



Dive

In

The Festival
for Diversity & Inclusion in Insurance

25 – 27 September 2018

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Welcome to Dive In 2018

Dominic Christian

Chair Inclusion@Lloyd's, Global Chairman Aon Benfield International



Looking back to the beginning of the Dive In Festival in 2015, it's nothing short of incredible how far we've come in just four short years. This year will see more than 50 events across 27 countries, unified in the theme of #time4inclusion, as we continue to celebrate a truly unique industry-wide collaboration of motivated firms working towards a more inclusive sector.

When we launched Dive In in London, we knew there was a job to do in raising awareness as to why diversity and inclusion should be front of mind if we are to build a sector fit for the future. We've made tangible progress in terms of our global reach and in fostering greater awareness of the issues. Equality and inclusivity have never been more on the agenda than they are today.

Earlier this year our annual research, Holding up the Mirror, showed that 52% of our respondents in the UK reported a rise in positive D&I culture in their organisations, up from 21% last year. That's something to be proud of. As more people understand that diverse and inclusive teams perform better and drive our ability to innovate, the behaviours of those within the industry start to shift and we attract the talent we need to thrive in an increasingly complex global risk environment.

This year the festival hosts more subject matter experts than ever before, driving our commitment to attendees leaving events feeling equipped with the tools, resources and actions they need to effect real change.

CEOs told us in 2017 that time is the biggest barrier they see to creating more inclusive workplaces; though this may be true in some cases, the rewards from allocating extra time to these initiatives will be felt across our businesses for generations to come. We are bringing the same group of CEOs together again this year to report back on their experiences over the past year, ensuring we remain in touch with our leadership.

Our sector relies on the diverse talent of our people in every corner of the globe, and the continued support the Dive In Festival inspires is testament to an increased appetite to evolve how we serve our clients, how we treat each other, and how we move forwards together.

So thank you to all our sponsors, partners, local support firms, volunteers and everyone involved in making this year happen. Let's keep up this momentum and take the energy and enthusiasm for action back to our businesses to build more inclusive cultures that enable everyone to contribute to their fullest – it's time.



**AIG is proud to sponsor
Dive In 2018, a celebration
of diversity and inclusion
in insurance.**

#BeingYouAIG



For nearly one hundred years, our organization has faced and managed complex risks. Today we provide the risk expertise and financial strength that empowers clients in more than 80 countries and jurisdictions.

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Turning Talk About Diversity into Action

Brian Duperreault
AIG President and CEO



I've never been more convinced of the power of diversity to transform a business. Running companies for the better part of my career, I've learned to listen to the voices that challenge my own and make me see things from a different perspective.

For me, diversity is both the right thing to do and the way to a better business outcome.

This year marks the start of Dive In's campaign to turn 'Awareness into Action' across the insurance sector. AIG is proud to take part in this industry-wide effort.

Within our company, people at all levels are taking action to ensure that diversity and inclusion is part of everything we do, both as an insurer and as an employer.

At a grass-roots level, 19% of our nearly 50,000 global employees are involved

in over 100 Employee Resource Groups (ERGs) in more than 30 countries. It was an honour for me to be part of our ERG Summit this year and hear first-hand about the great work being done. Our ERGs inspire people to think beyond themselves, and I really applaud that. I encourage executives and all employees at AIG to participate – to step up, do their part and make time for activities like this. It represents our culture and who we are.

As leaders, we have to set the example for diversity and inclusion efforts: make it operational, invite people whose views you know will be different into the conversation, and then be prepared to listen.

The collective wisdom that comes from diversity of thought benefits everyone. So let's make it happen.

“The collective wisdom that comes from bringing together diverse perspectives will define our future.”

Diversity is the Engine of Innovation

Spotlight

Netherlands



Marguerite Soeteman-Reijnen,
Global Chief Marketing Officer
Aon Inpoint & Chairman Executive
Board, Aon Holdings



Bianca Tetteroo,
Member of the Executive Board,
Achmea

The Netherlands is primarily a tolerant, multicultural society. The seeds of this tolerance were sowed in the 17th century, the Golden Age of the Netherlands, when diversity – the migration of skilled workers – contributed enormously to the prosperity and culture of our cities and country. According to the latest prognosis by Statistics Netherlands (CBS), the Dutch population will grow to over 18.4 million people by 2060. It will also become a much more diverse culture as a result of increased immigration.

In the workplace, diverse companies have a higher likelihood of financially outperforming their peers. Clients want to work with companies that are transparent and inclusive. Not only do we face challenges of diversity and inclusion, but also added pressure of the new normal of continuous change and innovation. Work as we know it is changing due to advancements in artificial intelligence, shift in demographic make-up etc.

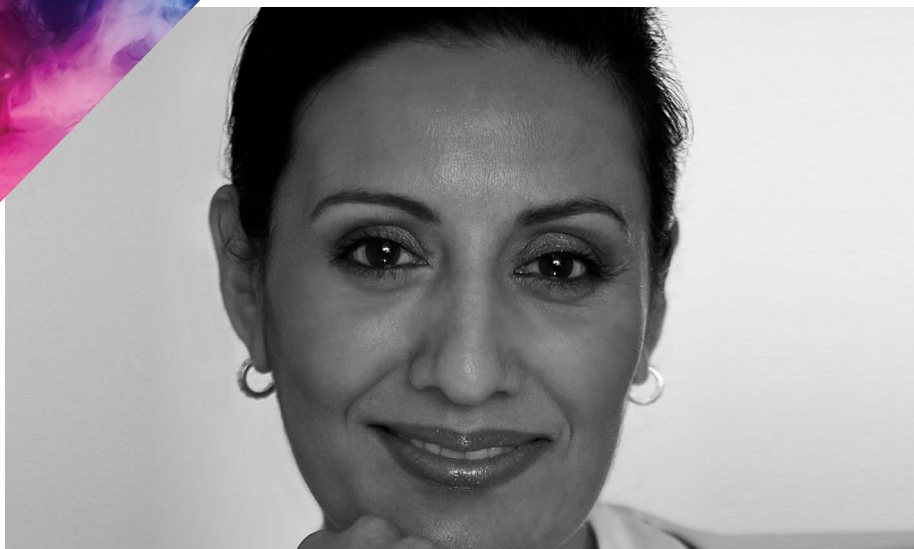
While we wish to retain our existing talent, the new talent we want looks different, has different beliefs and ideas, capabilities and/or grew up in a

different culture from the people who have traditionally fuelled our industry's growth. However, too easily, disruptions and innovation can lead to conflict and fear. The seeds of tolerance need to be continuously sowed to ensure the tulips of tolerance flourish year in and year out.

During the Dive In Festival in the Netherlands, prominent speakers will discuss and provide their perspectives on how progress on diversity and inclusion is made and measured. They will also offer ideas and suggestions on what it takes to leverage changes to accelerate both diversity as well as achieve strategic advantage, driving the future business success of the Netherlands as a whole and the insurance sector in particular.

“In the Netherlands, people are accepted for who they are. This mindset has proven to be a valuable asset, although it also needs to be cherished and managed to ensure that the tulips of tolerance flourish year in and year out.”

**Marguerite Soeteman-Reijnen
& Bianca Tetteroo**



The Starting Point for CEOs

Dr Kamel Hothi OBE

Non-Executive Director

The value of diversity in the workplace is a well-researched business case that is understood by many CEOs. It proves how a diverse workforce brings creativity, innovation and new ways of thinking to your product design and service delivery. It demonstrates the many advantages of matching customer profile to its workforce, resulting in increased productivity. It is evident that the businesses that can stitch its inclusion policies into its strategic growth, will succeed in its ambitions from productivity to staff engagement.

I strongly believe the case for diversity is more about treating others how you would like to be treated, including your customers, regardless of age, disability, gender or sexual orientation. When a workplace values differences and empowers its people with the freedom of

expression, it creates strong loyalty to the company, its brand and, more importantly, to its leaders. This will filter through to your customers and create a win-win for all.

For me, the word diversity has moved onto inclusion and emotional engagement. It is only from the outside that we differ and each of us comes to work with our own stories of challenge, hardships, internal barriers and misconceptions. I feel the time for words has definitely moved to action, and we all need to wake up to this global call.

So where do we start?

• **Develop a clear statement policy on inclusion.** Articulating why, what and how it fits into the company's overall objectives demonstrates a clear stamp of authority by the CEO, board and executives, all sponsoring a call for action.

• **Establish what you want to achieve.**

Understand your baseline and your goals and how you hope to achieve these targets and, more importantly, how they cascade down the line so everyone is clear on what success looks like and why.

• **Create an activation plan.**

This helps to support the objectives for both line managers and those in need of development with clear tracking that can then be included in a scorecard.

I hope that the CEOs attending the Dive In Festival will leave with a sense of determination. I want to encourage them to ask questions of themselves on how much they know their staff, what more they could do to inspire them and how they can take ownership and go the extra mile to enable all to realise their potential.



Step Up: Bringing Diverse Talent into Work

Julie Page
CEO Aon UK Limited

Three months ago, I visited Aon's office in Chelmsford to meet seven young people who were taking part in our Step Up traineeship programme. Step Up is a government-supported scheme providing an eight-week training programme to people aged 19–24 who are not in employment, education or training (NEETs), and helps participants to develop skills in communication, leadership and resilience.

Although we have an established apprentice scheme in place, this was the first year we had run this kind of programme at Aon, and I was incredibly impressed by the young people I met. Although they were at the beginning of their journey, the trainees were enthusiastic, bright and determined to seize this opportunity.

When I met the trainees again, at an end-of-programme presentation, the progress

they had made was amazing: they were articulate and confident, with two trainees giving a great presentation to assembled colleagues and our global CEO. I felt proud and excited by their achievements.

At the end of the programme, the trainees receive two qualifications and the possibility of an offer of employment with the host company. I'm delighted that this year four exceptional trainees have become Aon colleagues.

Schemes like Step Up are fundamental to the continuing success of our industry by tapping into a pool of talent previously hidden from view and enhancing diversity of thought by enabling social mobility. They introduce the world of insurance to people who wouldn't have contemplated a career in our sector, or who thought it was out of reach. This contributes to our commitment to diversity and inclusion, bringing in a new wave of talented young people with

different ideas and experiences, who will play their part in shaking up the status quo and enabling our industry to evolve.

I'm proud of our trainees, but also of Aon's commitment to Step Up; I'm already looking forward to meeting next year's group!

“Schemes like Step Up are fundamental to the continuing success of our industry by tapping into a pool of talent previously hidden from view and enhancing diversity of thought by enabling social mobility.”

PROUD

sponsor of the

DIVE IN FESTIVAL

At Aon we are committed to diversity and inclusion. We know that a diverse workforce means that our teams can better serve our clients, while creating positive social impact for our communities.

Will you join us?

aon.com/unitedkingdom/life-at-aon



AON
Empower Results®

Emerging from Unimaginable Adversity

Martine Wright MBE
Inspirational Speaker



My life changed forever in the London underground bombings of 7/7. It took time for me to assimilate my feelings and to learn that despite the massive trauma that I experienced, I was one of the lucky ones: I survived.

Alongside dealing with the memories that followed the events of 7/7, I took the conscious decision that my life-changing injuries would not define me. Much of what drives me today is the determination to be the best that I can for myself and my family. I choose not to be a victim but to seek opportunities.

Sport is a powerful tool for both personal and societal change. For me, the ability to learn to compete at the highest level in the Paralympic Games has been a huge factor in my personal rehabilitation and has given me with the confidence and

inspiration to extend my horizons and achieve more in life. It has provided me with a sense of achievement, fantastic friendships and an appreciation of hard work.

I have chosen to wear the number seven shirt while representing GB and use the number seven as the basis for my public presentation, the Power of Seven; partly in order to honour the fifty-two people who died in 7/7, but also to give me a personal framework for thinking and acting positively. It is one thing to adopt the right mindset, but another altogether to put thoughts and positive intentions into action.

After my event at this year's Dive In Festival I want attendees to recognise that it is what we do with our choices that determines who we are and how we succeed. I am no different to anyone

attending Dive In, in that I also deal with challenges and require a clear picture to grasp future opportunities. I hope that my Power of Seven talk will help others to reset their horizons, whether in the workplace or in their personal lives.

“After my event at this year’s Dive In Festival, I want attendees to recognise that it is what we do with our choices that determines who we are and how we succeed.”

Glassed In Dive In Festival

Spotlight

Jordan



Aaida Abu Jaber

Head of PR & Marketing at International General Insurance (IGI)

With a united front, women's voices in the Middle East will be heard, and the support needed to make serious change in the region's business sector can be galvanised.

Empowering women at all levels in the workplace and providing them with the right skills to become leaders is the theme behind the 'Glassed In Dive In' Festival hosted by International General Insurance (IGI) in Jordan. The aim of our first ever festival is to harness the strength of the Dive In Festival in the global re/insurance sector, to trigger real action on diversity and inclusion to achieve tangible and sustainable results.

Amman's Glassed In Festival will host an internationally renowned thought-leader and advocate in women's rights and gender equality, who will share her lifetime experience with a diverse audience of female leaders from the senate, civil society and the insurance and business sectors.

Jordan is a small country, rich in talent, history and culture. In the past 70 years, it witnessed many conflicts in the

region that led to the influx of refugees. Jordan welcomed them and now boasts a diverse population of people from different cultural and religious backgrounds.

Like Jordan, IGI is diverse, relying on local talent in its operations and boasts a 50/50 male/female ratio in the workplace.

IGI has partnered with the Jordanian-founded enterprise "The World of Letters", which spearheaded a collective women's movement called Women as Partners in Progress (WPP), led by the voices of Arab women leaders to address gender imbalance in the workplace. Personally, as an active member of the WPP movement, representing the insurance sector, I am committed to addressing gender, equality and inclusion issues in our region.

A series of small changes will lead to big change, and a collection of small good deeds leads to a noble act. When everyone feels responsible, everything can change. By joining the responsibility bandwagon, a truly diverse and inclusive industry can exist.

Chubb is proud to be Gold Sponsor for *Dive In* 2018

Together we are better!

From Europe to Asia to the US, Chubb is the world's largest publicly traded property and casualty insurer, with operations in 54 countries.

With a broad range of commercial and personal insurance products, we combine the precision of craftsmanship with decades of experience to deliver the very best coverage and service to individuals and families and businesses of all sizes.

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Business Success Regardless of Background

David Furby

Regional President, Europe, Chubb



Chubb is proud to be a global sponsor of the Dive In Festival for the second year running, highlighting our continued focus on diversity and inclusion.

Creating a workplace that brings together diverse team members working collaboratively in an inclusive environment is not just the right thing to do – for Chubb, it is a business imperative.

At Chubb, we are committed to the diversification of our workforce as we aim to build a better balance and a more diverse representation at all levels of the company. The approach we are taking fits within our culture and starts with leadership accountability.

Over the past year we have enhanced our work in this space through the formation of regional diversity and

inclusion councils in Europe, Eurasia and Africa (EEA), Asia Pacific and Latin America. In EEA we created a dedicated Diversity and Inclusion role to spearhead our regional strategy and drive leadership and employee engagement. We now have seven employee resource groups focusing on topics from gender equality to wellbeing and mental health.

Diversity, whether in terms of markets, customers, ideas and talent, is an essential part of our business environment. At Chubb we recognise that the mix of our talent and the perspectives this brings helps to keep us competitive, innovative and dynamic.

Anyone who performs and exhibits the right mindset and capability can find success within our company, regardless of background. Our industry has a career path for a wide range of professionals because insurance plays a role and

purpose across all geographies.

We wish all those involved in Dive In 2018 every success. Action is the operative word here – so Dive In and make the most of this opportunity.

“Creating a workplace that brings together diverse team members working collaboratively in an inclusive environment is not just the right thing to do – for Chubb, it is a business imperative.”



The Bottom Line is: Diversity Matters

David Brosnan
Chief Executive, CNA Hardy

Whether it was the requirement to report on the gender pay gap that crystallised the scale of the imbalance in the workforce; the mounting waves of disquiet over the horrors called out by the #MeToo movement; growing momentum of Lloyd's D&I programme; or just years of research that prove that diversity pays; but the penny finally seems to have dropped.

As an industry, those of us who have signed up to the Inclusive Insurance Pledge now have the opportunity to prove that as more diverse companies we are better able to win top talent and improve customer orientation, employee satisfaction, and decision making.

In the US where I am from, there is a linear relationship between racial and ethnic diversity and better financial performance. According to McKinsey, for

every 10% increase in racial and ethnic diversity on the senior-executive team, earnings before interest and taxes (EBIT) rise 0.8%. Racial and ethnic diversity has a stronger impact on financial performance in the US than gender diversity, perhaps because earlier efforts to increase women's representation in the top levels of business have already yielded positive results.

In the UK we have further to go on addressing the gender balance, so the gains are bigger. Here, for every 10% increase in gender diversity, EBIT rises by 3.5%.

So, are we pulling our weight in this joint enterprise to become a more diverse and better performing market?

Like many others, we are to quote the phrase 'on a journey'. We are gold sponsors of the Dive In Festival, we are

training our own D&I leaders internally and we are actively building diversity into the senior team – evidenced by Rhonda Buege's recent appointment as Head of Specialty, Delphine Leroy's as country manager France, and Amandine Motte's as CFO in Luxembourg. But note, we have filled a new leadership role in London with an internal male candidate – we are absolutely not replacing one bias with another.

Now is the time to get this right – not just individually but collectively. Complex problems like this often require the kind of multi-faceted solutions that diverse teams excel at. In my view, diversity is not just a gender or ethnicity issue. It's a business issue.

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Dive In

The Festival for Diversity & Inclusion in Insurance

Working Women in the Kingdom of Saudi Arabia

Spotlight

Kingdom of Saudi Arabia

The Kingdom of Saudi Arabia is embracing its future and is embarking on an ambitious journey of transformation. Vision 2030 outlines the government's strategy for a thriving economy; pledging to build a culture that rewards determination, provide opportunities for all and helps everyone acquire the necessary skills to achieve their goals.

Increasing the involvement of women in the Kingdom's workforce is an integral part of this strategy. The government has set a target of increasing participation of women in the workplace from 22% to 30%. It seeks to provide women in the Kingdom with a unique and exciting opportunity to advance their careers. It is proven that tackling the barriers to women entering the workforce will in turn unlock new opportunities for growth.

Over the past 18 months, there have been many announcements from large organisations in both the government and private sector appointing females in executive, leadership and board of directors positions. The appointments place a clear emphasis on hiring and promoting talent based on competence

and show that women are willing, capable and ready to carry this responsibility.

Dive In Saudi Arabia will hold its inaugural event in Riyadh and seeks to create a friendly, welcoming and aspirational place where attendees can share and learn from inspirational working women. The panel will be hosted by Najla Najm, who is the Principal at Mercer in Saudi Arabia within their career practice, and will feature women including Adeeba Al Tammimi, Employee Health and Benefits Analyst and a future actuary, and Asma AlHarbi, Placement Executive, both from Marsh. The audience will receive advice and tips on career paths in the insurance sector, an understanding of the importance of role models and practical strategies on how to get ahead in the workplace.

Women will play a critical role in the Kingdom's journey to Vision 2030, and its first Dive In event seeks to inspire women to take action and to embrace their career path.



Emma Millar
Marketing and Communications
Leader,
MENA, Marsh



Sagal Awad
Office Manager, Lloyd's



Attracting Diverse Talent, Together

Nick Godson

Director, Oliver James Associates

We're delighted to continue our support as Dive In sponsors, keeping this year's theme #time4inclusion firmly in mind. For the insurance sector to ground its diversity commitments in the day-to-day, businesses need a platform that enables them to collectively explore routes for implementation. Oliver James can think of no better vessel than Dive In – and to aid the movement, we'll be hosting, attending and sponsoring events in Manchester, London, Zeist, Milan, New York, Singapore and more. For us, D&I really is a global affair.

The enormity of the gender pay gap has been a big topic for insurers this year, driving home that it's time for businesses within this space to reconsider their long-term recruitment strategies. Market visibility played an important role in how we've approached the issue, mapping

talent pools and candidate availability to improve balance from the outset of the hiring process. Applying these methods within the Risk & Compliance space has helped to drive a 51:49 ratio in female–male placements – though our work is far from done. We hope to embed inclusive practices in other more challenged areas like actuarial, where senior female appointments sat at just 38% in 2017.

Inclusivity initiatives will certainly be a key focus of our upcoming 'Talent in Insurance' workshops. Marking a second year of collaboration between our in-house teams and external coaching experts, these sessions examine the role of emotional intelligence, unconscious bias and diversity of thought in recruitment.

But it's clear our efforts alone won't solve an issue so intertwined with the industry's culture and reputation. For widespread,

meaningful change to occur, that responsibility must be shared with the businesses at the heart of this sector. It's about defining attraction, engagement and retention in a way that reflects the future of the insurance market.

“Market visibility played an important role in how we've approached the issue, mapping talent pools and candidate availability to improve balance from the outset of the hiring process.”



Strategy Paves the Way for Diversity and Inclusion Action

Nic Nicandrou

Board Sponsor for Diversity and Inclusion, Prudential plc

Prudential is proud to be a Global Gold sponsor of the Dive In Festival. This is an important initiative that in its fourth year is shifting from raising awareness of the business case for diversity and inclusion to encouraging the insurance industry to move to action, and we are delighted to be involved.

For any business, a diverse range of employees and an inclusive working environment are essential for success. At Prudential, we have more than 24,000 employees around the world, from a wide spectrum of backgrounds, experiences and cultures. Diversity is vital to the successful delivery of our strategy.

We take a strategic, long-term approach in this area. We invest in targeted activity across 10 priorities, ranging from unconscious bias training to mentoring and support for a variety of affinity groups.

We aim to ensure that all our employees are treated fairly and feel valued. Our policies support an inclusive culture, sensitive to the needs of our diverse workforce. We protect our employees against discrimination and foster a working environment in which differences are valued.

Our commitment to diversity and inclusion is also supported across our businesses by initiatives such as pay reviews, performance management consistency, training and awareness campaigns. These are aimed at diversifying the pool of potential candidates for roles within the Group.

Prudential's Board monitors progress in diversity and inclusion regularly, reflecting its importance for us. With initiatives such as Dive In, and businesses like ours committed to embracing them, we are confident that

our industry can continue to improve in this crucial area, to the benefit of us all.

“Diversity is vital to the successful delivery of our strategy. We take a strategic, long-term approach in this area. We invest in targeted activity across 10 priorities, ranging from unconscious bias training to mentoring and support for a variety of affinity groups.”

Our people are at the core of what we do

At Prudential we believe that meeting the challenges of our changing world requires a diverse and talented workforce.

That's why we are committed to recruiting and retaining people with a range of backgrounds, skills and experiences.

Prudential is proud to be a **Gold Global Sponsor of the Dive In Festival.**





The Importance of Bringing your Whole Self to Work

Suzanne Liversidge
Partner and Board member,
Kennedys

I seek to use my experience to inspire others to have confidence in themselves. One way I do this is by promoting and encouraging greater senior-level female representation in the industry through the firm's Women in Insurance Network.

As one of the world's most important economic sectors, the insurance industry can play a leading role in influencing change when it comes to diversity and inclusion, and networks with a common goal, such as our Women in Insurance Network, can be hugely impactful.

While both the insurance industry and legal profession have made great strides in improving D&I since I began my career, I feel that the provision of a welcoming work environment will encourage further progression. I'm lucky to be in such a great position now, in

a firm that openly embraces diversity. When I started out in the mid-1990s, that just wasn't the case. I learned the hard way, and only by forcing myself to be myself have I achieved my true potential. The more people are given the space and an inclusive environment to just be themselves, the more successful they will be.

However, in order to ensure that the industry remains a centre of excellence, it needs to attract the best, diverse talent. A more diverse workforce brings with it better perspectives and ideas, which is crucial as we create new products and look to transform legal services for our clients. Organisations that are not representative will be less equipped to relate to clients and their needs and to attract the best talent.

A success for Kennedys has been our UK apprenticeship programme, launched

in 2012, which sees the firm actively recruit from schools and colleges, welcoming people in from the age of 18. This allows us to reach people from a much wider range of backgrounds who more accurately represent the diversity of those we serve. Our apprentices are in high demand internally, as our team recognise the huge benefits they bring with them.

“Organisations that are not representative will be less equipped to relate to clients and their needs and to attract the best talent.”



Supporting **diversity** and **inclusion** in the insurance industry

At Kennedys we know that diversity and inclusivity in our workforce helps us to **make a difference**, for both our clients and employees. We are proud to be the **global gold partner of Dive In 2018** and to support diversity and inclusion in the insurance industry.

Insurance claims and coverage expertise is deeply ingrained in every Kennedys office globally and our lawyers' expert knowledge of the industry means we're the best people to help you navigate challenges. We understand that time is at a premium, which is why we combine specialist technology and commercial perspectives to empower our clients to achieve great things, even when we're not in the room.

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MARSH IS PROUD TO BE A **GOLD SPONSOR** OF THE **DIVE IN FESTIVAL**

At Marsh, working together to make a difference is at the heart of our culture. Through our collective experiences and perspectives, we believe diversity and inclusion are good for colleagues, clients, and, ultimately, our business.

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SOLUTIONS...DEFINED, DESIGNED, AND DELIVERED.



Embracing D&I in the Age of Disruption

Chris Lay

CEO, UK & Ireland



Our world is in the midst of unprecedented change. Rapidly evolving macro-economic and geopolitical risks continue to dominate government and corporate agendas, and the emergence of new technologies is irrevocably altering the ways in which we live and work.

Being 'out' in the workplace, or talking openly about mental health issues, was perhaps unthinkable just a generation ago, amid fear of discrimination. A positive consequence of this age of disruption, as our perceived world gets smaller, is that the global narrative around the ways in which we think about diversity and inclusion (D&I) is evolving at a pace never witnessed before.

A strong – and above all, genuine – commitment to D&I is therefore fundamental for firms aiming to stay relevant to their clients and develop the

solutions they need to continue to be successful. Merely paying lip service to D&I, while failing to create a truly inclusive culture or rewarding the right skills for the job, does not work.

At Marsh, we believe that D&I fosters greater innovation and creates success – not only for the firm, but also for our individual colleagues and clients, and the wonderfully diverse communities we work in. We recognise that collectively our strength lies in our differences, not in our similarities. Different backgrounds, genders, languages, ethnicities, and religions create diverse teams, with colleagues better placed to understand our clients' own diverse needs. We strive to provide a workplace where our colleagues feel valued and are embraced for their uniqueness and individuality.

Marsh is proud to sponsor the Dive In Festival, which over the past four years

has made good progress in raising awareness of the benefits of D&I in the London market, and around the world. Though the insurance industry is experiencing significant technological change, people ultimately still power our business. Dive In's expansion and continued success is testament to our collective commitment to D&I as an integral part of our future.

“At Marsh, we believe that D&I fosters greater innovation and creates success – not only for the firm, but also for our individual colleagues and clients, and the communities we work in.”

Why 2018 is the Year for Action on Inclusion

Pauline Miller

Head of Talent Development and Inclusion, Lloyd's



Since the first Dive In Festival in 2015 there has been an encouraging increase in the number of organisations committing to the diversity and inclusion agenda.

To build on this forward momentum, we must not rest on our achievements. As we move in to the festival's fourth year and reflect on the awareness raised since 2015, it is time to launch our two-year campaign: Awareness into Action in a concerted effort to translate what we understand into new behaviours.

After the global financial crisis of 2008, questions were asked about the leadership, governance and decision making of the businesses and industries hardest hit. Forensic investigations into what went wrong found that low diversity contributed to a lack of board perspective and challenge resulting in poor decision-making and groupthink. Ten years on, we cannot lose sight of these truths in the rearview mirror and urge leaders to be at the forefront of inclusion initiatives to ensure that we foster cultures that will never allow the

same thing to happen again.

In January this year, Blackrock CEO Larry Fink published an open letter with a clear call to action for boards to address diversity, stating: "Boards with a diverse mix of genders, ethnicities, career experiences, and ways of thinking have, as a result, a more diverse and aware mindset." As CEO of the largest global asset manager, this statement has resonated and reverberated across the business landscape, increasing demands for transparency and accountability.

In the insurance industry, the launch of the Inclusive Insurance Pledge in the UK earlier this year is just the beginning of what will be a greater focus on behaviours in our organisations. We want to create a landscape where it's okay to call out negative behaviours, shine a light on what needs to be changed and move forwards together to build more inclusive cultures.

In April, we reported on a higher number of companies taking action in our global, sector-wide research Holding



up the Mirror, at the senior exec level, throughout organisations, and through cross-industry collaboration.

Within the feedback from organisations regardless of size or location, we saw a distinct rise in intersectionality, that is, companies not just looking at one strand such as gender or LGBT alone but tackling inclusion as a whole to drive change. This year's annual theme, #time4inclusion, is a reflection of that,

with the highest number of subject matter experts tailoring events around the positive actions you can take within your organisations.

Further, our CEOs last year pointed out that time is the biggest barrier to achieving an inclusive culture. This theme allows us to address these issues on different levels:

- Time to act on inclusion, not just raise awareness

- Time must be assigned for creating inclusive workplaces
- Time to broaden the perspectives to target inclusion as a whole

All of this contributes to a shared vision to evolve to better serve clients in a more complex global context in which we must operate. The insurance industry is an exciting and varied place to build a career; let's work together to make it a truly inclusive experience for all.



**WE'RE
ALL IN**
for inclusivity

A photograph of three diverse professionals in a modern office setting. A woman with long dark hair, wearing a dark blazer over a white blouse, stands on the left. In the center is a bald man with a friendly expression, wearing a dark suit jacket over a light-colored striped shirt. On the right is a man with short dark hair, wearing a dark suit jacket over a light blue shirt. They are standing in front of a large window with a view of a city. Two brown leather armchairs are visible in the foreground.

Making it
possible for
everyone.

We believe it is right to be a diverse and inclusive firm and that this will help us build better relationships with our clients to give us a competitive edge. We start from the simple premise that talent has no age, race or gender and is not ruled out by disability. In our experience the most diverse teams are the highest performing teams. So for business as well as social reasons we work hard to attract, train and develop a diverse gender, ethnic and social group of people.



www.pwc.co.uk

Invest in Diversity to Meet Client Needs

Jim Bichard

UK Insurance Leader, PwC

As a progressive employer it's essential for us to have diverse and engaged people, which is why our people agenda is at the heart of our firm's business strategy and priorities. At PwC we believe that investing in developing a broad range of skills, experiences and backgrounds is not only the right thing to do; it also puts us in the best position as a commercial business to meet the needs of our clients.

We've turned our diversity and inclusion commitments into actions by introducing a number of key initiatives designed to bring our insurance community together and empower our colleagues to embrace the topic and be part of the change. These are all on top of the wider communities and programmes we run in PwC such as Back to Business for returning mothers and Women in Technology/TechSheCan. The insurance changes have included:

- A women's leadership and mentoring programme with clients, helping our high-potential female talent progress
- Reverse mentoring with clients and within our own practice

- A change of mindset in team and project events to be more inclusive
- Setting goals for diversity in our new Partner admissions
- Talent sponsorship with specific pathways for our emerging female and BAME talent
- Women in InsuranceTech and a number of women in business programmes.
- Support for global diversity and inclusion campaigns such as #pressforprogress and #MentorHer

We also launched a long-term behavioural change programme, 'Open Mind', which aims to address the systemic barriers to diversity. It focuses on tackling the unconscious biases that limit our ability to build an inclusive workplace is a reminder of the business case for diversity; and supports our business leaders in setting local metrics to measure the impact of the actions we take. We partnered with UN Women as one of the founding champions of the HeForShe Impact campaign and have committed to help drive actions that recognise the crucial role of men as partners for women's empowerment and advancement.

To drive progress, we work with a number of organisations to help influence change, inform our business strategy, and recruit from a wide variety of backgrounds. This includes the UK Treasury's Women in Finance Charter and the Chartered Insurance Institute's Insuring Women's Futures programme where Jane Portas, PwC UK partner, is the founder committee member of Insuring Women's Futures. She believes change needs to come through an organisation's governance policies and culture.



We are proud to sponsor this year's Dive In Festival and encourage everyone to make the most of it. This is a unique sector-wide, global event for diversity and inclusion and a great way to raise awareness of the importance and benefits of diversity and inclusion.

“Diversity and Inclusion is integral to the success of our Insurance practice. Along with our clients, we have to keep building a community where everyone feels inspired, empowered and able to achieve their full potential.”



Fostering a Culture of Collaboration

Greg Collins
CEO,
Miller Insurance Services LLP

This year's festival campaign of awareness into action encapsulates where we stand today in our drive for greater inclusion and diversity at Miller, and as we have learned, the key to change is collaboration.

I've always looked at Miller as a community: currently 600+ colleagues around the world who come together to deliver for our clients. We also deliver for each other, with a 'one team' culture at the core of our company values. This approach is no different when seeking to embed inclusive behaviours and helping talent to thrive.

Our Inclusion@Miller group came together in 2016, led by volunteers who wanted to help bring about positive change. This involved a lot of listening, engaging both internally and externally, and challenging a culture that needed modernisation. Earlier this year, we

restructured our Inclusion@Miller committee to bring senior leaders into D&I roles and foster greater opportunities to enact change.

This remains a collaborative effort, however, and open channels of communication are crucial. Ahead of new initiatives we encourage involvement from across our business, and share ideas through focus groups. Updates on our D&I progress feature in all quarterly staff updates. Our monthly Employee Forum is proving a strong platform for dialogue and we launched our Inclusion@Miller portal as our hub for information.

Collaborating with the wider market is also important to us. This year, Miller signed the 'Inclusive Behaviours in Insurance' pledge and for the second year running, we are Gold sponsors of Dive In.

Now is the time for action, and while we've begun to make steps in the right direction at Miller, the next phase for us is exciting. Building on our strategies to achieve broader inclusion goals, we are committed to achieving real, long-term change, together.

“Collaborating with the wider market is also important to us. This year, Miller signed the 'Inclusive Behaviours in Insurance' pledge and for the second year running, we are Gold sponsors of Dive In.”

Miller is proud to sponsor the 2018 Dive In Festival

We are committed to creating an
inclusive workplace where talent can thrive.



We do the right thing



We deliver on our promises



We work as one team

miller-insurance.com

Miller Insurance Services LLP is authorised and regulated by the Financial Conduct Authority


Miller

Power of Language

Katherine Bryant

Executive Coach & Consultant,
The Progress Partnership Limited



The language we use helps to shape our culture. It is not about 'political correctness' but rather the powerful effect our words have on individuals and teams and, therefore, the business's bottom line. Travelers, who are sponsoring this session, recognise the importance of tackling this emotive subject.

I think the fact this session was fully booked in just a few days shows that most of us can relate to the power of language. Everyone I ask can recall something that's been said to them that has stuck for years. Sometimes this is a positive comment and sadly other times it is not.

Language, and the behaviours that stem from it, is at the core of building either an inclusive workplace where all our colleagues and therefore our businesses

can thrive, or a toxic environment that destroys morale, excludes people and stifles performance. It has the power to inspire and motivate, to build trusting relationships and inclusive, high-performance teams that generate outstanding business results, or to create unhealthy conflict and division leading to poor results.

But as our language is often unconscious, many of us are desensitised to it and it is easy to miss the impact it is having on how we are perceived and how we make others feel. In addition to raising awareness of the power of language and how to use it to improve team culture, attendees of this Dive In session will gain insight into the unconscious messages they are sending to clients and colleagues every day. The language triggers that undermine their credibility can be easily corrected and

they will take away a toolkit of changes they can make to empower themselves and others, alongside tips to help create a more inclusive environment.

To maximise business results, we need our workplaces to be enjoyable places where we can thrive as individuals and teams. Language underpins this and it is incumbent on us all to pay attention to it so that everyone feels included and able to contribute their best.

“To maximise business results, we need our workplaces to be enjoyable places where we can thrive as individuals and teams.”

Practical Actions for Everyone's Mental Health

Jen Denby

Inclusion and Diversity Manager, Willis Towers Watson

There is no doubt that mental health was a taboo subject for many years but it now feels like we have reached a turning point. We are seeing conversations about the importance of mental health in many areas: in business, in sport and in schools. People have a greater understanding about the link between their own mental health and physical wellbeing and they see the importance of building resilience in a fast-changing business environment.

The business case for prioritising mental health in the workplace is clear. The World Health Organization found that stress and mental ill-health cost UK business £33 billion and 11.7 million working days annually. They estimate that by 2030, stress will be the number one cause of disease in industrialised countries. We are committed to supporting the mental health of all employees not just because it's the right thing to do but because it's hugely beneficial for staff engagement, productivity and customer service.

Dive In Reigate's event on mental health will seek to raise awareness and increase

understanding of mental health issues but equally provide the practical actions to enable individuals to reach their optimal mental health: mirroring the Dive In Festival's overall campaign to move from awareness into action.

Sharing personal stories of mental health creates an understanding of how honest and open conversations make a huge difference to people's lives. Through conversations, we can begin to remove the stigma that is often associated with mental health that will enable people to talk about their issues without facing prejudice.

Raising awareness is one thing, but equipping people with the tools to improve their mental health is how we can really make a difference. Dive In attendees will be provided with practical exercises to implement in their everyday lives across diet, exercise and time management to maintain good mental health. We can forget to look after ourselves but there are simple steps to help integrate good practices and turn them into good habits.



“The business case for prioritising mental health in the workplace is clear.”



LLOYD'S

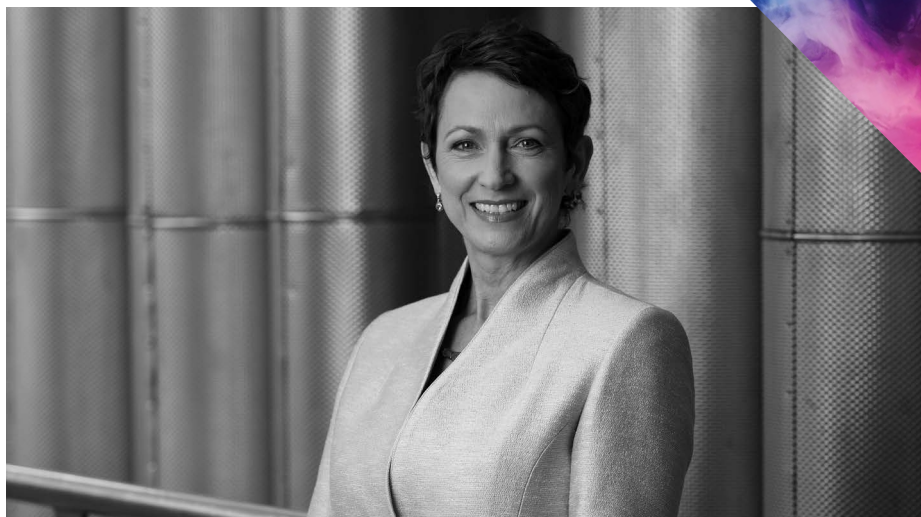
Celebrating inclusive progress at Lloyd's

**Proud to be sponsoring Dive In as we celebrate
how far we've come and take action for the future**

**lloyds.com/celebratinginclusiveprogress
#CelebratingInclusiveProgress**

Accelerating Innovation Through Talent

Inga Beale
CEO, Lloyd's



The growth of Dive In reflects an important culture change across the global insurance sector, with diversity and inclusion now at the top of boardroom agendas. This fourth Dive In Festival demonstrates how far-reaching the initiative's influence is, enabling our sector to join together to celebrate individuality and difference, in whatever form that takes.

This year, the Dive In theme of #time4inclusion highlights the critical shift that needs to happen across the sector, moving us from awareness into action. The world is changing rapidly, and in the next decade the skills required by professionals in the insurance sector will look very different to today, as the impact of the digital revolution escalates and establishes new demands on insurance professionals.

For Lloyd's, this means looking at new ways of working. That's why we've launched the Lloyd's Lab, a new innovation accelerator that is bringing in tech talent from around the world with different ways of thinking and fresh ideas to challenge the way we do things.

We are committed to redefining how we use technology to better serve our customers in an increasingly hyperconnected, digital world. Creating a culture that values diverse thinking is essential if we are to ensure this new tech talent feels welcome and included

Lloyd's is also taking action to achieve a more inclusive environment through a number of initiatives, including as a founding signatory of the sector-wide Inclusive Behaviours Pledge launched earlier this year, which commits CEOs to taking action within their own

organisations if their employees are not treated with dignity at work. As a sector, insurance has come a long way, but it is now time to take action to ensure that talented individuals – whatever their background – see our profession as an inclusive place where they are empowered to succeed.

“This year, the Dive In theme of #time4inclusion highlights the critical shift that needs to happen across the sector, moving us from awareness into action.”



Intentional Change to Drive Inclusion and Diversity

Nicolas Aubert
Head of GB, Willis Towers Watson

We are proud to be a gold sponsor of Dive In for the fourth year running. At Willis Towers Watson we have a longstanding commitment to supporting inclusion and diversity across our company and the wider industry and are fully supportive of this year's theme 'Awareness into Action'.

Nicolas Aubert Top Tips

- Establish a long-term sustainable inclusion and diversity plan that contains strategies to increase underrepresented talent across all levels of the company, including leadership. Make sure there is a level playing field that creates opportunity for everyone and builds a welcoming and creative business environment.
- Create an inclusive environment for everyone. Leverage networks to help everyone feel valued for the different perspectives, skills and experiences they bring to the

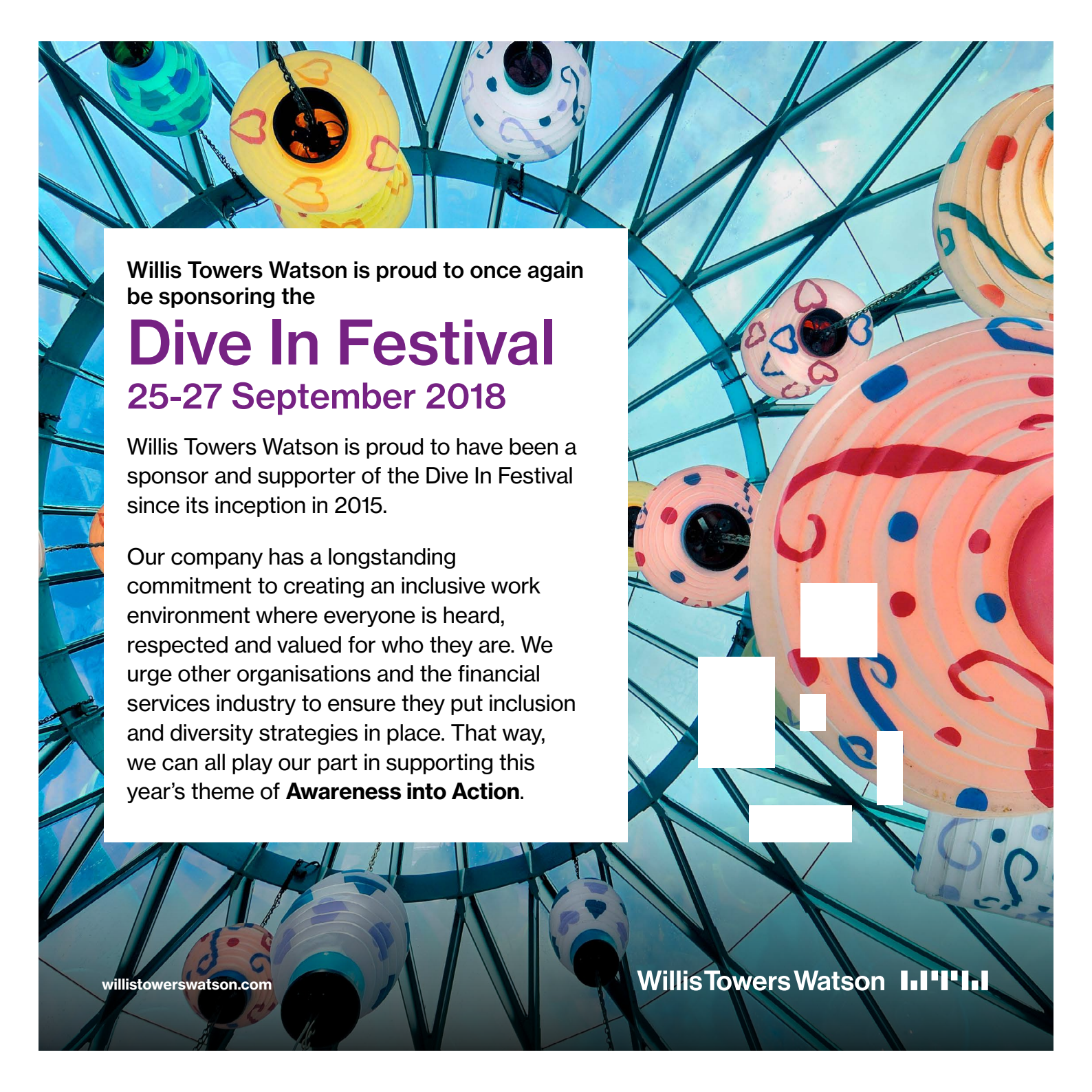
table. At Willis Towers Watson, we have five networks in GB: Workability, Women & Supporters, LGBT+, Multicultural and Young Professionals. Membership across the networks continues to grow year on year; for example, our Workability network in GB has grown to over 600 members. They have worked hard to get health-related issues such as mental health on everyone's radar, and the fact that we now have over 50 mental health champions in GB, trained and ready to support any colleague who wishes to talk in confidence, is a testament to their success.

- Develop the pipeline for underrepresented talent by increasing access to qualified, diverse sourcing pools and by fully adopting inclusive hiring practices.
- Educate colleagues about issues such as workability, mental health and unconscious bias to encourage objectivity and broad thinking throughout the hiring process.

Looking to the future

It is not only the business environment but society as a whole that continues to evolve. It is essential, not only for business growth but also for the future of our industry that we continue to welcome and support people, whatever their background or circumstances. Many of our colleagues are carers, either for children or elderly parents – sometimes both. They need to have a flexible environment in which they can continue to flourish and feel supported. And for colleagues who are not carers, they still value flexibility and freedom to manage their work-life balance in a way that works for them. Willis Towers Watson has a long history of supporting its colleagues from all walks of life and urges other organisations and the wider industry to do the same. In that way, we can all play our part in turning Awareness into Action.

We look forward to seeing you at this year's Dive In Festival.



Willis Towers Watson is proud to once again
be sponsoring the

Dive In Festival

25-27 September 2018

Willis Towers Watson is proud to have been a
sponsor and supporter of the Dive In Festival
since its inception in 2015.

Our company has a longstanding
commitment to creating an inclusive work
environment where everyone is heard,
respected and valued for who they are. We
urge other organisations and the financial
services industry to ensure they put inclusion
and diversity strategies in place. That way,
we can all play our part in supporting this
year's theme of **Awareness into Action.**

Building Resilience in the Face of Adversity

Gian Power

Founder, TLC Lions



I was 23 years old when I began leading an international investigation into my father's murder. Losing my number one role model forced me to embrace adversity and learn coping mechanisms to remain positive during the worst times in life. My personal experience spurred me on to set up TLC Lions, to support others by bringing together relatable role models and pave the way for more emotional and inclusive leaders.

A former leader of mine remained calm in the face of challenges and this spread to the rest of his team, resulting in clearer decision-making, more efficient results and the challenges being overcome much quicker. When situations are out of our control, we can still change our behaviour. If you can embrace uncertainty and see it as an exciting opportunity to overcome, rather than a barrier, you can even thrive on challenges and become ready for the next.

In a world where unexpected events can overturn our personal and professional lives without warning, resilience is essential.

Here are my top strategies for honing this craft:

1. **Self-care.** High flyers in business, entrepreneurs, athletes and academics all have a form of routine that helps them to perform. Once you identify what makes you happy, turn these activities into 'non-negotiables'. This could be exercising regularly or meditating daily so that you can be more productive, motivated and determined.

2. **Surround yourself with the right people.** It is often said that we are the average of the five people we surround ourselves with. It is important to minimise people who take away from your strengths and learn from those who bring out the best version of yourself.

3. **Keep going.** There is no easy route to success. I believe you have to persevere through the challenges and know achieving your goal will be worth it. Our dreams only work if we do!

4. **Be courageous.** Ask the question because if you don't ask, you don't receive. The worse response you can get is a no. You can then learn from this and move on.



Confronting Misconceptions in the Modern Workplace

Spotlight
Switzerland

Switzerland is one of the smaller countries in Europe, yet it is far more diverse than the postcards might suggest. The country is divided into 26 regionally autonomous federal states, which are very different from one another with varying customs, practices, languages and dialects. In a country of just over 8.5 million people, there are four official languages: German, French, Italian and Romansh. In addition, one in four residents are foreign nationals.

However, a recent survey by The Swiss Federal Statistical Office revealed that one third of the Swiss population still feel uncomfortable around people perceived to be different. As we all know, diversity of people and thought is key to facing the challenges in the modern workplace. So how do we confront this misconception? This is where initiatives like the Dive In Festival come in. Through the festival's

2018 theme, #time4inclusion, and Zurich's event, 'Surviving or Thriving: creating a diverse and healthy workplace culture', we can share best practice and see the positive effect of global collaboration.

People are our most important asset, and one of the ways we can be our best is by empowering diverse talent, benefiting from different perspectives and ideas that mirror our customers and their varied needs. We know this isn't just a nice-to-have, but a business imperative.

In keeping with the Dive In campaign to move from awareness into action, we need to focus on the fundamentals to better equip our leaders and employees with the knowledge and capabilities needed to strengthen diversity and inclusion. This will positively impact our customers, communities, shareholders

and employees. At Zurich Insurance, our D&I mandate is evolving, and today is focused on not only partnering with our business units to deliver key initiatives, but creating awareness and collaborating with our D&I champions worldwide to leverage our internal pockets of excellence.

Kate Hughes, Group Head of Organizational Health, Zurich

“As we all know, diversity of people and thought is key to facing the challenges in the modern workplace.”

DIVERSITY AND INCLUSION IS EVERYONE'S ~~PROBLEM~~ OPPORTUNITY

**AT ZURICH, WE ARE PROUD
TO BE SPONSORING DIVE IN.**

We are re-inventing the world of work, making it more diverse and inclusive to all, one step at a time.

Each hurdle is a chance to grow.
Each change is a positive push in the right direction towards an inclusive environment.

The time for talking has passed;
Now, we are acting.

**#INCLUSIVITYPLEDGE
#LIFEATZURICH**



THERE IS NO
DIVIDING LINE



**WE'RE
ALL IN**
for inclusivity



ZURICH[®]

Establishing Inclusion Strategies from the Top

Steve Collinson
Head of HR, Zurich UK



Zurich is proud to support Dive In 2018, the annual festival for diversity and inclusion in the insurance sector.

As a leading insurance company, we're committed to improving diversity and inclusion across our organisation, ensuring that every employee has the opportunity to fulfil their potential. We foster an open, respectful, diverse and inclusive workplace because it's the fair and right thing to do and it's also a business imperative.

The insurance industry is a brilliant place to build a career. The work is varied, intellectually stimulating and is a key underpin to the UK economy. In order to ensure the UK remains a centre of insurance excellence, we need to attract the best, diverse talent. Diversity comes from gender, race, sexuality, age, (dis)

ability and religion. Our customer base embodies all these characteristics and in order to serve them best, we are working to ensure a better and more reflective balance across our employee population.

At Zurich we're creating a work environment where people feel safe, respected and free from discrimination. As part of our commitment to diversity and inclusion, we recently spearheaded the launch of the Inclusive Behaviours Pledge, designed to change behaviours and create a culture where inclusive behaviours are the norm and where everyone is accepting of diversity. The pledge addresses all forms of potential discrimination in the workplace and sets out a clear framework of desired behaviours for leaders and their employees in the workplace and with suppliers and customers. We thank those CEOs who have already given

their support to the Inclusive Behaviours Pledge and urge other organisations to sign up today www.inclusiveinsurancepledge.co.uk.

Dive In is a great opportunity to celebrate collectively the journey we're on to make the insurance sector fit for the future. Together we can create a truly diverse and inclusive industry, welcoming people from different backgrounds and valuing the contribution they can make to our industry.

“At Zurich we're creating a work environment where people feel safe, respected and free from discrimination.”

Events: UK

Friday 21 September 2018

| Time | Venue | Event |
|---------------|---|---------------------------|
| 08:00 – 09:45 | Eversheds Sutherland, Bridgewater Place, Water Lane, LS11 5DR, Leeds, United Kingdom | Who Do You Think You Are? |

Tuesday 25 September 2018

| Time | Venue | Event |
|---------------|--|---|
| 08:30 – 10:00 | Willis Towers Watson, 51 Lime Street, London, United Kingdom | Dive In Launch Event: Awareness to Action: The Ripple Effect |
| 08:30 – 10:10 | Royal Bank of Scotland, 1 Hardman Boulevard, M3 3AQ, Manchester, United Kingdom | Embracing Diversity for Improved Business Results |
| 10:00 – 11:30 | Lloyd's, Fidentia House, Walter Burke Way, ME4 4RN, Chatham, United Kingdom | Lee Spencer: The Rowing Marine |
| 11:00 – 12:30 | Allianz, 60 Gracechurch Street, EC3V 0HR, London, United Kingdom | Tackling Trans* Inclusion in the Workplace |
| 12:30 – 14:00 | Suite 1, Birmingham Repertory Theatre, 6 Centenary Square, B1 2EP, Birmingham, United Kingdom | Now You See Me |
| 13:00 – 14:30 | QBE, Plantation Place, 30 Fenchurch St, London, United Kingdom | Global Inclusion is a Myth: The Ultimate Debate |
| 13:00 – 14:30 | Miller, 70 Mark Lane, London, United Kingdom | Part of the Team – Creating an Open, Empowering and Inclusive Workplace |
| 15:00 – 16:00 | Lloyd's, Old Library, 1 Lime Street, London, United Kingdom | The Power of Language and its Impact on your Business |
| 15:30 – 17:30 | Mills and Reeves, 1 New York Street, M1 4AD, Manchester, United Kingdom | Practical Actions to Manage Stress and Anxiety in the Workplace |
| 18:00 – 20:00 | MS Amlin, The Leadenhall Building, Leadenhall Street, EC3V 4QT, London, United Kingdom | Thinking the Unthinkable with Nik Gowing and Chris Langdon |
| 18:00 – 20:00 | XL Catlin, 20 Gracechurch Street, London, United Kingdom | Festival of the Future |

Wednesday 26 September 2018

| Time | Venue | Event |
|---------------|--|---|
| 08:30 – 10:00 | Lloyd's, One Lime Street, EC3M 7HA, London, United Kingdom | Change Makers |
| 08:30 – 10:00 | AIG, 4th Floor, 201 Deansgate, M3 3NW, Manchester, United Kingdom | Workshop on Inclusive Recruitment Practices |
| 11:30 – 12:30 | Aon, The Leadenhall Building, 122 Leadenhall Street, EC3V 4AN, London, United Kingdom | Social Mobility is the Key to Unlocking Diverse Talent: Challenging Recruitment Norms |
| 12:00 – 13:30 | Willis Towers Watson, Watson House, RH2 9PQ, Reigate, United Kingdom | Mind Matters |
| 12:00 – 13:30 | DWF, One Snowhill, Snow Hill Queensway, B4 6GA, Birmingham, United Kingdom | Leading Authentically: A Panel Discussion – Lunch Session |
| 12:30 – 14:15 | Miller, 70 Mark Lane, EC3R 7NQ, London, United Kingdom | Best of the Best – How to be the Best Family-Friendly Organisation you can be |
| 13:00 – 14:30 | Willis Tower Watson, 51 Lime Street, EC3M 7DQ, London, United Kingdom | I Woke Up Late and my Life Changed Forever |
| 13:00 – 15:00 | Manchester Chamber of Commerce, Elliot House, 151 Deansgate, M3 3WD, Manchester, United Kingdom | The Power of Inclusion |
| 14:30 – 16:00 | Lloyd's, Fidentia House, Walter Burke Way, ME4 4RN, Chatham, United Kingdom | From Adversity to Gold Medal Champions |

| Time | Venue | Event |
|---------------|---|--|
| 16:00 – 18:00 | Aspire, 2 Infirmary Street, LS1 2JP, Leeds, United Kingdom | Predicting the Future of the Workplace |
| 16:30 – 19:00 | Lloyd's, Fidentia House, Walter Burke Way, ME4 4RN, Chatham, United Kingdom | Awareness to Action – Meet the Local Charities |
| 18:00 – 19:30 | Beazley, Plantation Place South, 60 Great Tower Street, EC3R 5AD, London, United Kingdom | Perceptions of Success |
| 17:00 – 19:30 | Zurich Insurance, 70 Mark Lane, EC3R 7NQ, London, United Kingdom | ASSET Speed Mentoring |
| 18:00 – 20:00 | Markel, 20 Fenchurch Street, EC3M 3AZ, London, United Kingdom | Becoming Yourself: Staying True to your Identity |

Thursday 27 September 2018

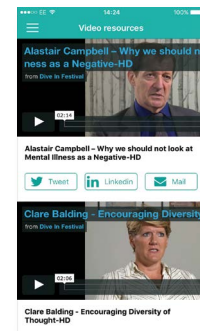
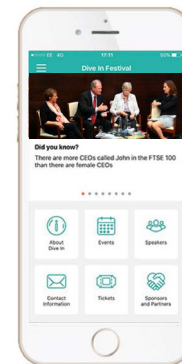
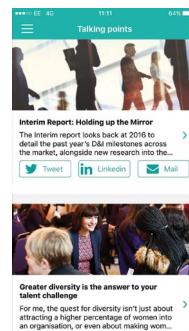
| Time | Venue | Event |
|---------------|--|--|
| 08:30 – 10:00 | Prudential, Laurence Pountney Hill, EC4R 0HH, London, United Kingdom | Mental Health: What's your Story? |
| 08:30 – 10:00 | Marsh, 1 Tower Place, Lower Thames Street, EC3R 5BU, London, United Kingdom | Mind the Diversity Gap |
| 08:30 – 10:00 | Oliver James Associates, No.1 Spinningfields, Hardman Square, M3 3EB, Manchester, United Kingdom | Journey Through Parenthood |
| 10:00 – 11:00 | Lloyd's, Fidentia House, Walter Burke Way, ME4 4RN, Chatham, United Kingdom | What is Autism? |
| 11:00 – 12:30 | Allianz, 60 Gracechurch Street, EC3V 0HR, London, United Kingdom | Stories from the Stonewall 100 |
| 12:00 – 14:00 | The Lighthouse, 11 Mitchell Lane, G1 3NU, Glasgow, United Kingdom | The Power of Inclusion |
| 13:00 – 14:30 | Miller, 70 Mark Lane, EC3R 7NQ, London, United Kingdom | The Anatomy of Inclusion |
| 13:00 – 14:30 | JLT, The St Botolph Building, 138 Houndsditch, EC3A 7AW, London, United Kingdom | Resilience: Facing the Unpredictable |
| 13:00 – 14:30 | Kennedys, 3rd floor, Churchgate House, 56 Oxford Street, M1 6EU, Manchester, United Kingdom | BAME: Breaking Down Barriers Around Career Progression |
| 15:00 – 16:00 | Lloyd's, Fidentia House, Walter Burke Way, ME4 4RN, Chatham, United Kingdom | BLESMA – The Limbless Veterans Charity |
| 15:45 – 17:00 | PricewaterhouseCoopers LLP, No.1 Spinningfields, Hardman Square, M3 3EB, Manchester, United Kingdom | 1 Hour Wellbeing Taster Session: Managing Thoughts About the Future – Worry and Anxiety |
| 16:00 – 18:30 | Standard Life House, 30 Lothian Road, EH1 2DH, Edinburgh, United Kingdom | Dive In Edinburgh – Is Insurance and Long-term Savings Risking the Future? An Evening With Sanjeev Kohli |
| 18:00 – 21:00 | Aon, The Leadenhall Building, 122 Leadenhall Street, EC3V 4AN, London, United Kingdom | Dive In Grand Finale: An Evening With Sir Lenny Henry |

Download the Dive In App

Download the official Dive In Festival app for iPhone and Android.

- Explore events
- Register and manage your tickets
- Keep up-to-date with live social feeds
- Discover D&I learning resources

Download now and play your part:



Events: Europe, Middle East & Africa

Tuesday 25 September 2018

| Time | Venue | Event |
|---------------|---|---|
| 08:30 – 11:00 | Auditorium Sony 15 rue Jean Jaures, 92800 Puteaux, Paris, France | Parité: Pari d'avenir |
| 10:00 – 13:00 | Al-Faisalia, Riyadh, Saudi Arabia | Empowering Women in Insurance: Building on Momentum |
| 12:00 – 17:30 | Achmea Congrescentrum, Handelsweg 2, Zeist, Netherlands | Dive In The Festival, the Netherlands |
| 14:00 – 17:30 | Industrie- und Handelskammer, Ludwig-Erhard-Saal, Börsenplatz 4, 60313, Frankfurt, Germany | Diversity, Why Integrating People from Different Cultures into our Work and Private Life Makes Us Stronger. What are the Prerequisites for this to Succeed? |
| 16:00 – 20:00 | Fintech District, Via Sasseti 32, Milan, Italy | Dive In Festival Milan: Day I |
| 17:00 – 20:00 | Auditorium at Zurich Insurance, Hagenholzstr. 60, 8050, Zurich, Switzerland | Surviving or Thriving: Creating a Diverse and Healthy Workplace Culture |

Wednesday 26 September 2018

| Time | Venue | Event |
|---------------|--|--|
| 08:00 – 14:00 | Bowman's Auditorium, 11 Alice Lane, Sandton, Johannesburg, South Africa | Time 4 Inclusion |
| 09:00 – 13:00 | Piazza Gae Aulenti 8, 20124 Milano, Milan, Italy | Dive In Festival Milan: Day II |
| 09:00 – 11:00 | Les Salons Hoche, 9 Avenue Hoche, Paris 8è – Salon Vendôme, Paris, France | Insurance & Diversity: Where is France at? |
| 10:00 – 12:00 | Grand Hyatt Amman, Amman, Jordan | 'Glassed In Dive In' |
| 12:00 – 14:00 | Hogan Lovells, Paseo de la Castellana, 36-38, 9ª planta, 28046. Madrid, Spain | Un paso más hacia la Inclusión y la Diversidad: Es el momento de pasar a la acción |
| 15:30 – 17:00 | Auditorium Tour Allianz One Esplanade Sud Quartier Michelet 1 cours Michelet 92800 Puteaux, Paris, France | How to Balance Career Development and Parenthood |
| 16:00 – 17:30 | Swiss Re, Twin City B, Mlynske Nivy 12, Bratislava, Slovakia | Multi-Generational Inclusion |
| 17:30 – 21:00 | Auditorium at Swiss Re Next, Mythenquai 50, Zurich, Switzerland | Surviving or Thriving: Creating a Diverse and Healthy Workplace Culture |

Thursday 27 September 2018

| Time | Venue | Event |
|---------------|--|--|
| 08:00 – 10:00 | The Printworks Suite, The Morrison Hotel, Ormond Quay Lower, Dublin, Ireland | Action for Excellence in Diversity & Inclusion |
| 08:00 – 11:00 | Capital Club, Gate Village 3, Urban Gardens, Level 4, Dubai, United Arab Emirates | Unconscious Bias Awareness Session |

21 September & 11 October 2018

| Time | Venue | Event |
|---|--|--|
| 21st September 13:30 – 17:00 | Cinema Nowy Horyzonty, Kazimierza Wielkiego 19a-21, 50-077 Wroclaw, Poland | Diversity in Business With Top-Notch Industry Leaders and CEOs |
| 11th October 15:00 – 18:00 | Allianz Auditorium, Haus 2, Fritz-Schäffer-Straße 9, 81737, Munich, Germany | Dive In Festival Germany, Munich |

Events: Asia Pacific

Tuesday 25 September 2018

| Time | Venue | Event |
|---------------|---|---|
| 12:00 – 14:00 | QBE Office, Level 5, 2 Park Street, NSW 2000, Sydney, Australia | Out in the Workplace: The Power of LGBTIQ+ Inclusion |
| 14:00 – 16:00 | Beijing Office, Beijing, China | Developing Cross-culture Skills |
| 14:00 – 15:30 | Seminar Room A,B, and C, Kamiyacho MT Bld. 11F 4-3-20, Minato-ku, Tokyo, Japan | The Business Case for Diversity & Inclusion |
| 14:30 – 18:30 | Grid AKL, Auckland, New Zealand | The Mental Health Stigma: Ignorance or Unconscious Bias? |
| 16:00 – 20:00 | Doltone House, 3/181 Elizabeth St, Sydney, Australia | Stories to Inspire Change – Turning Adversity into Opportunity |
| 17:00 – 19:00 | Seminar Room A,B, and C, Kamiyacho MT Bld. 11F 4-3-20, Minato-ku, Tokyo, Japan | AWalking the Talk: Employee Engagement in Diversity and Inclusion |

Wednesday 26 September 2018

| Time | Venue | Event |
|---------------|--|---|
| 07:00 – 09:30 | Must Wine Bar, Perth, Australia | Mental Health for Life |
| 08:30 – 10:30 | Aon Offices, Melbourne, Australia | Inclusive Leadership |
| 08:30 – 11:00 | Bld.6 Rm301 Sophia University, Tokyo, Japan | Women in the Insurance Industry |
| 12:30 – 14:30 | Willis Towers Watson, Sydney, Australia | Time for Inclusion |
| 13:30 – 16:00 | Bld.6 Rm301 Sophia University, Tokyo, Japan | Work-Life Balance for Diversity & Inclusion |
| 14:00 – 17:00 | Shanghai Puxi, Shanghai, China | Dialogue in the Dark |
| 15:00 – 21:00 | The Glasshouse @ Andaz Singapore, 5 Fraser Street, 3rd Floor, 189354, Singapore | Awareness into Action |
| 16:00 – 18:30 | Zurich Offices, 5 Blue Street, North Sydney NSW 2060, Sydney, Australia | Remaining Relevant: Diversity in Business is the Key to Success |
| 17:00 – 19:00 | Bld.6 Rm301 Sophia University, Tokyo, Japan | Building an Inclusive Organisation |

Thursday 27 September 2018

| Time | Venue | Event |
|---------------|---|--|
| 07:30 – 09:00 | JLT Offices, Level 37, Grosvenor Place, 225 George Street, Sydney, Australia | Waking up to Mental Health: An Open Conversation with Lifeline Chairman John Brogden and Specialist Psychologist Greg Prescott |
| 07:30 – 09:00 | Hilton Hotel, 233 Victoria Square, Adelaide SA 5000, Adelaide, Australia | Inclusive Leadership |
| 09:00 – 12:00 | The Grove, Brisbane, Australia | Diversity Doesn't Stick Without Inclusion |
| 12:00 – 14:00 | The Establishment, Sydney, Australia | Future of Work |
| 14:00 – 16:00 | Shanghai, China | Gender Differences and Leadership |
| 15:00 – 20:00 | River Room & Club 23, 8 Whiteman Street, Southbank, Melbourne, Australia | Gender vs Multiculturalism – the Unconscious Bias Debate |
| 15:30 – 19:00 | Marsh Offices, One International Towers Sydney, 100 Barangaroo Avenue, NSW 2000, Sydney, Australia | Aboriginal and Torres Strait Islander Inclusion: Time for Action |
| 16:30 – 18:30 | 20 Customhouse Quay, Wellington, New Zealand | Creating an Environment for Inclusion |
| 17:00 – 18:30 | Sophia University Central Library (L-911), Tokyo, Japan | Disability and Mental Health in the Workplace |
| 17:15 – 20:30 | 235 St Georges Terrace, WA 6000, Perth, Australia | Cultural Diversity Within the Insurance Industry |
| 18:40 – 20:40 | 13 building (Fukuda-ya building), Sophia University, Tokyo, Japan | Get-together |

Events: Americas

Tuesday 25 September 2018

| Time | Venue | Event |
|---------------|--|---|
| 09:00 – 11:00 | Council of Insurance Agents and Brokers (CIAB), Washington DC, United States | Effectively Handling Microaggressions |
| 09:30 – 11:00 | Auditorio do IRB, Rua Marechal Camara 171, Centro, Rio de Janeiro, Brazil | Executive Women in the Insurance Market |
| 13:00 – 15:00 | O'Hara House, One Bermudiana Road, Hamilton, Bermuda | A Worldview Intelligence Approach to Building and Strengthening Diversity and Inclusion in our Organisations – Part 1 |
| 16:00 – 17:30 | The Union League of Philadelphia, Philadelphia, United States | Real Talk |
| 16:00 – 17:30 | The Union League of Philadelphia, Philadelphia, United States | Special Report: 'The Journey of African American Insurance Professionals' – A Diversity Story |
| 16:00 – 19:00 | AIG, New York City, United States | Awareness into Action: Courageous Conversations and Allyship – Cocktail Evening |
| 16:00 – 17:30 | J. Erik Jonsson Central Library, O'Hara Hall, 7th Floor, Dallas, United States | Three Martini Lunch and the Post- <i>Mad Men</i> Era: The Insurance Industry Then and Now |
| 16:30 – 19:30 | Conrad Miami, Miami, United States | Diversity and Inclusion Visualized |
| 17:30 – 19:00 | The Union League of Philadelphia, Philadelphia, United States | Inclusion Reception |
| 17:00 – 20:00 | AIG Bermuda Campus, Hamilton, Bermuda | Legislation & Behaviours Around Diversity & Inclusion |
| 17:30 – 18:30 | J. Erik Jonsson Central Library, O'Hara Hall, 7th Floor, Dallas, United States | Inclusion Reception |

Wednesday 26 September 2018

| Time | Venue | Event |
|---------------|--|---|
| 08:00 – 10:00 | St. John's University NY Campus at Astor Place, New York City, United States | Awareness into Action: Courageous Conversations and Allyship – Breakfast Session |
| 08:30 – 10:30 | Mattos Filho, São Paulo, Brazil | Divide to Conquer: Promoting Diversity and a Collaborative Culture in Companies |
| 09:00 – 11:00 | XL Catlin, O'Hara House, One Bermudiana Road, Hamilton, Bermuda | {'Inclusivity'} Decoded |
| 15:00 – 17:00 | O'Hara House, One Bermudiana Road, Hamilton, Bermuda | Parity in the Workplace |
| 17:00 – 21:00 | Joe's Bar on Weed Street, Chicago, United States | La Sala – Stories from the Latino Front Room |
| 18:00 – 20:00 | O'Hara House, Bermudiana Road, Hamilton, Bermuda | A Worldview Intelligence Approach to Building and Strengthening Diversity and Inclusion in our Organizations – Part 2 |

Thursday 27 September 2018

| Time | Venue | Event |
|---------------|---|--|
| 09:00 – 11:00 | Hamilton Princess Hotel, Trudeau Ballroom, Hamilton, Bermuda | 'Uncharted Waters' – Diversity in Insurance: How can we engage or.... DIVE IN? |
| 09:30 – 12:00 | Auditorio CNseg Rua Senador Dantas, 74, 16º andar, Centro, Rio de Janeiro, Brazil | Diversity and Inclusion in the Insurance and Reinsurance Market Conference |
| 11:30 – 13:30 | CNA Chicago, Chicago, United States | Let's Say Good Bye to Bias – Exit, Stage Left |
| 14:00 – 16:00 | O'Hara House, One Bermudiana Road, Hamilton, Bermuda | The Performance of Inclusion |
| 16:45 – 18:00 | Hamilton City Hall, Hamilton, Bermuda | Look Both Ways |

20, 24 September & 11 October 2018

| Time | Venue | Event |
|---|--|---|
| 20th September 15:30 – 18:30 | Hyatt Regency, San Francisco, United States | Call to Action: Diversity & Inclusion Fair |
| 24th September 14:00 – 16:00 | Henry B. Gonzalez Convention Center, San Antonio, United States | Approaches for Creating an Inclusive Workplace for Companies of All Sizes |
| 24th September 15:30 – 16:30 | Henry B. Gonzalez Convention Center, San Antonio, United States | Leading Above the Line: A Comprehensive Approach to Creating a Culture of Courageous Civility |
| 11th October 08:30 – 10:30 | 199 Bay Street, Suite 2300, Toronto, ON, Canada | Diversity & Inclusion in the Age of Unconscious Bias and Artificial Intelligence |

Turning the Corner on the Road to Inclusion

Spotlight

North America

Each global Dive In event develops a unique characteristic of its own, reflecting the culture and points of view of the local community and the issues that resonate there. We are proud of our Dive In communities across North America and applaud the incubators of energy and leadership they have become.

We are delighted to bring the Dive In Festival to Atlanta, Mexico City, Philadelphia, San Antonio and Washington, DC for the first time, and to be returning to Hamilton (Bermuda), Chicago, Dallas, Miami, New York, San Francisco and Toronto.

The journey leading up to Dive In is equally as important as the celebrations we create. We build relationships, leave competition aside and work toward a common goal.

Making the insurance industry a diverse and inclusive place to work requires that we all have the courage to let our guards down and take a chance on one another, despite perceived differences. Pausing to listen and learn from people who aren't like us, sharing our stories, mentoring

and being mentored, and learning to be effective allies are all ways that we build inclusive cultures. We build trust. Trust is at the heart of what we do in the insurance business.

This year the festival arrives at an important inflection point, as we encourage the Dive In community to commit to action. Navigating relationships in the workplace and the world at large can feel increasingly complex. With social media there to publicise every victory, as well as every misstep, the fear of doing or saying the wrong thing can become paralysing. To support inclusion and diversity, we have to act, even when it means feeling uncomfortable.

The global Dive In Festival is an opportunity to celebrate the progress we have made on the journey so far and to make plans for the change we will deliver going forward.



Day Bishop

Account Director,
Willis Towers Watson



Margaret Resce Milkint

Managing Partner,
The Jacobson Group

Dive In was conceived by Inclusion@Lloyd's, a collaboration between the Corporation of Lloyd's, IUA, LIIBA, and the Lloyd's Market Association and has grown to be a global, sector-wide festival. The only event of its kind, its aim is to pool resources, widen perspectives and share best practice in diversity and inclusion to effect change faster.

www.diveinfestival.com

#time4inclusion #diveinfest

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