



Diversity, Equity & Inclusion:
Our Strategy 2023-2026



Hannah Gurga
Director General

**We want equity
for all, regardless
of individual
background.**

“Our vision is for all prospective and existing colleagues to have the right resources for them to begin, develop and thrive in their ABI careers and beyond.

We want equity for all, regardless of individual background and to make sure we represent the society our members serve.

The ABI’s Purpose is, **Together, driving change to protect and build a thriving society**, and our Diversity, Equity and Inclusion (DEI) strategy is instrumental in our work towards this.

We should all be respectfully curious about each other’s experience, identify any barriers to everyone feeling they belong here and consider what we might unconsciously be doing that could negatively impact on inclusion.”

To align with the ABI's DEI Blueprint for the insurance and long-term savings industry, our strategy is focused on the following:

ATTRACT

- Enhance the appeal of the ABI as an employer to people from all backgrounds and experience levels – including intersectional backgrounds.
- Have a diverse range of entry-level points for people to join our organisation and discover our sector.
- Maintain a welcoming, transparent, and equitable recruitment process where everyone has the opportunity to highlight their skills and suitability for a job.

GROW

- Foster an internal culture which nurtures respectful curiosity, and everyone feels included in ABI culture.
- All our people to have the information they need and the opportunity to develop their career and reach their potential so that talent from all backgrounds can progress within the ABI and beyond.

ADVANCE

- Maintain a set of key DEI metrics via our recruitment and internal data so we can regularly evaluate our progress and make improvements.
- Create an environment that is welcoming, fair and transparent for everyone and where colleagues feel comfortable to share their data and insight about their individual backgrounds with us.

|||ABI

We want to create an environment that is welcoming, fair and transparent for everyone.



One of our strategic objectives is to be ‘A Great Place to Work’. Creating an inclusive environment is everyone’s responsibility. All colleagues need to take ownership of ensuring we have an environment that is inclusive of everyone and allows people to thrive in their careers to help us retain a motivated, talented workforce.

Expectations of colleagues in helping us achieve our vision

How it feels to work at the ABI is something that all colleagues contribute to in their day-to-day interactions with one another. For us to be a workplace where colleagues feel safe and able to be themselves without fear of judgment or prejudice, it is vital that every day each of us strives to live our ABI Values:

HUMAN

Behave in a respectful manner towards colleagues and care about our impact on one another.

OWNERSHIP

Take ownership for including all colleagues and play our part in making a positive difference to each other’s working lives.

BRAVE

Call out behaviour which is not inclusive or in line with our values and be open to feedback and improvement when we get things wrong.

APPRECIATIVE

Believe in each other, say thank you and help everyone succeed.

CURIOUS

Engage with new initiatives or differing opinions with an open mind and ask respectful questions to understand other perspectives.

A photograph of three people sitting around a white table in a meeting. A woman with long blonde hair, wearing a white t-shirt and blue jeans, is smiling and gesturing with her right hand while holding a yellow pen. A man with short brown hair, wearing a light blue button-down shirt, is also smiling. A woman with long brown hair, wearing a grey blazer, is seen from the back, looking towards the other two. The background is a plain, light-colored wall.

ABI

Creating an inclusive environment is everyone's responsibility.

What are we doing well?

In terms of having an inclusive work culture, we are starting from a promising place. Our 2022 engagement survey told us:

- **99% of colleagues agree** that “At work I think individual differences are respected, irrespective of things such as race, gender, disability and sexual orientation”. This is an increase of 3% from 2020.
- **96% agree** “Colleagues within my team respect each other”.
- Internal data collection disclosure rate is extremely high – **currently 92%** which indicates high levels of trust.


These results indicate that we have a work culture we can be proud of, but we recognise we still have room for improvement and need to maintain good results as the make-up of our workforce changes.

What are our areas of focus?

Our data tells us our key gaps relate to **social mobility, ethnicity and disability**. These broadly align with the wider insurance and long-term saving industry.

While our initiatives are intended to ensure a work environment that is equitable and inclusive for all backgrounds, some of our work will be targeted specifically at under-represented groups to achieve better diversity and equity of representation.



A photograph of three people in a meeting. A woman with blonde hair, wearing a black floral top, is leaning over a table and drawing a diagram with a red marker. A man with glasses and a white shirt is sitting at the table, looking at the drawing. Another woman with blonde hair, wearing a black top, is sitting at the table, looking at the drawing. The background is a bright, modern office space with a whiteboard and large windows.

96% agree “Colleagues within my team respect each other.”

Our goals for 2026

The proportion of colleagues across the ABI from under-represented backgrounds is **in line with national benchmarks** so we are representative of the society around us.

At least 50%

of our internships and apprenticeships to be filled by colleagues from under-represented backgrounds.

**To
maintain
over
90%**

To increase the proportion of colleagues in the **Executive Team and Management Team** from under-represented backgrounds **towards national benchmarks** so we are representative of the society around us.

Achieve 95%+

disclosure rate in our yearly DEI internal data collection, including in our newest question around parental occupation.

positive feedback in our annual employee survey feedback relating to inclusion and what it feels like to work at the ABI.

What would success look like?

- Colleagues from all backgrounds, Directorates and job families are **supported and able to progress their careers**, both at the ABI and beyond.
- Our recruitment, promotions and appraisal processes are **equitable for everyone**.
- We have **at least equal gender balance** at the most senior levels of the organisation and achieve **more equal gender balance** in all other levels.
- All colleagues are accountable for helping build an inclusive environment that promotes DEI, take ownership for delivering the strategy and feel equipped to **respectfully challenge behaviour that is not inclusive**.
- All colleagues are **rewarded appropriately** for their level of performance, and we are clear on the reasons for any outliers.
- We achieve internal data collection results **in line with national benchmarks** by our 2026 DEI data collection.





We want colleagues from all backgrounds,
Directorates and job families to be supported
to progress their careers

Our strategy has been designed to be broad so it's inclusive of a variety of intersectional backgrounds, but we will be doing some targeted action where we have identified key development areas:

SOCIAL MOBILITY

- **Provide tailored internships** via a social mobility partner and introduce apprenticeships for entry level roles.
- **Simplify our job descriptions** to the truly essential skills for each role.
- Design recruitment processes that **test potential and key skills** – not polish and industry knowledge.

ETHNIC/CULTURAL BACKGROUND

- **Increase the number of internships** via the 10,000 Black Interns programme.
- **Roll out DEI training.**
- **Facilitate colleagues sharing and learning** about their own and others' lived experiences.

DISABILITY

- Have our recruitment process **tested for accessibility requirements.**
- Have our office **tested for accessibility requirements.**
- **Provide internships to disabled people** through schemes such as 10,000 Able Interns.

How will we achieve our objectives?

ATTRACT



GROW



ADVANCE



- Recruit Assistant-level positions as apprenticeships where possible and look to phase out placement student model.
- Continue to provide internship opportunities through the social mobility partner and 10,000 Black Interns, as well as investigating working with a specialist organisation to provide internships to disabled people.
- Design recruitment processes that test potential and key skills and do not disadvantage candidates with less awareness of Trade Associations and the insurance and long-term savings industry, unless this is an essential part of the job.
- Simplify our job descriptions by narrowing down our job requirements to the essential skills for each role.
- Promote our range of colleague backgrounds, career paths, values and positive work culture through our marketing, and signal we are open to people from other industries.
- Go beyond simply providing reasonable adjustments to have our recruitment process tested for accessibility requirements, ensuring it is fully accessible for disabled people.
- Advertise a salary range on all job adverts to ensure transparency and remain attractive to candidates and, where possible, increase the job advert live period from two weeks to one month.
- Review our family friendly policies, ensuring they are equitable for all regardless of service.
- Undertake community outreach activity to highlight insurance as a career to a wide range of talent in the market.

How will we achieve our objectives?

ATTRACT



GROW



ADVANCE



- Equip the Management Team to build and maintain inclusive work cultures and actively promote to others why this is important through rolling out DEI training.
- Led by the SSC and Health & Wellbeing groups, ensure our social events and activities are inclusive for colleagues from different backgrounds and tailor team events to consciously include everyone.
- Design and implement a flexible bank holidays policy to allow all colleagues the opportunity to take leave days that better suit their needs.
- Facilitate opportunities for colleagues to share and learn about their own and others' lived experiences to improve understanding and appreciation of different backgrounds.
- Review and provide clarity on objective setting and a more quality, outcome focused performance process to allow colleagues of all job levels and job families to set and achieve stretching objectives that align with the ABI business plan and strategy.
- Equip the Management Team to have better quality, regular development conversations and implement a continuous feedback model to support this.
- Promote and develop our internal career pathways and consider how we can encourage more secondments/internal moves.
- Develop and trial external secondments with member organisations.
- Have our office tested for accessibility requirements, ensuring it is accessible for disabled people.
- Review our policies for inclusive language and consider the development of additional policies to strengthen our inclusive offering e.g., reasonable adjustments, menopause, miscarriage/fertility treatment and transitioning at work.

How will we achieve our objectives?

ATTRACT ▶

GROW ▶

ADVANCE ▶

- Continue to publish aggregated DEI results internally and summary results externally to hold ourselves accountable for making positive progress.
- Achieve 95% + disclosure rate in our DEI internal data collection and colleagues understand why it is important – providing targeted communications to directorates and job families where disclosure rates are lower.
- Initiate a short campaign to build missing data relating to parental occupation.
- Examine turnover and exit interview data to monitor trends in attrition and take proactive steps to tackle key themes if required.
- Review and monitor our salary bands annually to ensure appropriate pay levels across groups – analysing any gaps and taking steps to rectify where needed.
- Review a variety of data when considering performance ratings and promotion proposals to mitigate any unintentional bias and take appropriate steps to ensure a fair framework for decision making.
- Equip managers with the skills and information to speak to new joiners about the DEI strategy and the importance of disclosing their data and completing staff engagement surveys.



ABI

For any queries or suggestions,
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