

Get inspired!

All of Us Leader Inspiration Guide



All of Us

At **HOWDEN**

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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.

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. Your pledge can be a:

- Companywide initiative or programme
- Team or group initiative or programme
- Individual initiative or programme

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

- How do you currently attract, develop and retain people from all walks of life with different skillsets and ideas?
- Are there any specific areas of Diversity, Equity & Inclusion that you want to improve?
- What People and Talent initiatives do you currently have in place?
- Are there any barriers which block you from doing more to support and develop your people?
 - Can All of Us help to unlock some of these?
 - Are there any programmes or resources you've heard about that you'd like to embed in your business?
- What resources or capacity do you currently have to dedicate / support your pledge?
 - Discuss resourcing, skillsets and capacity.
- 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 and experiences, 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 Culture, Development and Representation pledges that have already been made by leaders in our business.

Culture

Building a global community where people are proud to belong.

Employee Benefits

- I pledge to implement a market leading parental leave policy.
- I pledge to benchmark our employee benefit offerings against similar companies in our market and ensure we are above average.
- I pledge to increase share ownership by making our share scheme as accessible and inclusive as possible.
- I pledge to enhance our Group benefits, wellbeing tools and initiatives with the aim of creating a working environment at Howden which is constantly improving.

Employee Empowerment and Feedback

- I pledge to implement a RESPECT / Employee representative group in my region.
- I pledge to promote the Global People Survey and encourage all employees to complete it.
- I pledge to inspire the next generation of leaders by promoting different leadership styles.
- I pledge to make Howden a talent magnet by promoting the culture of People first, trust and transparency, where employees are heard, and their ideas are implemented.
- I pledge to champion our culture by sharing my own experiences, encouraging #AllofUs to 'Be Brave' and value each other's differences and experiences.
- I pledge to dedicate time to ensuring employees feel empowered to lead and make decisions and feel empowered to contribute their best ideas and talents.
- I pledge to improve talent retention by listening and acting on employee feedback, identifying key issues from the employee survey results and implementing changes where required.
- I pledge to implement exit interviews, with a question about company culture, for all employees that resign.
- I pledge to 'call out' behaviour which doesn't reflect our inclusive values.

Other

- I pledge to support our colleagues going through challenging times through connecting them with Apiary Life expert support.
- I pledge to proactively drive a reduction in our gender pay gap over the next 2 years.
- I pledge to be a champion and/or host an event for 2024's Dive-In festival.
- I pledge to uphold our core values of integrity, professionalism, and to collaborate effectively with my colleagues, fostering a positive attitude together.
- I pledge to support people fleeing war by housing them and by helping them to rebuild their lives, including by finding work opportunities in Howden.
- I pledge to help retain talent in the mid-career years by supporting initiatives that help address the pressures of those years.
- I pledge to understand, guide and champion my team's aspirations to help them succeed at building their careers within Howden.

Development

Creating more opportunities to learn, develop and further ourselves.

Development and Training Programs

- I pledge to launch 'Diversity Roundtables' for our people to learn and talk about their experiences. By doing this our aim is build greater awareness and create a more inclusive culture.
- I pledge to ensure all leaders complete inclusive leadership training.
- I pledge to champion an inclusive working environment by implementing inclusive leadership training.
- I pledge to create an open and comfortable environment for Mental Health wellbeing and workplace inclusivity through training and events.
- I pledge to launch a DE&I staff education programme or series.
- I pledge to offer and promote inclusive language training to all employees.
- I pledge to develop women in leadership roles by augmenting the skills and competencies for their progression.
- I pledge to launch a staff development series within the region allowing staff to be trained on different areas within Howden Group and broaden their skillsets.
- I pledge to attract and retain young talents by creating a learning culture that enhances professional development.

Internal Mobility, Mentoring and Network Programs

- I pledge to participate in a mentoring / knowledge exchange programme with members of staff from different countries/businesses to expand my diversity of thought.
- I pledge to advertise all management and leadership opportunities internally.
- I pledge that any new Position/Promotion needed will be advertised internally to an employee already at Howden.
- I pledge to increase the number of internal appointments and or promotions over the next 12 months.
- I pledge to help attract and retain talent within the broader Howden Group by sponsoring mobility across teams to foster diversity in experience, culture and thought.
- I pledge, together with our HR team, to mentor and support our 4 apprentices, helping them complete their 3 year education/work programme and ensure they are ready to embark on a successful career in insurance thereafter.
- I pledge to set up an internal mentoring scheme to help support mentees with guidance, encouragement and support in their professional careers and reinforce the collaborative culture of the business.
- I pledge to contribute towards creating an inclusive culture and retaining our people through education and 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 mentor two junior leaders, ensuring development plans and goals are included in their annual performance reviews and they are supported to achieve these throughout the year.
- I pledge to provide guidance on development training to increase skills in Team Leader management that include training on management, hiring and additional computer skills available online.
- I pledge to increase internal progression opportunities through exposure to new expertise, mentoring and providing targeted training opportunities.
- I pledge to support and champion early careers in the workplace by creating a network to support and connect young people around the Group.
- I pledge to invest in, develop and connect managers through initiatives such as the Management Academy and mentoring. Equipping and supporting our managers of today to be our leaders of tomorrow. I will actively promote and support the importance of a diverse leadership team and initiatives that bring more diversity to management and leadership within the business.

Other

- I pledge to undertake the necessary broad scope studies to ensure that our employees can maintain their standard of living in the face of changing macroeconomic conditions.
- I pledge to develop and implement resources and policies that support employees and their families dealing with mental health issues.
- I pledge to develop and implement policies that promote equity for all employees.

Representation

Improving career opportunities for people from all walks of life

Early Careers

- I pledge to attract young talent by promoting insurance as a destination career and by encouraging my team to attend / speak at career fairs.
- I pledge to promote insurance as a destination career and attract young talent to the industry by partnering with schools.
- I pledge to grow a local pipeline of talent through collaborations with schools and local insurer partners.
- I pledge to support the Howden Summer Internship Programme and the associated Careers Fair for aspiring lawyers from socially diverse backgrounds across the UK to provide experience and perspective on alternative routes into a legal career.
- I pledge to create a diverse talent pipeline through investment in early careers.
- I pledge to support diversity by engaging with local colleges/universities/HBCUs educating them on the rewarding career opportunities in our industry and our business, building our talent pipeline and connecting them to relevant employee groups and resources.
- I pledge that all 110 branches will partner with the community and local educational providers to attract talent into insurance.
- I pledge to help talent access the IT and insurance sector through the wider roll out of the IT apprenticeship scheme.
- I will pledge to support the Howden Pioneers scheme.
- I pledge to support partnering with charities and schools that will bring a diverse range of graduates to Howden. I will connect with the Howden Pioneers programme.

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 build a company that also attracts talent from outside the industry – to better represent the community around us and bring new perspectives to the world of risk and insurance.
- I pledge to attract diverse local talent to develop the future leaders of our business.
- I pledge to explicitly ask for a diverse range of job applicants, when hiring
- 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.
- I pledge to improve employment opportunities and the support of underrepresented communities within the insurance industry.
- We pledge to challenge ourselves whilst recruiting new staff, examining individuals from non-underwriting backgrounds and those who may require working from home / flexible working practices to support their own personal needs.
- 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.
- 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.
- I pledge to work with Kinetic charity to help under privileged from a football background to have a chance to enter insurance.
- 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.

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 use my role/position within the company to raise the issue of diversity of voices at every external conference the company attends to ensure our delegation reflects to the best extent possible the full spectrum of our people. In particular I will focus on pushing for female representation at every external conference.
- I pledge to create a growth-driven culture founded on choice and opportunity that welcomes people with different backgrounds and perspectives, enabling everyone to thrive as their true selves.
- I pledge to achieve gender equality by implementing policies that support flexibility in workplace.
- I pledge to seek out and encourage the implementation of new support structures for parents in need of adequate childcare provision in early years.
- I pledge to ensure there is a diverse representation of people and cultures in all Brand and Marketing communications.

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

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