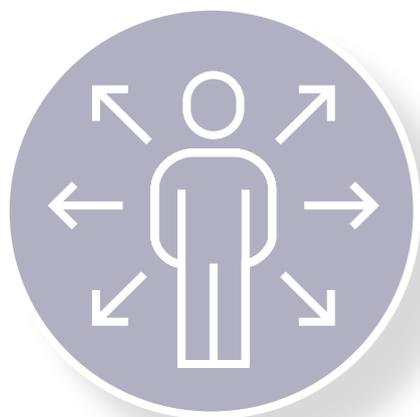
Step 3 - Put equality, diversity and inclusion on the agenda

Equality and Inclusion Impact Assessments (EIAs)

An Equality and Inclusion Impact Assessment (EIIA) is a tool aimed at improving policy development and implementation by ensuring that individuals and teams consider the likely impact of their work on different groups. It involves anticipating the effects of policies, procedures, and functions on different groups and making sure that any negative impacts are eliminated or minimised and opportunities for promoting and advancing equality, diversity and inclusion are maximised. Refer to our Making Inclusion a Reality or Diverse Thinking booklets for guidance on this.

Visibility

Place equality, diversity and inclusion as an agenda item on every Board and Senior Management Team meeting. If it's not already then equality, diversity and inclusion should become an integral part of your organisation's decision-making - make it visible.



The six key steps

Step 4 - Our behaviours

Our professional behaviour

On many occasions we talk about the culture of an organisation and one ingredient to the culture is behaviours - the 'how' we engage and 'how' we do things arounds here. Our interactions and conduct are the heart of inclusion, engaging with each other with dignity, respect and as an individual are all fundamental. We encourage you to reflect on how you like to be spoken with, what language is appropriate or inappropriate, what micro behaviours and body language is acceptable for you.

When you start to recognise the 'how' we can then filter this with our peers, colleagues, suppliers, customers and all relationships we have in the workplace. The cumulative effect creates an inclusive culture.

Our inclusive language document will be a useful source of reference; however, it goes beyond this. Start to call out behaviours and language which may not support an inclusive place.

Lets use this as an opportunity to set the standard of acceptable professional behaviour by starting with our colleagues and then with our suppliers and customers.



The six key steps

Step 5 - Interventions

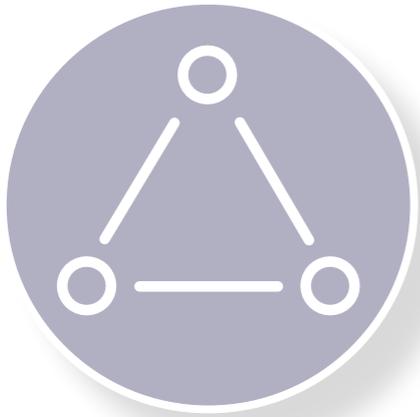
People policies

People policies should be reviewed to ensure they are inclusive and mitigate bias where possible. For example, your recruitment process, end of year review process and reward strategy. Refer to our 'Inclusive Recruitment' booklet for some guidance in this area.

Inclusive language

The language of inclusion is critical, review your internal policies (not just the HR policies) to ensure that the language used is relevant, inclusive and connects with people from diverse communities.

If you use case studies or model examples, aim to have diverse examples. If a clause applies equally to everyone, regardless of their gender identity, then try to use gender neutral language to reflect this.



The six key steps

Step 6 - Our customers and suppliers

People policies

Professionalism, respect and trust are essential ingredients in any working relationship, this is a two-way exchange. Work with your customers and suppliers to ensure they fulfil some of the basic guiding principles with colleagues from your organisation.

Always behave with professionalism, respect and trust with our colleagues regardless of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation, career responsibility.

As we continue our journey we believe that together we can make a difference, we will send you our diversity and inclusion policy and would expect you to do the same as we commit to travel on this journey together.