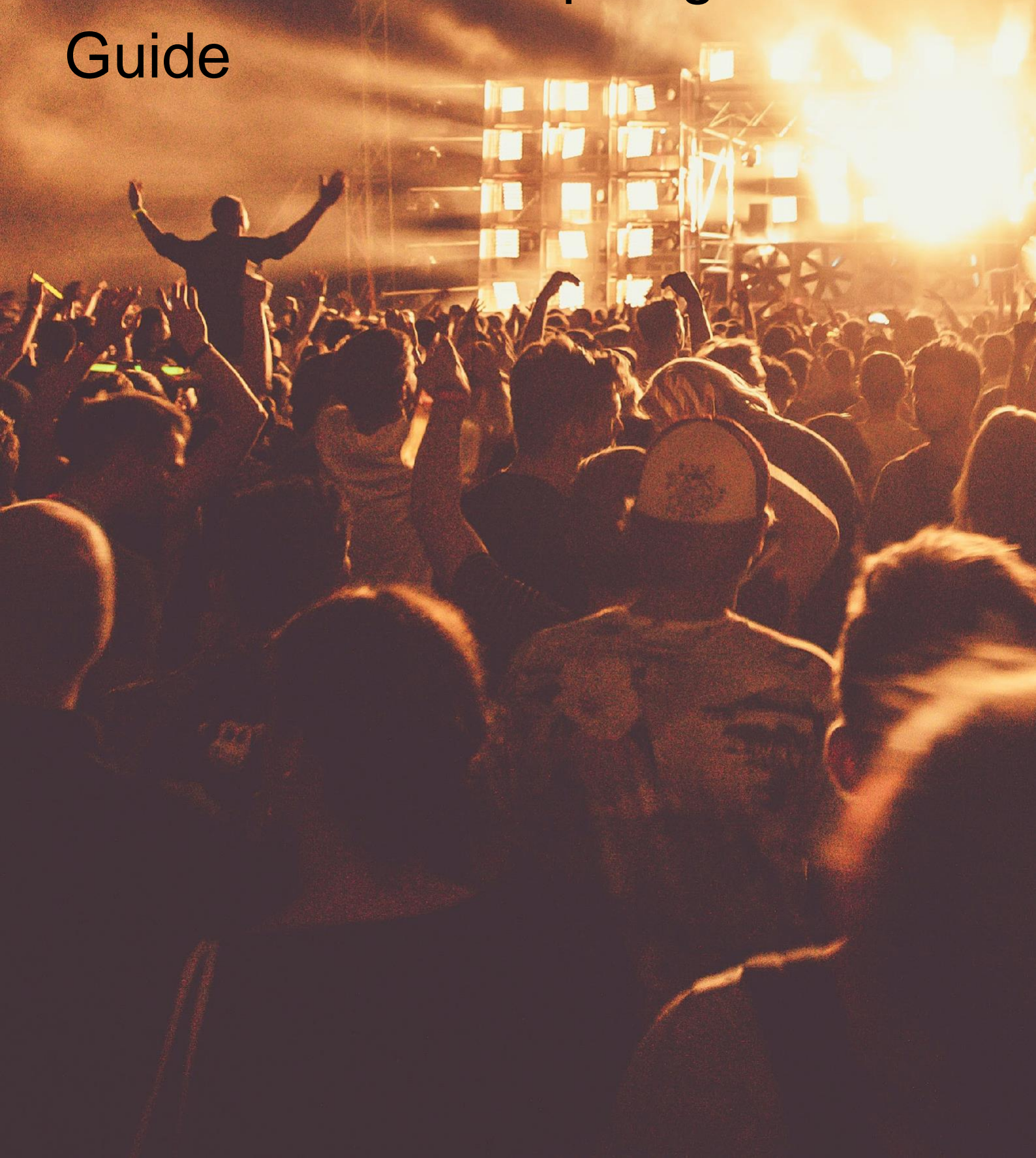


# Get Inspired!

## AllofUs Individual pledge Guide



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# What is AllofUs?

AllofUs is a Howden Group wide campaign to attract and retain the very best talent from all walks of life.

## Vision

Use our collective power to create an environment where all of us can thrive, reach our full potential and build a business we can be proud of.

## Mission

Inspire all of us to play our part in making Howden businesses somewhere that everyone wants to work.

## Campaign Goal

We have an ambitious target that as many people as possible across all Howden Group businesses (circa 15,000 people) make a pledge by 1 October 2024.

We want to improve awareness and engagement in Diversity, Equity and Inclusion (DEI) across the Howden Group businesses and amplify the progress and developments we have made in this space.

We want to make Howden businesses somewhere that people from all walks of life want to come to work, and are given the opportunity to thrive, by putting the responsibility of making this a great place to work in the hands of every person in this business.

## Why writing a pledge is important

Why do we want people to make a pledge? Research shows that people who can describe their goals in writing are significantly more inclined to achieve their goals.

By writing a pledge, it reminds people that each and everyone of us play a critical role in the business as the custodians of the culture. It also reminds people that everyone is empowered to make a difference and influence change.

## What is a pledge?

A pledge is a promise to take a specific action that helps create a workplace we, and future generations, can be proud of.

A pledge is structured with a WHAT, a HOW, an OUTCOME and by WHEN it will be achieved. In practice that looks like "I pledge to [do WHAT] by [HOW] to [desired OUTCOME]".

Example: "I pledge to complete mental health first aid training in March 2023 to become a mental health first aid officer at Howden to support the safety and wellbeing of my colleagues."

## Pledge reach

A pledge can be big or small, individual or as part of a team. It's important to understand that the reach of a pledge does not determine its impact. Every little bit helps.

## Themes / Categories

A pledge can be focused on building a culture where people are proud to belong, creating more development opportunities, or improving representation.

- Culture - Building a global community where people are proud to belong.
- Development - Creating more opportunities to learn, develop and further ourselves.
- Representation - Improving career opportunities for people from all walks of life.

The 'Pledge ideas' section of this document has some suggestions for pledges you might like to make, and to help get you thinking about yours. Many of the pledges listed are ones that have already been made by your colleagues around the world.

## Things to consider

- Are there any specific areas of Diversity, Equity & Inclusion that you want to improve or draw focus to?
- What people and talent initiatives does your business currently have in place and how can you support or develop them?
- What resources or capacity do you currently have to dedicate / support your pledge?
- What challenges do you anticipate running into? Options to prevent or neutralise challenges / Alternatives to get around challenges.

## What / who inspires you?

Inspiration for pledges can come from anywhere. They could come from; personal values, experiences, shared values, other workplaces (those of friends or family etc), or even wider community campaigns happening elsewhere around you.

## Pledge ideas

The following are some examples of pledges that have already been made by other employees in our business.

### Employee Empowerment and Feedback

- I pledge to complete and promote the Global People Survey and encourage others to complete it.
- I pledge to inspire the next generation of leaders by promoting different leadership styles through storytelling and encouraging others to share their experiences.
- I pledge to actively seek out feedback on the experience of company culture from peers within my team and implement feedback to improve the culture and support my peers and colleagues.
- I pledge to 'call out' interruptions in meetings to help give everyone a fair chance to be heard.
- I pledge to 'call out' behaviour which doesn't reflect our inclusive values, in a polite and respectful manner.

### RESPECT Group / Employee Representative Group (ERG):

- I pledge to start a [insert name of RESPECT (or other) ERG name] in my region.
- I pledge to join the [insert name of RESPECT (or other) ERG name].

### General Diversity, Equity & Inclusion (DEI)

- I pledge to attend five events to raise my awareness about diversity and inclusion and engage in conversations to educate myself.
- I pledge to learn the difference between diversity, equity and inclusion and how they each support a psychologically safe working environment.
- I pledge to read five books or articles within 12 months that will deepen my understanding of the perspectives of others.
- I pledge to join the planning committee of diversity and inclusion events.

### Lloyds Dive In Festival

- I pledge to be a champion and/or host an event for 2024's Dive In Festival to support fostering diversity and inclusion conversations.
- I pledge to arrange / host a 2024 Dive In Festival event to support Howden and the insurance industry's investment in improving their inclusion.
- I pledge to support our 2024 Dive In Festival event locally by contributing to the team coordinating/hosting the event. This will support Howden and the insurance industry's investment in improving their inclusion.
- I pledge to attend at least one 2024 Dive In Festival event to improve my knowledge and understanding of inclusion and how the insurance industry can be more inclusive.

### Committees

- I pledge to positively impact the office culture by volunteering my time to serve on the AllofUs committee.
- I pledge to join and actively participate on our global D&I Actions Committee
- I pledge to join and actively participate on our local D&I Committee
- [For Managers] I pledge to establish a D&I Committee locally to discuss and address how we can continue to provide an inclusive and welcoming environment for talent from different backgrounds with different skillsets and strengths. This committee will be responsible for creating and delivering initiatives that address and promote matters of inclusion.

## **Acknowledgement, Support and Allyship**

- I pledge to pay my respects to and acknowledge indigenous people(s) and cultures by including traditional welcomes or acknowledgements in my communication to support an inclusive and welcoming culture.
- I pledge to support our colleagues going through challenging times through sponsoring through connecting them with Apiary Life expert support.

## **Working & Learning styles**

- I pledge to learn more about the working and learning styles of my colleagues and create an environment and exhibit behaviours that better supports them.
- I pledge to better understand the working and learning styles of members of my team and create an environment that everyone feels good coming to work in.
- I pledge to better understand the working and learning styles of different members of my team and to offer my support and assistance to those facing challenges on their learning journey.
- I pledge to proactively understand and support the diverse working and learning styles of my colleagues.
- I pledge to be more accepting and understanding towards the working/learning styles of different members of my team to create a progressive environment that supports this.

## **Mental Health**

- I pledge to create an open and comfortable environment for Mental Health wellbeing and workplace inclusivity through supporting, contributing to and attending events that draw focus to it.
- I pledge to develop and implement resources and policies that support employees and their families dealing with mental health issues.

## **Neurodiversity**

- I pledge to increase my understanding around neurodiversity by listening to the Parenthood and Neurodiversity podcast.
- I pledge to host a quarterly neurodiversity forum to ensure impacted individuals are supported, and we work towards recruiting more neurodivergent individuals.
- I pledge to raise awareness of neurodiversity in the business by getting involved in initiatives run by Howden Disability in ANZ to challenge stereotypes and misconceptions about neurological differences.
- I pledge to increase my awareness of the unique skills and strengths that neurodivergent people bring to roles at work, and how we can break down barriers for neurodiverse employees in the workplace. I will do this by reading recent research and listening to podcasts.
- I pledge to attract and retain neurodivergent talent to Howden, or I will help these people to find an appropriate job elsewhere, by supporting partnerships with specialist agencies to recruit talent with neurodiverse skills.

## **LGBTQIA+**

- I pledge to support an inclusive and welcoming culture by supporting the use of pronouns and using pronouns in my email signature.
- I pledge to show my support and allyship of the LGBTQIA+ community by adding the Pride banner to my email signature during pride month.
- I pledge to show my support and allyship of the LGBTQIA+ community by wearing a Pride lanyard / badge.

## **Development and Training Programs**

- I pledge to support an inclusive working environment by completing inclusive behaviour training to build greater self-awareness and create a more inclusive culture.

- I pledge to develop my understanding of diversity, equity and inclusion by completing at least three DE&I staff education programmes.
- I pledge to champion an inclusive working environment by completing inclusive language training to build greater self-awareness.
- I pledge to support an inclusive working environment by completing unconscious bias training to build greater self-awareness.

## Diversity Roundtables

- I pledge to attend and actively participate in 'Diversity Roundtables' to learn and hear about other people's experiences. By doing this I aim to build greater self-awareness and create a more inclusive culture.
- I pledge to join 5 diversity round tables by the end of the campaign. My pledge will allow me to hear from different perspectives, network with colleagues from a diverse mix of backgrounds, and listen and learn from others.

## Internal Mobility, Mentoring and Network Programs

- I pledge to participate in a mentoring programme with members of staff from different countries/businesses to expand my diversity of thought.
- I pledge to participate in the Knowledge Exchange Program to support the diversity & inclusion commitment of Howden Group.
- I pledge to actively share advertised internal opportunities within my Group to improve internal mobility opportunities.
- I pledge to give, at least, two insurance technical training courses per semester to different areas of the company to develop their knowledge.
- I pledge to contribute towards creating an inclusive culture through continuing my education on inclusion, and sharing my experiences through storytelling.
- I pledge to increase diversity and inclusion in our workplace by partnering with the Princes Trust in reviewing CV's and coaching interview skills to attract non-graduate talent into insurance.
- I pledge to support and champion early careers in the workplace by joining a network to support and connect young people around the Group.
- I pledge to actively promote and support the importance of a diverse team by suggesting diverse team building and bonding activities, initiatives and events that appeal to different team members, to give all members an equal opportunity to participate in events and situations they are comfortable in.
- I pledge to create the spaces and opportunities for my colleagues around Europe to engage in regular dialogue with each other and the Group in order to foster their sense of being part of a collective with a unifying culture and set of principles.

## Working Inclusively

- I pledge to adapt my own schedule to be considerate of people operating with different business hours to my own when requesting meetings across time zones.
- I pledge to increase recognition and respect of Aboriginal and Torres Strait Islander peoples through doing an Acknowledgement of Country on all webinars I present when in Australia.
- I pledge to improve the understanding and use of te reo Māori within DUAL New Zealand and the New Zealand insurance industry, to further develop our inclusive culture and to support Māori as an underrepresented group within New Zealand.
- I pledge to raise awareness of the many cultures that make up the Howden company by organising events and workshops to promote diversity and create a more inclusive workplace for my colleagues.
- I pledge to create a more inclusive workplace culture by celebrating all faiths/backgrounds and cultures through events, raising awareness and educating colleagues continuously.

## Representation Matters

- I pledge to ensure there is a diverse representation of people and cultures in Brand and Marketing communications.
- I pledge to use my role/position within the company to raise the issue of diversity of voices at external conferences. In particular, I will focus on pushing for female representation at every external conference.

- I pledge to prioritise representation when choosing speakers for events and presentation teams for client pitches.

## **Recruiting Diverse Talent**

- I pledge to implement strategies to attract more diverse candidate pools (revision of required criteria, use of software - Textio, partnerships with sources of diverse candidates such as community groups, colleges etc)
- I pledge to connect with people outside of the insurance industry looking for employment opportunities, by offering to talk about my role and our business, to attract talent from outside of the insurance industry.
- I pledge to explicitly ask for a diverse range of job applicants, when hiring.
- I pledge to celebrate careers at Howden by welcoming people from all backgrounds to an interactive careers day at Ascot Racecourse. Extending invites within my network will support Howden to make connections in community groups, schools and colleges to attract a diverse array of talented early career candidates to the Group.
- I pledge to improve employment opportunities and the support of underrepresented communities within the insurance industry. I will do this by using my social and professional networks to share information about opportunities or candidates from underrepresented communities.
- I pledge to promote the insurance industry as somewhere where you can build a great career and deliver positive social impact by speaking at events on the matter and connecting interested parties with our Human Resources / Recruitment team.
- I pledge to support members of the armed forces who wish to transition from their military service to a post service career in insurance and to actively promote and support the Lloyds Military Network [www.lloyds.com/lloyds-military-network](http://www.lloyds.com/lloyds-military-network).
- I pledge to partner with Talent Beyond Boundaries, to support the placement of skilled refugees across the business.
- I pledge to work with my recruitment business partner to ensure my recruitment process is free of bias and considers candidates from diverse backgrounds.
- I pledge to improve access to, and awareness of, career and education opportunities within Howden by promoting the Howden IT apprenticeship scheme within my social and professional networks.

## **Early Careers**

- I pledge to attract young talent by promoting insurance as a destination career and by attending and speaking at career fairs.
- I pledge to sponsor a careers fair for schools with populations currently under-represented in insurance.
- I pledge to promote insurance as a destination career and attract young talent to the industry by partnering with schools.
- I pledge to support partnering with schools that will bring a diverse range of graduates to Howden. I will connect with the Howden early careers program.
- I pledge to partner with First Star (a charity that works with children in care) to try to level the playing field by providing their senior students with an experience of working in the City.

## **What next?**

Now that you have some ideas, draft your pledge and visit the website to submit it online.

**Submit your pledge and use the assets to share your pledge.**

[www.allofus.howdengroup.com](http://www.allofus.howdengroup.com)



# All of Us

At **HOWDEN**