

---

# Diversity and inclusion policy

December 2016

# Contents

<b>1</b>	<b>Introduction</b>	<b>3</b>
<b>2</b>	<b>Why this policy is important</b>	<b>3</b>
<b>3</b>	<b>Who this policy is for</b>	<b>3</b>
<b>4</b>	<b>Who is responsible for what</b>	<b>3</b>
<b>5</b>	<b>Our diversity and inclusion statement</b>	<b>3</b>
5.1	How do we define diversity?	3
5.2	How do we define inclusion?	4
5.3	What is a protected characteristic?	4
<b>6</b>	<b>How do we define discrimination?</b>	<b>4</b>
<b>7</b>	<b>Applying our policy in practice</b>	<b>4</b>
7.1	Line manager Responsibilities	5
7.2	Colleague responsibilities	5
<b>8</b>	<b>Talent Sourcing</b>	<b>5</b>
<b>9</b>	<b>Talent Development</b>	<b>5</b>
<b>10</b>	<b>Talent Management</b>	<b>6</b>
<b>11</b>	<b>Performance Management</b>	<b>6</b>
<b>12</b>	<b>Talent Recognition</b>	<b>6</b>
<b>13</b>	<b>Your support</b>	<b>6</b>
<b>14</b>	<b>Other policies it would be useful for you to review;</b>	<b>6</b>

## 1 Introduction

We operate in a global market and recognise that the success of our business depends on our people. Diversity and inclusion is integral to Vision 2025 and our Talent Strategy is simple - to attract, recruit, develop and retain the very best people at all levels.

**We are COLLABORATIVE** – we value diversity in capabilities, experiences, perspectives and approaches and are committed to creating the diverse workforce and inclusive culture that’s so important for our continued business success.

**Please note:** The policy is intended only as a statement of our policy and guidelines and does not form part of your contract of employment or otherwise have contractual effect.

## 2 Why this policy is important

We are committed to promoting a culture that actively values difference and recognise that as a valued colleague you have the right to be treated with dignity and respect throughout your employment and not to be discriminated against, bullied or harassed whatever your background and/or experience. This policy is therefore designed to ensure that all our colleagues understand the importance of equality and diversity in the workplace irrespective of (but not limited to) age, disability, gender reassignment, marital or civil partnership status, pregnancy or maternity, race, religion or belief, sex or sexual orientation.

## 3 Who this policy is for

This policy applies to all colleagues directly employed by Lloyd’s in the UK. It also applies to colleagues employed outside the UK, except where the terms of local legislation and/or employment contracts conflict with the terms of this policy. On those occasions local provisions will prevail.

It also covers trainees, individuals on work experience, job applicants, temporary workers and those engaged by us on a contract for services.

## 4 Who is responsible for what

All Lloyd’s colleagues have a responsibility to ensure this policy is managed and implemented appropriately.

**All colleagues** are responsible for making sure they are familiar with, and understand, our relevant rules outlined here and in our other relevant policies. This includes making sure you are aware of the standards of behaviour outlined in *Spirit of Loyds*.

**All managers** are responsible for applying this policy in line with other relevant Lloyd’s policies and with ***Spirit of Lloyd’s***. We expect you to lead by example and ensure that your team members adhere to our policy and promote equality of opportunity.

**HR team** - all Lloyd’s colleagues will be supported by the HR team who will ensure that this policy is consistently applied and updated as required.

## 5 Our diversity and inclusion statement

Including, respecting and valuing others is integral to who we are and how we will continue to be successful. We are committed to creating an environment which ensures our existing colleagues, our prospective colleagues, temporary agency workers, contractors, trainees (work experience) and our former colleagues are treated fairly and with dignity and respect whenever they deal with us and that our environment is free from harassment, bullying and discrimination.

### 5.1 How do we define diversity?

Diversity is the unique difference that individuals have, both visible and non-visible. It is the appreciation and respect of these differences, some of which are protected in legislation.

### 5.2 How do we define inclusion?

Inclusion embraces diverse perspectives and promotes a culture of engagement, supportive energy and commitment from others so that you can do your best work. An inclusive culture creates a sense of belonging, respect and value for who you are, and recognises that the differences we have contribute to the overall value of the Corporation and therefore ultimately the success of the Market.

### 5.3 What is a protected characteristic?

We are committed to providing equal opportunities in employment from the moment you apply for a role with us and throughout your employment. The equal treatment you receive will be regardless of the following protected characteristics which are recognised in law:

- age
- disability
- gender reassignment
- marriage and civil partnership status
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

## 6 How do we define discrimination?

Discrimination can take several forms:

- **direct discrimination** – if you are treated less favourably because you have a protected characteristic
- **indirect discrimination** – there's a requirement or condition which isn't justified but which disproportionately disadvantages one group with a particular protected characteristic
- **discrimination by association** – if you are treated less favourably because you associate with, or have a connection with, somebody who themselves has a protected characteristic
- **discrimination by perception** – if you are treated less favourably because you are wrongly perceived to have a protected characteristic
- **harassment** – unwanted behaviour related to a protected characteristic and which you find offensive or which makes you feel intimidated or humiliated. It can happen on its own or alongside other forms of discrimination.
- **discrimination because of disability** – you are disabled and you are treated unfavourably because of something connected with your disability which can't be justified. This can also include a failure by us to make a reasonable adjustment if you are disabled. Please refer to our *Reasonable Adjustment Policy* for further information.

You have the right to work in an environment where you feel confident to raise any concerns you may have. If you believe you are being bullied, harassed or victimised you should raise your concerns via our grievance procedure.

Further information can be found in our *Anti-Discrimination, Bullying and Harassment Policy* and *Reasonable Adjustments Policy*

## 7 Applying our policy in practice

This policy applies to all aspects of your employment including when you apply for a new role, your terms and conditions of employment including pay, promotion, training, your performance reviews, your conduct and interactions at work, and our disciplinary and grievance procedures. It also applies to you when you're outside work socialising with your colleagues, attending work related events or representing Lloyd's externally.

In applying this policy our aim is to ensure that all colleagues are free from discrimination, harassment, victimisation or bullying of any kind. We expect you to challenge any non-inclusive behaviours and practices you find. If you fail to adhere to this policy then we may take further action including disciplinary action up to, and including, your dismissal. Please refer to our *Anti-bullying and Harassment Policy* for more details

## 7.1 Line manager Responsibilities

**As a line manager at Lloyd's we expect you:**

- To actively support diversity and inclusion, so that all colleagues feel valued, engaged and respected.
- To ensure that the decisions you make affecting employment, training, promotion, reward and career development are based only on an individual's skills, talents and ability
- To engage with your colleagues to create an inclusive working environment and ensure that everyone is familiar with the policy and aware of their responsibilities
- To proactively address any inappropriate behaviour including taking formal disciplinary action
- To be an advocate of diversity and inclusion both within the Corporation and the Market
- To support relevant reasonable adjustments to accommodate colleagues' needs. More detail can be found in our *Reasonable Adjustments Policy*.

## 7.2 Colleague responsibilities

**As a Lloyd's colleague we expect you:**

- To familiarise yourself with this policy and to act in accordance with our commitment to diversity and inclusion at all times
- To work in partnership to create an inclusive environment in which everyone's contributions are valued
- To respect the rights of all your colleagues in an environment that is free from discrimination or harassment
- To proactively challenge inappropriate behaviour in line with *Spirit of Lloyd's* and report breaches of this policy to your line manager or the HR team
- To be an advocate of diversity and inclusion both within the Corporation and the Market
- To raise concerns with your manager if you experience difficulties as a result of your disability, so that we can consider reasonable adjustments for you

# 8 Talent Sourcing

We seek to attract applications from a diverse talent pool that reflects the communities in which we operate globally and actively encourage applications from outside of the insurance industry. We will ensure that all applicants are treated fairly at every stage of the recruitment process and will make reasonable adjustments to accommodate your individual requirements.

For additional information please take a look at our *Recruitment and Selection Policy and Procedure*.

# 9 Talent Development

We are committed to ensuring that decisions made about selection for training and how that training will be delivered is based on individual needs and not on age, disability, gender reassignment, marital or civil partnership status, pregnancy or maternity, race, religion or belief, sex or sexual orientation.

We will make reasonable adjustments to accommodate individual requirements, such as e-learning, to facilitate equal access to training.

# 10 Talent Management

All decisions made about your promotion and career development are based on merit and focus on your skills and talents regardless of any protected characteristics you may have.

## 11 Performance Management

As part of the Talent Review process you will receive on-going feedback on your performance based on agreed goals and objectives. We want an open and honest feedback culture so we can create a high performing culture – *We are COMMITTED TO EXCELLENCE*. We will also work to make sure you receive the reasonable adjustments you need to accommodate your individual requirements. For additional information please take a look at our *Optimising Your Potential* guide on MyHR and MyTalent and our *Performance Review Policy*.

## 12 Talent Recognition

We operate a Total Reward approach to your pay and benefits. Decisions made about reward are made regardless of protected characteristics.

For additional information please take a look at our *Reward and Recognition Policy*.

## 13 Your support

In the UK we collect colleagues' details relating to protected characteristics on a voluntary basis. This data is used continuously to review our colleague profile and is treated in strictest confidence. It helps us to identify areas where we should best focus on developing initiatives. It's also essential to help us measure our progress towards a more diverse and inclusive workplace.

We encourage all colleagues globally to help us by completing the personal details section on MyHR (although we understand that in some jurisdictions you are not able to legally provide this information). You can review and update your data at any time in MyHR or during the annual Flex Benefits Window.

## 14 Other policies it would be useful for you to review;

Reasonable Adjustments Policy

Anti-bullying and Harassment Policy

Grievance Policy and Procedure