



Institute
and Faculty
of Actuaries

The Elephant in the Room

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Practical actions



- Make the agenda about INCLUSIVE culture, not about making up the numbers
- LEADERS must set the tone, whoever they may be
- Create strong PARTNERSHIPS for benchmarking, support, challenge
- Get good DATA - if you don't have it, implement self identification
- FOCUS your attention based on your data
- Set your sights and explain why OFTEN and REPEATEDLY
- SHARE responsibility- council, advisory group, champions - invite people in
- Apply D&I lens over EVERYDAY decision making - pitch teams, pay, learning opportunities, client meetings and so on
- SPONSORSHIP programs for all Partner candidates
- REVERSE mentoring – junior to more senior people to get the message across
- Robust SUCCESSION PLANNING and PERSONAL DEVELOPMENT plans for all
- Share STORIES
- Active business RESOURCE GROUPS with a strong business connections
- Support MANAGERS
- CHALLENGE the status quo e.g. diverse shortlists for senior hires

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D&I Headlines

What: The Diversity & Inclusion Advisory Group and Council ensure Mercer UK improves society.

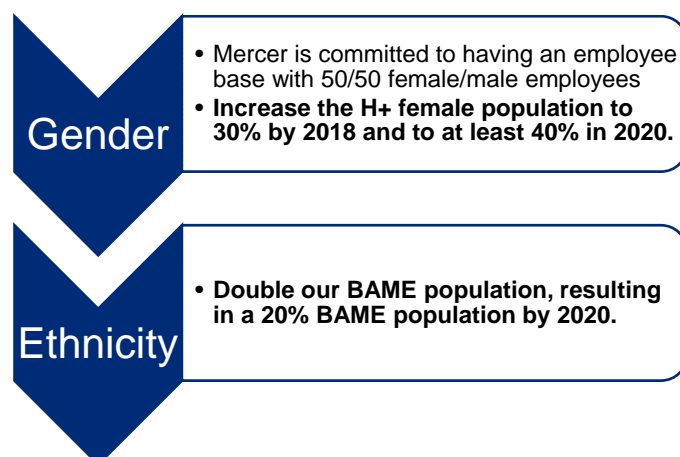
How: By ensuring Mercer UK role models, advocates for and consults upon progressive D&I corporate behaviours. The actions Mercer UK undertakes has four main themes.

Advocacy	Making the business case for a diverse and inclusive workforce (internally and externally)
Environment	Adopting / promoting policies, procedures, benefits, rewards and behaviours that engage and nurture all workforce groups
Leadership	Role modelling and visibly supporting D&I initiatives and campaigns
Measurement	Publish D&I research and internally set and measure D&I performance targets.

Advocacy	Environment	Leadership	Measurement
<ul style="list-style-type: none"> 8 conference speaker slots 9 D&I Partner sponsorships 3 active business resource groups D&I Champions in every office Engaging YOU sessions Coming Out as an Ally sessions 	<ul style="list-style-type: none"> Consult on D&I for our clients assist with best practice Inclusive leadership training D&I analysis to eliminate bias trends in compensation and/or promotions Rigours process for ensuring D&I neutral course attendees, career progression opportunities, and pitch team composition Shared parental leave 	<p>Mercer UK has:</p> <ul style="list-style-type: none"> Female Board Chair & CEO 5/7 women on UK Board 30% women in Senior roles Visible support for Pride month Out role model in Top 100 LGBT Executives list 	<ul style="list-style-type: none"> When Women Thrive The Aging Workforce Gender & ethnicity targets New hires monitoring for D&I Self identification groundwork Stonewall, Opportunity Now & Race for Opportunity surveys D&I questions in our employee survey

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D&I TARGETS FOR GENDER AND ETHNICITY



D&I PARTNERSHIPS



outstanding



D&I CHAMPIONS- LEARN FROM OTHERS

Watch our Internal Mercer videos to build your learning



Journey to an Inclusive Workforce
About Mercer >
Diversity & Inclusion



How Diversity Brings Value to the Business
Short but Insightful One Minute Video with Rich Tuff, UK Retirement Administration Leader



Read MMC Voices
Read one of the [Our Voices](#) series on Colleague Connect. It is a powerful sequence of stories that capture personal views on Diversity & Inclusion from a broad selection of colleagues.



Why Gender Equality is Good for Everyone — Men Included
Watch this fascinating Ted Talk by Michael Kimmel. It is 20 minutes and it's a great and creative way of looking at why gender equality in the workplace is good for everyone.



MAKE TOMORROW, TODAY



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Questions

Comments

Expressions of individual views by members of the Institute and Faculty of Actuaries and its staff are encouraged.

The views expressed in this presentation are those of the presenter.