



Diversity, Equity and Inclusion: Lessons from EXCO

Hanover.

afm association
of financial
mutuals

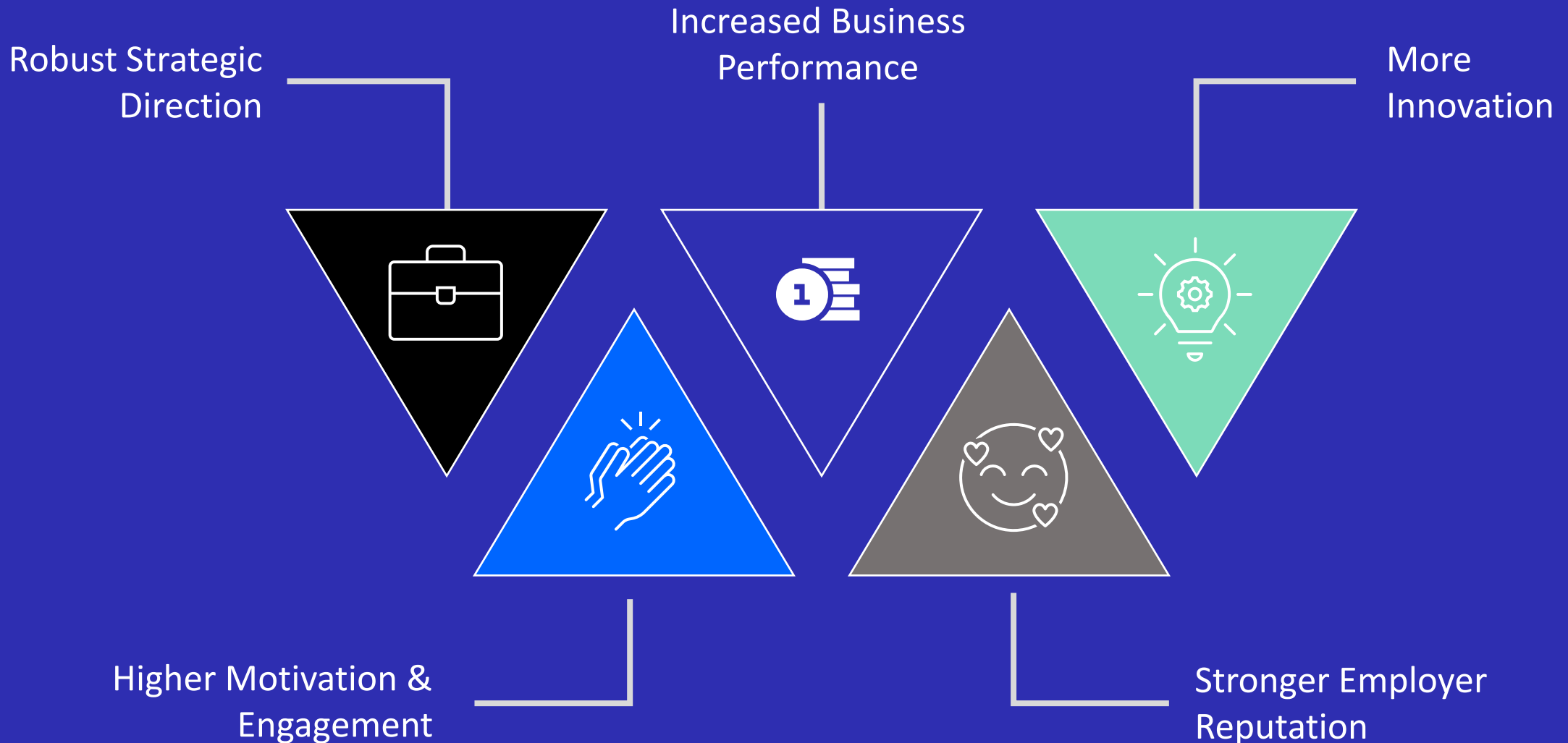


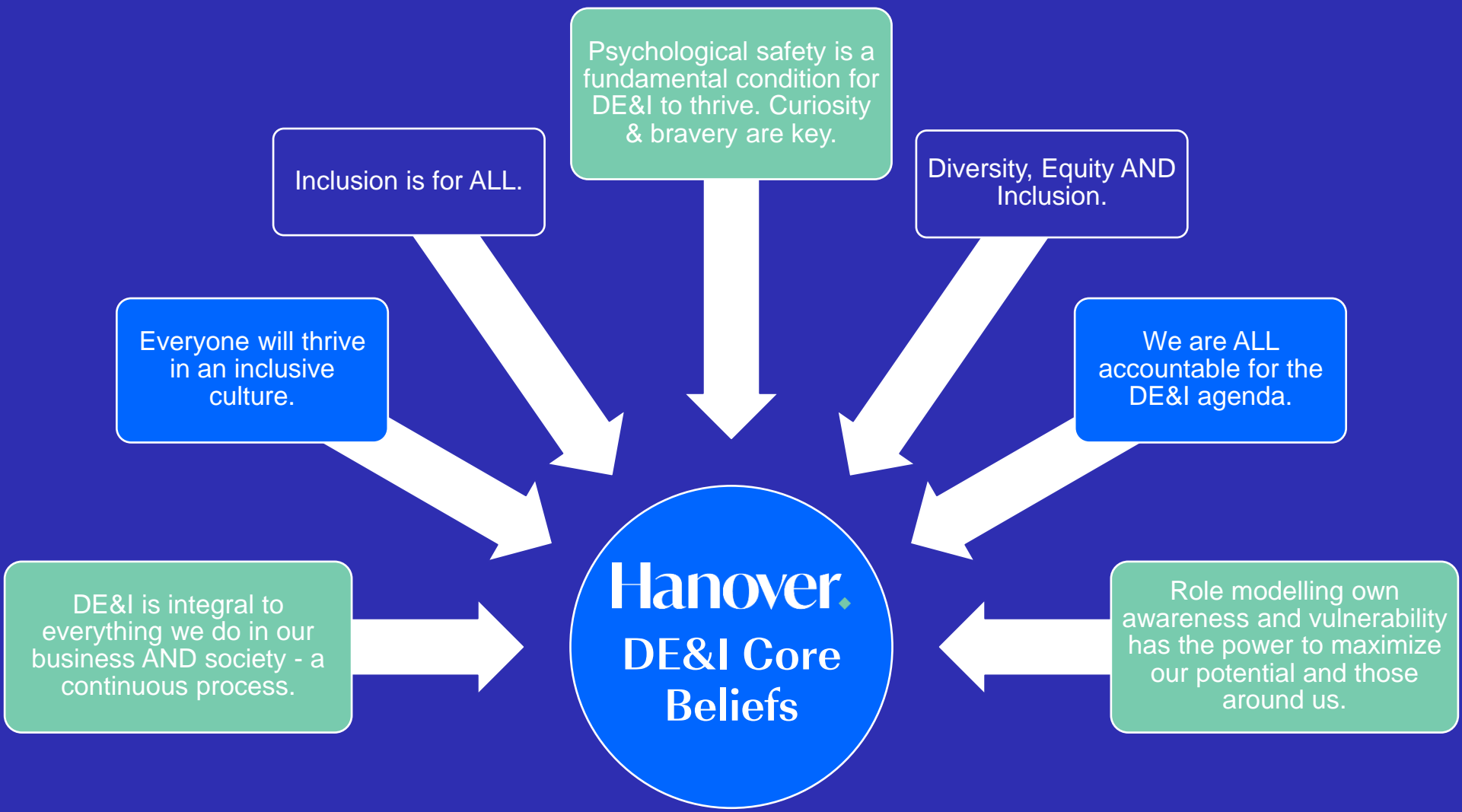
BRENT HERMAN

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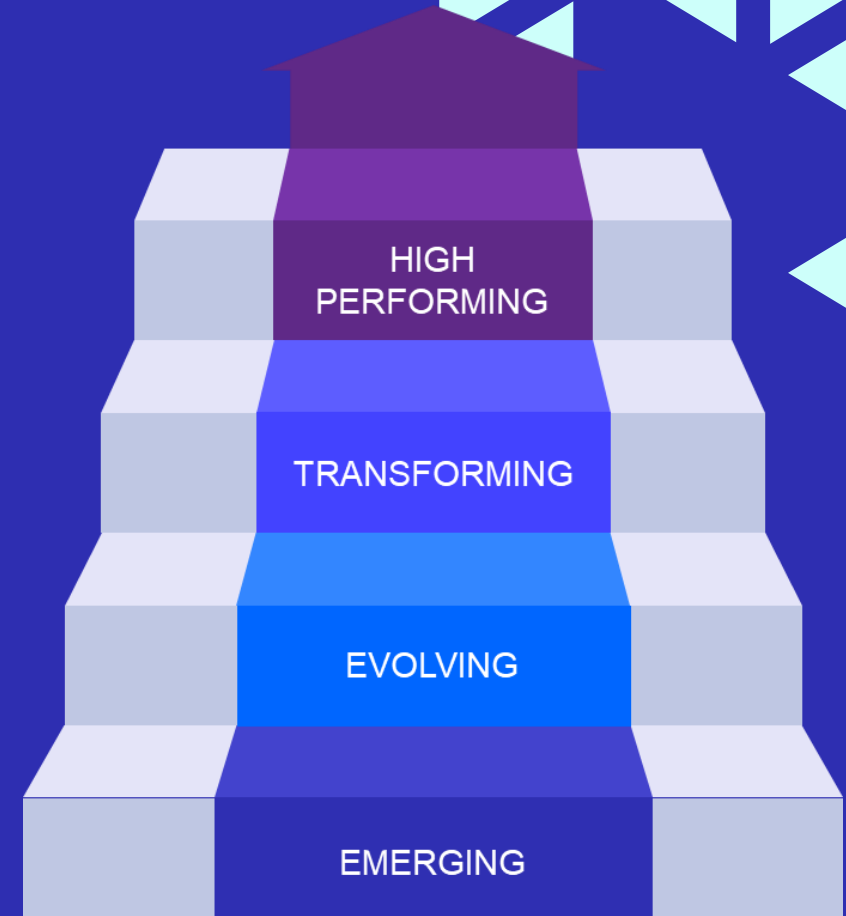
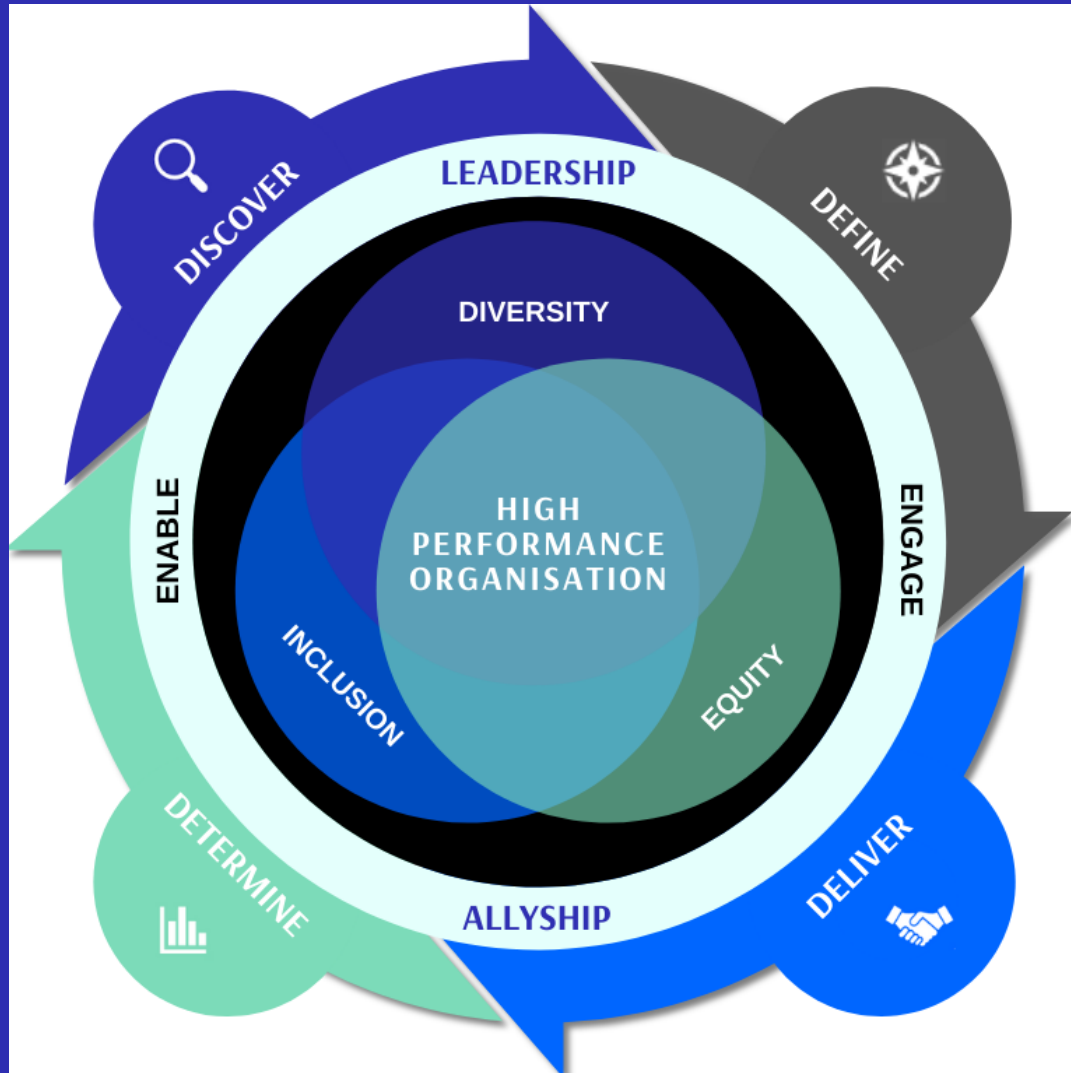
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The DE&I Business Case: Driving a High Performance Organisation





Hanover's DE&I Framework



What we did and why?

A qualitative and quantitative approach to researching **Diversity, Equity and Inclusion (DEI)** within EXCOs in predominantly the FS sector

70

respondents

How proactive EXCOs are at diversifying

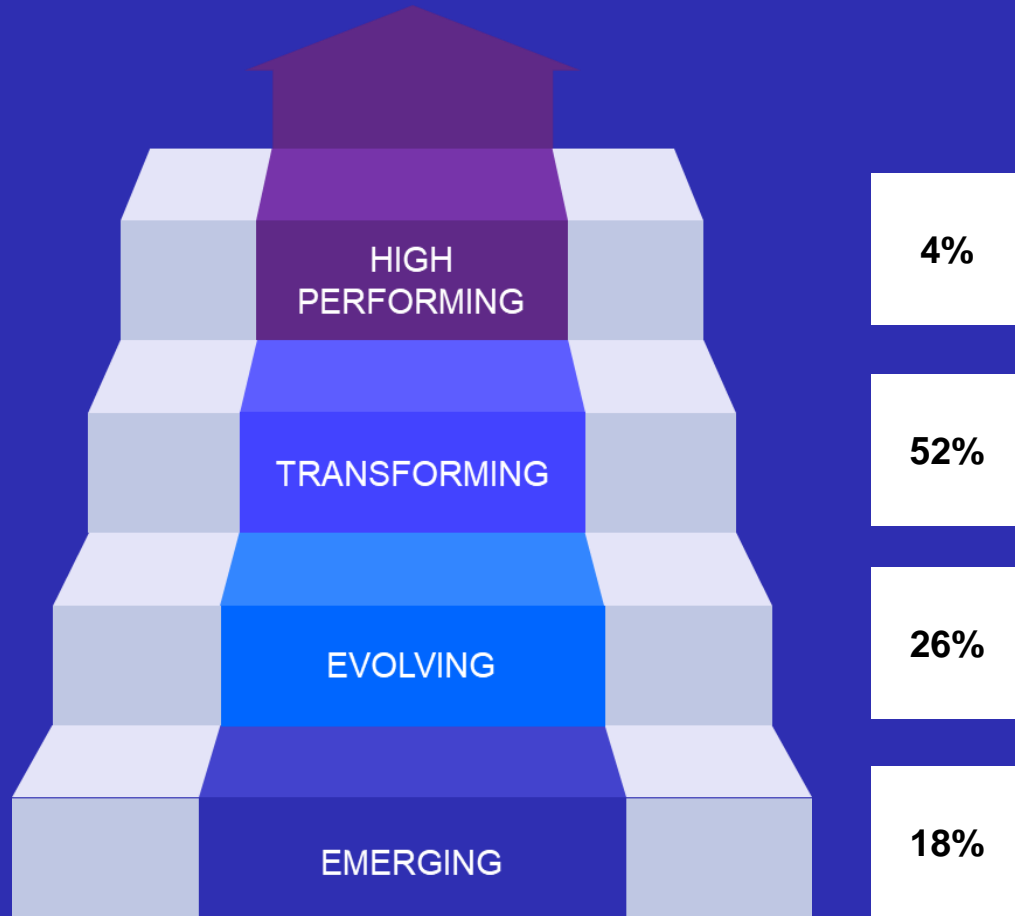
Key trends EXCOs practice to drive inclusion

MAIN POINTS

How EXCO members are selected

How/to what extent EXCO members take accountability to drive the DEI agenda

How is diversity perceived within EXCOs?



24% of respondents believe that their business is currently lacking diversity or not diverse at all

29% consider demographics as a key criterion for EXCO diversity

Criteria such as academics limits the talent pool

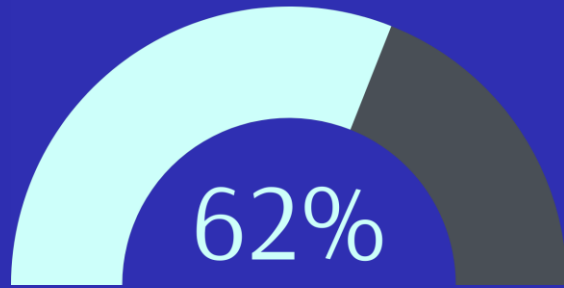
Age is perceived to be a limit to talent entering at the EXCO level

Practice Inclusion at Board Level

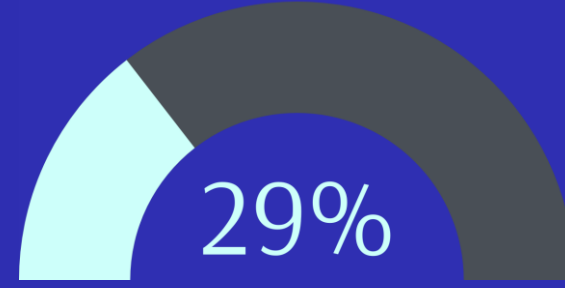
- ◆ Platform for everyone to have a voice
- ◆ Inclusive recruitment
- ◆ Metrics
- ◆ Space for diversity of thought
- ◆ Dimensions of diversity
- ◆ Reverse mentoring
- ◆ Championing your EXCO
- ◆ Sponsoring diversity initiatives
- ◆ Accountability



Selection



structured interviews with
the CEO and Board
members



HR vetting and CEO/MD
or a director making the
final choice

**We need to
challenge
ourselves:**

Does our CEO and Board have the awareness to ensure their own unconscious biases do not influence the process and their decisions?

Do they challenge themselves when it comes to hiring someone 'like me' or being intentional in seeking difference?

Does leadership listen and respond to drive inclusion?

Does HR have a seat at the table and the confidence to challenge hiring decisions?

◆ Opportunity to do better...

- ◆ 39% use a head-hunter to provide an objective view and challenge the status quo
- ◆ 27% say their organisations use competency-based interviews
- ◆ Knowing what to do and actually doing it are two very different things
- ◆ Value in assessment and development
- ◆ Most commonly cited behaviours also drive inclusion

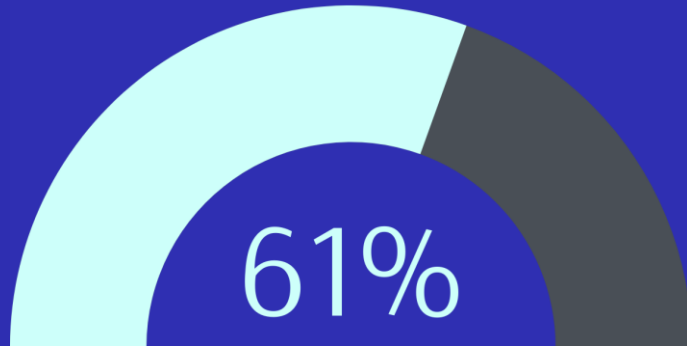
EVERYONE
CAN EFFECT
CHANGE



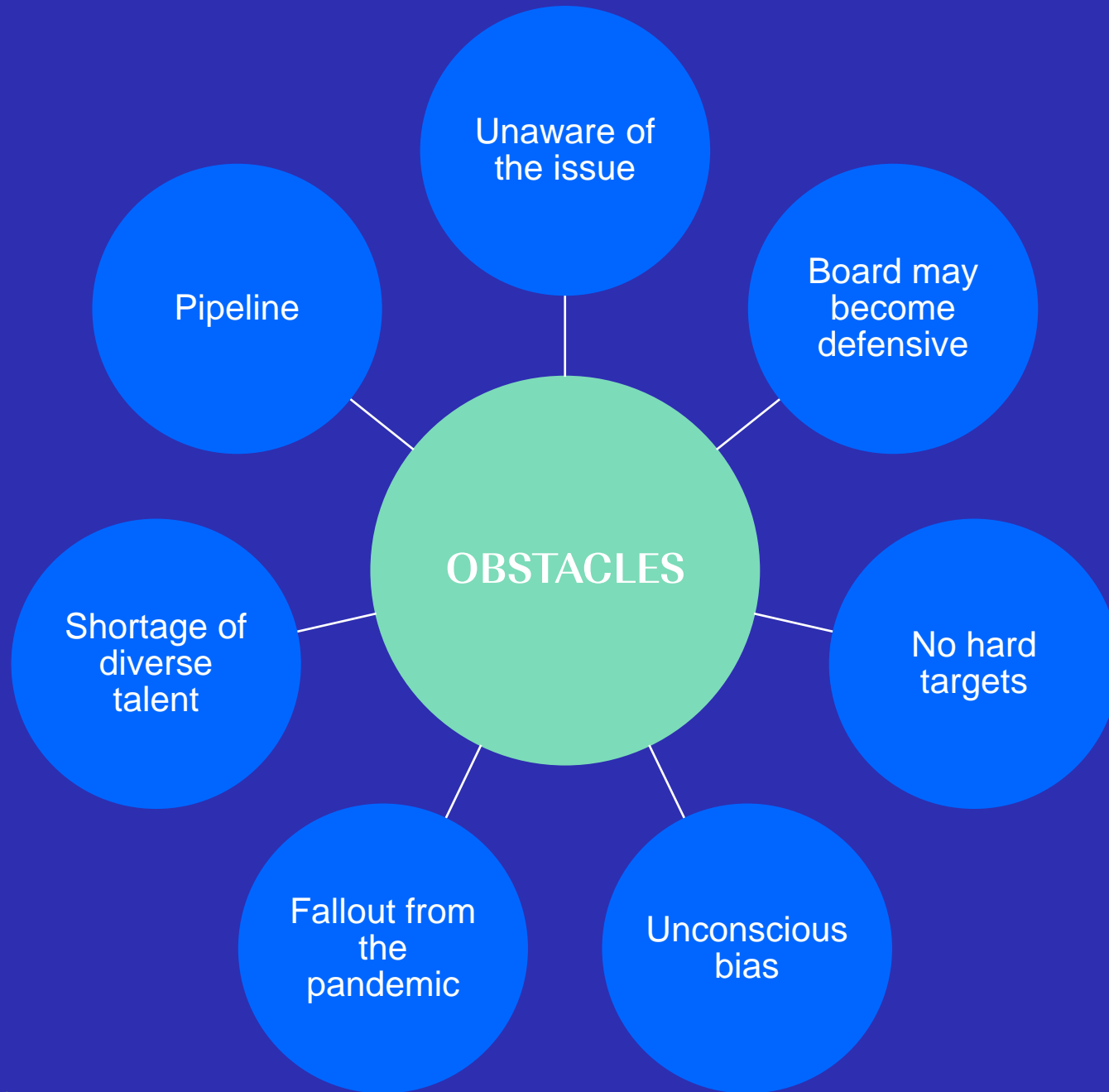
EXCOs talk regularly about DEI



EXCO talk about DEI only if it is on the agenda

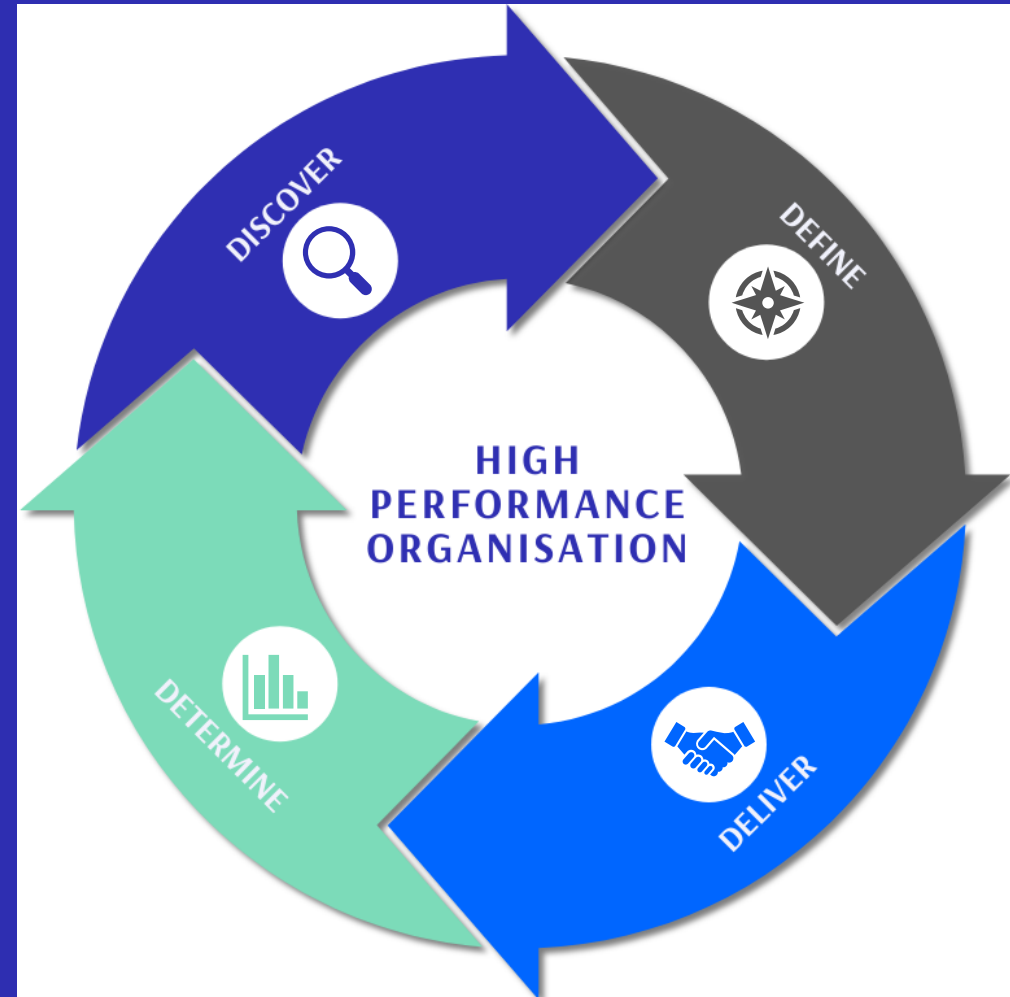


respondents have a DEI champion



Four DE&I Stages to High Performance

We can partner with you on one, two, three or all of these stages. We work in collaboration with you and with agility.



Hanover Talent Solutions

1-2-1 Coaching

Menopause Workshops
/ Awareness Sessions

Engagement &
Retention Programmes

Leadership Solutions

DE&I Consulting

Speaking & events

Counselling / Support
Helpline

How can
we help
you?



Q&A



Hanover.com Resources Page

Reports

- What Can We Expect For Culture Inclusion and Diversity**
Read more
- The Menopause: A Practical Guide for Business Leaders**
Read more
- What Every Leader Should Know About the Future of Hybrid Working**
Read more
- What Can We Expect For Culture Inclusion and Diversity**
Read more

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Your success relies on the talent you employ and develop. What are you actively doing to future proof this?

FIND OUT MORE

Graphics

- UKGI Diversity Infographic**
View
- Hybrid Working Infographic**
View
- Challenges Of Hybrid Working**
View
- Hybrid Working Environment**
View