



Chartered
Insurance
Institute

Standards. Professionalism. Trust.

Closing the gender pay gap

Mind the gap



Definitions and key terms

Gender pay gap

The gender pay gap looks at what women earn compared to men

Postive gender pay gap

Provides an insight as to what extent women earn less per hour than men.

Negative gender pay gap

Provides an insight as to what extent women earn more per hour than men.

Equal pay

Equal pay refers to our obligation to pay one employee the same as another employee for conducting the same or similar work of equal value.

The mean

The mean is the average value of a population.

The median

The median is the middle value of a population.

Contents

4. A call to action for the insurance sector
6. What is the gender pay gap?
8. Why the gender pay gap matters
9. What are the statistics?
10. What needs to be reported?
11. How to calculate your organisation's gender pay gap
12. What causes the gender pay gap?
13. Why introduce gender pay reporting now?
14. Case Study: The CII's gender pay gap figures
16. What is the CII doing to move the dial?
17. What action can your organisation take to help reduce the gender pay gap?
20. How to attract and retain millennial women at your organisation
22. Case studies from the CII



Gender Pay Gap reporting - a call to action for the insurance sector

The public judges us by our actions, not by what we say. That's why the data on the gender pay gap is so important - these are solid facts about who we are and how we work. They will contribute to the public's perception of us, and critically the level of trust they have in us to do the right thing.

For many organisations in the insurance sector, including the CII, the pay gap will show that men earn significantly more than women. In the vast majority of cases, this won't be because firms are paying men more than women for equal work; it will be because men are more likely than women to secure senior roles.

It is likely that the overall pay gap for our sector will be wide, and this will of course be perceived negatively by customers, employees and the wider public, particularly in comparison with some other sectors. We must use this as an opportunity to focus on action to narrow that gap, not dwell on the data alone, or worse, shy from the results.

This issue isn't new; we've spent a generation talking about improving diversity at senior levels. Recently, firms have been taking meaningful action to address the problem. Now we need to move beyond isolated examples of good practice and demonstrate how we are making a concerted effort to create progress, year on year.

The data that firms are sharing between now and April 2018 is only the start. Our stakeholders will be expecting to see evidence of what we are doing individually and collectively to reduce the gap, and they will expect to see significant improvement in the gap in future years. The CII will be on hand to help. We will share analysis of the market's overall gap segmented to help highlight the areas of success and the areas with the greatest need for improvement. We will develop and share best practice of what works in practically reducing the gap.

We are a strong profession, and when we behave with confidence and purpose the public will trust us to deliver. However, if we are opaque or make excuses, the public will question our ability to treat customers as well as employees fairly. The gender pay gap is an

opportunity to show that we serve the whole of society, and we should take it.

I am encouraging all businesses in the insurance sector to publish their data openly, even if like the CII their headcount is lower than the threshold required by the rules. Even if the gap itself is bad news, the public and our employees will expect to see a positive, transparent and joined-up approach to addressing it.



Sian Fisher, ACII, Chartered Insurer
CEO The Chartered Insurance Institute



What is the gender pay gap?

Although intentionally paying women less and not offering them equal career opportunities as men is against the law, there are still many unconscious and underlying forms of gender bias that affect everyday decisions in the business world. This is due to underlying attitudes, assumptions and practices that unintentionally favour men over women. This can be seen in the lack of women in leadership positions and managers making assumptions about what women are capable of in the workplace. These long-established biased thoughts have led to a culture in business where women have to strive harder to achieve their full potential and career aspirations. The impact of this can be seen when looking at the gender pay gap between men and women at work.

The gender pay gap measures the difference between male and female average earnings and is expressed as a percentage of men's pay. Gender pay looks at what women earn compared to men, it does not look at like for like roles. This figure provides us with a gauge as to the relative earning power of men and women, reveals the level of equality in the workplace and provides an indicator as to whether or not organisations are taking full advantage of the talent available to them in the labour market.

The gender pay gap figure provides some insight into gender inequality but further investigation into the figures can shine a light on the fundamental causes of gender pay inequality. According to the Business in the Community report (2014 & 2015), white women earn more than black women even though black women were shown to have greater career aspirations. This indicates that certain groups of women are more disadvantaged in the workplace than others.

Positive gender pay gap



Provides an insight as to what extent women earn less per hour than men.

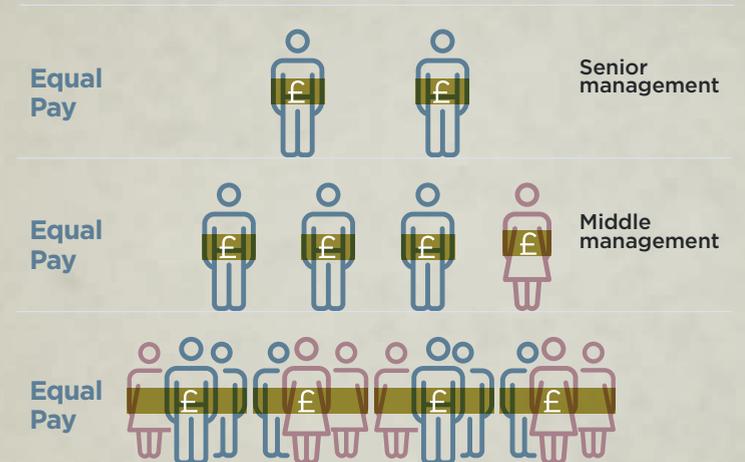
As this is the more common scenario, often the word 'positive' is dropped for shorthand, and is referred to as simply 'the gender pay gap'

Negative gender pay gap



Provides an insight as to what extent women earn more per hour than men.

It is easy at first glance to assume that gender pay is the same as equal pay, but this is not the case, although unequal pay may be a factor affecting the gender pay gap. Equal pay refers to our obligation to pay one employee the same as another employee for conducting the same or similar work of equal value. An organisation may therefore have equal pay but still have a gender pay gap. The gender pay gap is where fewer women are employed in the more senior, higher paid roles than men and therefore women have a lower ability to earn more money.



Why the Gender Pay Gap matters

The Chartered Insurance Institute exists to drive public trust in insurance. We believe the insurance sector should reflect wider society in its diversity so we can better understand and meet the needs of our customers. The insurance sector needs to attract, develop and retain the best talent available from all walks of life. That means rewarding, developing and creating opportunities for talented people.

It is all too easy to make assumptions about women that may have a negative effect on their career and earning potential. For example, you may assume that a female employee is unable to attend an important conference abroad because they have children. Ensuring the contribution and the potential of our female talent is fully recognised, valued, developed and rewarded is one way to start narrowing the gap and building an organisation more representative of the public we serve.

The Department for Education has quoted that removing the gender pay gap in all sectors could increase the annual Gross Domestic Product by £150bn in the next 8 years. Organisations need to embrace this challenge and see the potential benefits (which could be huge!) in addressing the causes of the gender pay gap.

What are the statistics?

Different sectors have different challenges

According to the Office for National Statistics (ONS), December 2016, the overall UK gender pay gap is currently 18% for all workers. This has decreased from 27.5% ten years ago but there is more work to be done. The insurance sector specifically however, is reported to have a gap of around 47%¹. The insurance sector needs to urgently address this issue if it is to attract the best talent and remain competitive in the marketplace in the years to come.

Across all UK sectors 66% of junior management roles are conducted by women whereas nearly 75% of senior roles are conducted by men. In addition, the gender pay gap at managerial level is 26.8%, resulting in male managers receiving over £11,500 a year more than women when including bonus and other company benefits². Women in the retail sector by comparison earned a massive 19.4% less per year.

The gender pay gap in the construction industry is 23.3%. The Royal Institute of Chartered Surveyors found that women in construction commenced employment on the same pay as men, but when they reached the 46–55 age range men earned £13,000 more than women³.

The impact of Childcare

Women still carry out 74% of the total childcare time⁴. The Institute of Fiscal Studies state that the average pay gap before the birth of the first child is over 10% and that the gap increases steadily following the birth of the first child, so that when the child is 12 years old, women are paid a third lower than men.

The gender pay gap is much wider for women over 40 years old, which is probably linked to women being the main providers of childcare and that they have taken a career break during this time⁵.

Changing perceptions

Research conducted by Kidzania in April 2017⁶, a theme park where children can practice carrying out adult jobs, found that gender stereotypes were evident in children from as young as 4. The choices the children made about which activities to try were influenced by what they had seen and experienced themselves. For example, girls tended to favour cabin crew jobs whereas boys wanted to be the pilot. This research indicates that ambitions and barriers that might influence the gender pay gap starts a long time before people even enter the employment market.

Research conducted by PwC into Women in Technology (2017)⁷ found that the gender gap started in school and continued into working lives with only 27% of female students seeking careers in technology compare to 61% of males. In addition, only 5% of leaders in technology are women.

41% of women in employment work part-time compared to only 11% of men. This results in 66% of total wages in the UK earned by men whereas women only earn 34%⁸.

Recognising gender fluidity

Gender fluidity should be taken into consideration when reporting on gender pay statistics. Gender fluidity is when an individual's gender is more flexible than the traditional male and female genders and some people may feel more female sometimes and more male at other times or they may feel neither male nor female. When reporting on gender pay, the figures required are for men and women only, but what about individuals who identify as gender neutral, in transition or gender fluid? ACAS guidelines on gender pay reporting state that employers may leave out data for employees who do not identify as either gender.

¹ Total Reward Group, (2016) based on 17 insurance companies employing 12,327 people

² <https://fashionunited.uk/news/retail/gender-pay-gap-female-retail-managers-earn-20-percent-less-than-men/2017092526018>

³ <https://www.constructionnews.co.uk/companies/contractors/construction-lagging-behind-on-gender-pay-gap/10018899.article>

⁴ ONS (2016) Changes in the value and division of unpaid care work in the UK: 2000 to 2015.

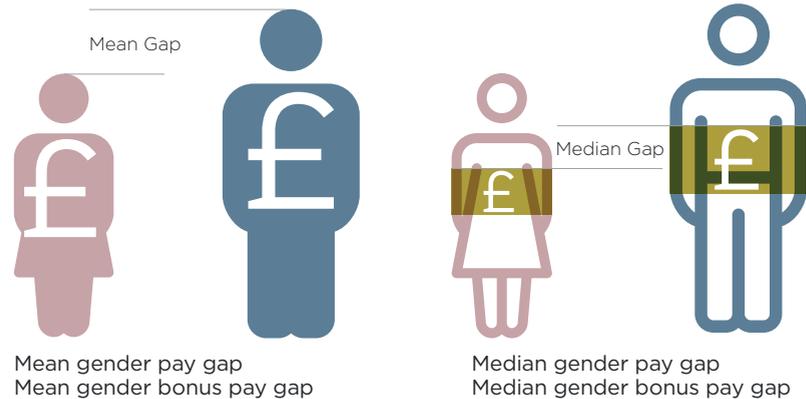
⁵ ONS: The gender pay gap - what is it and what affects it? October 2016.

⁶ Women in Business: Bias in the talent pipeline starts before school, Wednesday 27th September 2017.

⁷ Pricewaterhouse Coopers (2017): Women in Tech: Time to close the gender gap.

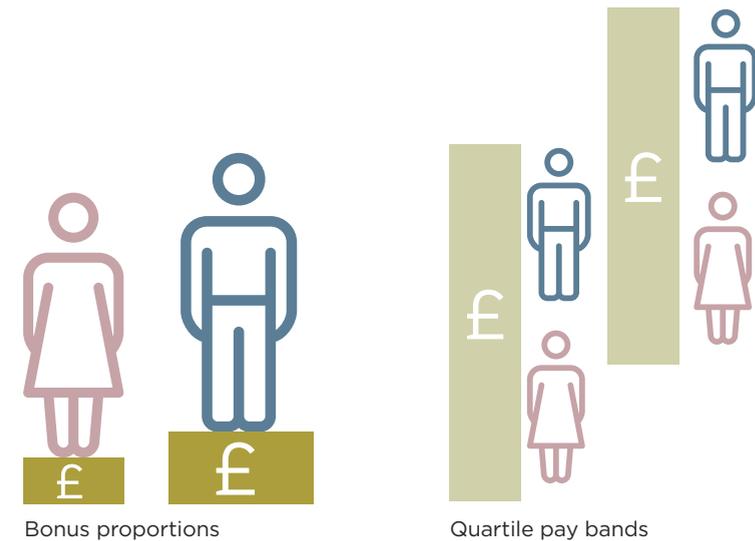
⁸ Radix Paper Number 2: Working Late: The importance of older women in our economy. Nick Tyrone.

What needs to be reported?



Mean:
the average value of a population. Provides you with an insight into the size of your gender pay gap.

Median:
the middle value of a population. Provides you with an insight into what that standard position is in regard to your gender pay gap.



This information needs to be reported by companies operating in England, Scotland and Wales with 250+ employees along with a written statement from a senior manager annually based on the situation on 5th April each year. The information reported will therefore represent a snapshot of the organisation's pay data during April of that year. The new regulations will affect around 9,000 employers and more than 15 million people (nearly 50% of the UK's working population). However, smaller firms are also encouraged to share their data. Employees, shareholders and clients are likely to seek companies' pay gap data even if they are not strictly required to publish, and the CII is recommending that firms consider their strategic approach to diversity beyond their strictly legal requirement.

The gender pay gap statistics have to be published on both the organisation's website and the Government's website so that they are publically available. This means that current and future employees can see this data in addition to customers and stakeholders. This makes it even more important that organisations have a strategy in place to consider and to tackle the gap in their organisation. Further information on gender pay gap regulations can be found at www.gov.uk/report-gender-pay-gap-data.

How to calculate your organisation's gender pay gap

The gender pay gap is calculated by subtracting the average hourly pay figure for those identifying as female from the average hourly pay figure for those identifying as male then expressing the difference as a percentage of the average hourly pay figure for men.

The gender pay gap can be calculated based on both mean and median average pay for men and women in an organisation (or other population), and calculations will look at men and women employed at a specific date who are receiving their usual full level of pay at that date. When looking at the mean and median figures together you can get an indication as to whether or not your figure is skewed. If the figures are similar then this indicates that there is little or no skew however if the figures are wildly different this would indicate that some of your data has skewed the figure. This may be because you have a few male or female employees on very low or high salaries.

Both the mean and the median pay gap figures (which both need to be published) can provide a different insight into gender pay. It is important to look at both figures to get a holistic insight into the issue.

Example of a gender pay gap calculation

At 05 April ABC Ltd employs 5 women and 7 men who are receiving their usual full pay.

The women's hourly pay figures are as follows: £11.55, £16.80, £25.00, £34.07 and £39.00

The men's hourly pay figures are as follows: £11.55, £11.55, £15.00, £18.68, £35.72, £47.25 and £55.49

The mean average hourly pay for women is: £25.28

The mean average hourly pay for men is: £27.89

The median average hourly pay for women is: £25.00

The median average hourly pay for men is: £18.68

The gender pay gap is calculated as follows:

Step 1.
Average hourly pay for men **minus** the average hourly pay for women = the difference in averages.

Step 2.
Difference in averages **divided by** the average hourly pay for men = the difference as a proportion of average hourly pay for men.

Step 3.
Difference as a proportion of average hourly pay for men x 100 = the gender pay gap percentage.

In our example above the **mean gender pay gap** percentage would be calculated as follows:

Step 1. £27.89 - £25.28 = £2.61

Step 2. 2.61 ÷ 27.89 = 0.094

Step 3. 0.0935 x 100 = 9.4%

The **median gender pay gap** percentage would be calculated as follows:

Step 1. £18.68 - £25.00 = -£6.32

Step 2. -6.32 ÷ 18.68 = -0.338

Step 3. -0.338 x 100 = -33.8%

What causes the gender pay gap?

As part of measuring the gender pay gap, employers need to evaluate the root causes of those imbalances, removing any implicit barriers and encouraging colleagues to reach their full potential in any role regardless of their gender (or indeed for any other diversity characteristic).

Men and women who do the same job have been able to expect the same rewards since the Equal Pay Act 1970. However, a gender pay gap continues to exist because in many businesses there are different proportions of men and women in different functions, at different levels of seniority and with different levels of experience or tenure.

But that's not an excuse. We need to go to the root causes of those imbalances, removing barriers and encouraging colleagues to reach their full potential in any role regardless of their gender (or indeed any other aspect of their diversity).

Anne-Marie Slaughter, president and CEO of New America identified in her book 'Unfinished Business' what she called the 'care penalty' as being the main cause of inequality amongst men and women. Anne-Marie stated that women without caring responsibilities are paid around 95% that of men but as soon as they take up care giving roles, for example, children or sick parents, they need to work more flexibly and this often means working part-time. Part-time work is more often found in lower-paid roles and attitudes from managers are often that part-time workers are less ambitious and devoted to their careers and so are often overlooked for promotion and development.

Why introduce gender pay gap reporting now?

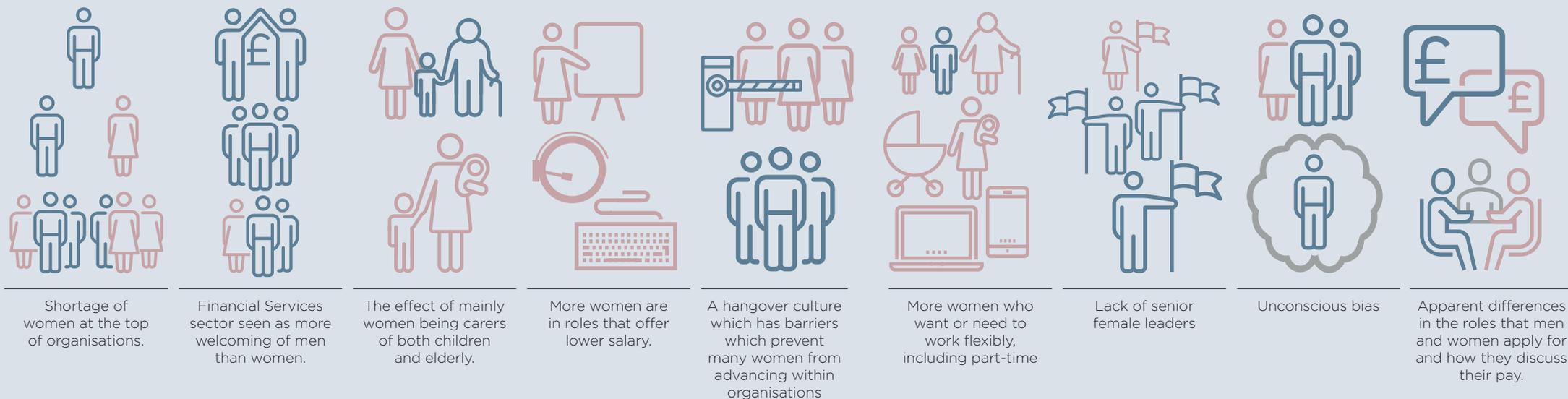
The UK government has introduced a requirement on all employers with 250+ staff to publish their gender pay gap by April 2018. The reporting rules are broad in scope and require larger employers to identify differences in pay between male and female colleagues across the entire workforce regardless of job role. The purpose of the reporting requirement is to ensure that these organisations calculate their gender pay gap and to help them put solutions in place to try and reduce the gap.

It is possible to see these regulations as another item that needs ticking off the regulatory 'to do' list - or avoiding altogether if your business qualifies for an exemption. But it is also possible to see them as a tool to attract the best employees to your business and to understand how to get the most out of your workforce. Increasingly, people entering the workforce judge prospective employers on their attitude to diversity and equality, and research shows that a majority of young people - male and

female - do not think that organisations' actions match their promises.¹⁰ In addition, a vast majority of employees think that organisations should have to make their gender pay gap data public¹¹.

Even though our headcount at the CII is beneath the minimum threshold, we believe it's the right thing to be as open and transparent as possible with our colleagues and stakeholders, so we are sharing our plans to reduce our own gender pay gap over time. Any employer, however small, should consider measuring their gap and consider proactive communications even if their headcount is beneath the threshold.

PwC identified the following possible causes of the gap⁹:



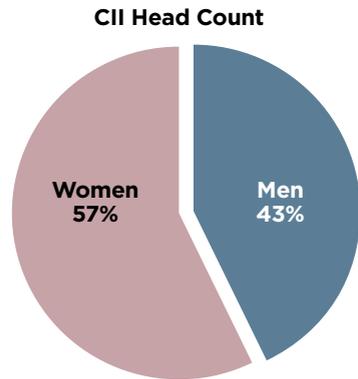
⁹ Pricewaterhouse Coopers 'Gender Pay Gap Reporting Survey' February 2017

¹⁰ A Pricewaterhouse Coopers survey of people born between 1980 and 1995 found that 74% of men and 86% of women said that an employer's policy on diversity, equality and workforce inclusion was important to them when deciding whether or not to work for them. It also found that adults coming into the workforce were sceptical about employers' ability to deliver on their promises - 71% of women and 53% of men agreed with the statement 'Organisations talk about diversity, but I do not feel opportunities are really equal for all.'

¹¹ Business in the Community: Measuring your gender pay gap. September 2017.

Case Study: The CII's gender pay gap figures

The CII's gender pay data illustrates that we have a gap, and this is because our more senior roles are mainly filled by men. We have already started to address this, and we are committed to a strategic and transparent programme to accelerate the reduction of the gap.

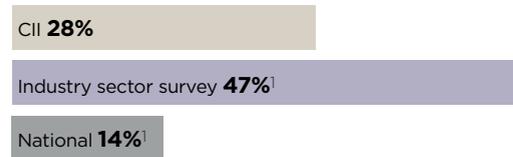


Headcount as at March 2017 was 222 of which 57% of CII colleagues are women and 43% are men.

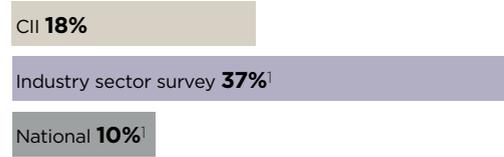
4% of our employees are part-time workers of which 90% are women. This is an important factor to consider when looking at the data and the root cause of the gender pay gap. As gender pay gap reporting looks at what women and men earn at a rudimentary level by hourly rate, it is women who are more likely to be working part-time, as illustrated by our CII data.

The calculations below cover the month of April 2017.

Mean hourly rates

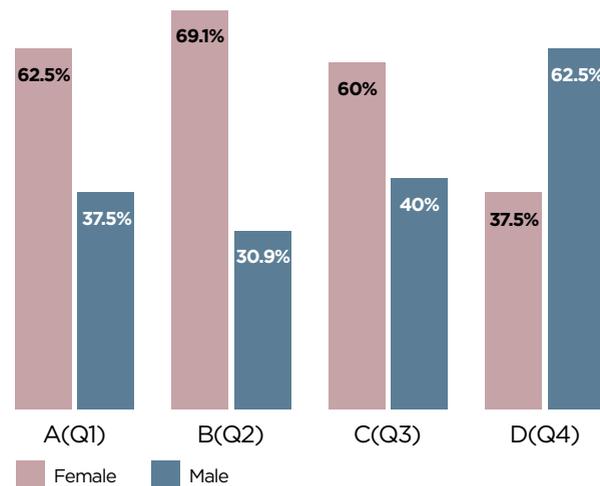


Median hourly rates



The mean hourly rates are currently favouring male CII employees by 28%. This is largely because currently more senior roles are held by men than women. Even when we look at the median, which is less affected by outlying high earners, there is still a gap of around 18% favouring male employees.

The chart opposite ranks all our colleagues' pay from lowest to highest and then divides it into four equal groups with the first group (Quartile 1) being the lowest paid.



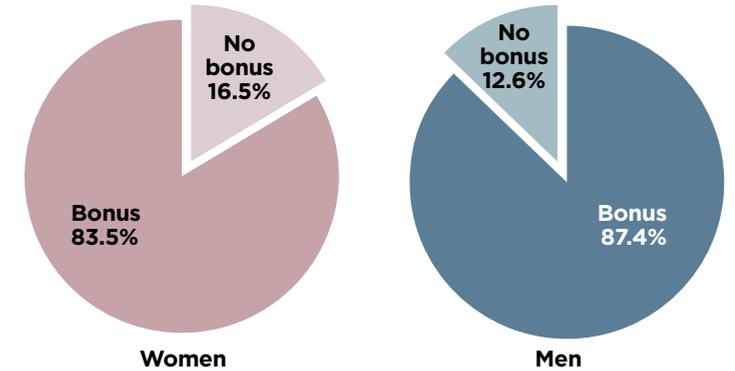
This analysis shows that there are proportionally more men than women in the highest paid quartile.

Bonus pay

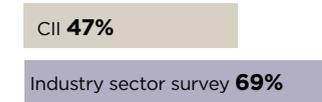
In 2017, we removed the staff bonus scheme. However, we believe it is still important to analyse this data and we used what was paid under the previous scheme to provide a snapshot of the bonus gap. There was a large mean bonus payments gap of 47% favouring men, due to the over representation of men in the top quartile, where the largest bonuses were paid.

The median bonus gap was much less, which is again due to the median being less affected by the highest bonus payments in the top quartile. This supports our decision to withdraw the scheme until we have developed a scheme that is fair and equitable for all.

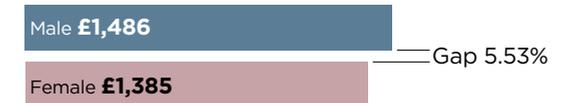
Bonus participation



CII bonus participation



CII median bonus payments



What is the CII doing to move the dial?

There is significant work that we need to do to reduce the gender pay gap across our business. We aim to reduce our gender pay gap by 10 percentage points in a 12-month period. Some of the actions we are taking are:

Transparency and process

- Our review of job levels across the organisation will support us with role progression and transparency.
- We are currently reviewing our overall reward strategy and will ensure that this strategy, and in particular our bonus scheme, is reviewed to ensure that it is fair for all.
- Introducing agile working supporting all our colleagues with caring responsibilities.

Equal opportunities development

- Our focus to deliver our strategic manifesto resulted in the development of 15 work streams, of which 11 work stream leaders are women, raising their visibility and supporting them in their development.
- We provide an informal mentoring and reverse mentoring programme open to all colleagues.

Training and visibility

- All line managers attend compulsory unconscious bias training so they can understand and then manage and challenge how this might impact people in the workplace.
- We are participating in the 30% club cross country mentoring programme with five women participating.
- We're investing in all of our people to help them reach their full potential. In 2017 so far, our colleagues have participated in 232 hours of L&D. 57% of staff who hold a CII qualification are women whilst 54% of those who are currently studying toward their CII qualifications are women.

Best practice sharing and networking

- We offer opportunities to attend networking and learning events via iWin (Independent Women in Insurance Network).
- We promote the events organised by external networking groups such as Link (The LGBT Insurance Network), GIN (Gender Inclusion Network for Insurance) and iCan (Insurance Cultural Awareness Network).
- We support and promote the HeForShe campaign across the insurance sector with over 550 commitments made as at October 2017.
- We are currently developing a female leadership programme with a potential pilot in 2018. Throughout 2016 and 2017, 69% of those attending internal management training workshops have been women.
- We were one of the first organisations to sign up to Women In Finance Charter.

The CII & Women in Finance Charter

The CII was one of the first signatories of the Women in Finance Charter, requiring us to commit to a number of actions to promote gender diversity and inclusion.

The CII pledges to promote gender diversity and inclusion by:

- Having a senior executive team (defined as the CEO's direct reports) who is responsible and accountable for gender diversity and inclusion;
- Setting three-year internal targets for gender diversity in our senior management; Our targets are:
 - 30% female representation on the CII Senior Executive Management Team; at 30 September 2017, the CII Senior Executive Management Team is 22% female.
 - 30% female representation on the CII Board; at 30 September 2017, the CII Board is 27% female.
- Publishing progress annually against these targets in reports; and
- Having a senior executive bonus scheme linked to delivery against these internal targets on gender diversity.

What action can your organisation take to help assess and reduce the gender pay gap?

There are a variety of ways you could look at narrowing the gender pay gap. As with most things, it will take time for any action to take effect and what you choose to implement in your organisation will depend on your median and mean pay rates, the composition of your workforce and what you already do to address some of these issues. According to PwC in February 2017, 60-70% of organisations surveyed already possessed flexible-working and leadership strategies to enable more women to occupy senior roles.¹²

PwC⁷ also found that, 28% of people surveyed thought that employers are biased towards men during the recruitment process (which was the same as they found two years previously) and 29% thought that a smaller number of senior women are recruited compared to senior men. 76% of Financial Services employers are proactively attempting to recruit more women¹³.

Looking at the results of the analysis, we can see that there are two questions businesses should ask themselves in relation to information about pay:

1. Are the median pay rates equal, or similar?

If this is the case, then it suggests that staff in less senior roles are rewarded equally, which should mean that the pipeline of potential senior managers within the organisation is well balanced. If the balance is skewed one way or the other, it suggests that the business needs to do more to ensure that there is equal access to roles outside senior management. Ways of addressing this include:

- **Inclusive recruitment:** Recruitment processes need to be reviewed to ensure that applicants are given an equal chance to be selected. This could include:
 - monitoring of equal opportunities in the recruitment process
 - ensuring that roles can be conducted flexibly if possible, for example, part time, job share and flexible hours in term time and school holidays
 - unconscious bias training
 - producing inclusive adverts, job descriptions and recruitment documentation
 - gender neutral applications processes
 - running structured interviews with a scoring system to reduce bias
 - sourcing candidates where women are looking for work.
- **Training for managers:** consider introducing compulsory training to line managers so they can understand unconscious bias and then manage and challenge how this might impact people in the workplace. More widely, managers should be provided with training in Equality legislation, positive action and managing unacceptable behaviour at work.
- **Training for all employees:** organisations need to ensure that women with caring responsibilities are as able as men to benefit from learning and

development, for example, by offering them the choice of completing a qualification part-time or in the evenings or offering a choice of training on-site or remotely.

- **Nurturing a 'grass roots' commitment:** such as the 'HeForShe' campaign, that asks individuals throughout the organisation to identify tangible things that they can do to improve equality, for example, enabling cultural shifts surrounding leadership roles that are traditionally seen as being male.
- **Encouraging parental leave:** to ensure that employees can maintain family commitments while retaining a career. Steps have been made in this direction by the government, for example, the introduction of shared parental leave at the end of 2014 which enabled mothers, fathers, partners and adopters to share up to one year off work after a child is born or adopted was seen as a major step towards gender equality in the UK. Take-up of this new policy, however, has been low as it will take time for attitudes towards childcare to change. According to the CIPD¹⁴ only 5% of new fathers and 8% of new mothers have taken advantage of shared parental leave since it began.

The UK government and employers might want to consider taking a look at what other countries offer in terms of parental leave. In Sweden, for example, parents are entitled to 480 days of leave at 80% of full pay! The first 18 weeks has to be taken by mothers, after which the leave can be shared between parents. In addition, fathers receive 90 paid paternity days to encourage bonding between the father and child. In Lithuania, mothers receive 18 weeks full pay and fathers 4 weeks full pay when the child is born and then they are offered an additional 156 weeks to share. The parents can then decide whether to have 52 weeks paid at 100% or 104 weeks paid at 70%!

¹² Pricewaterhouse Coopers 'Gender Pay Gap Reporting Survey' February 2017.

¹³ Pricewaterhouse Coopers 'CEO Talent Report'

¹⁴ <http://www2.cipd.co.uk/pm/peoplemanagement/b/weblog/archive/2016/12/15/only-5-per-cent-of-fathers-opt-for-shared-parental-leave.aspx>

What action can your organisation take to help assess and reduce the gender pay gap?

- **Promoting flexible working:** this could include job shares, home-working, condensed working and term time hours but this needs to be available to men and women and for jobs at every level, not just junior roles. People who work flexibly should also have the same opportunity for promotion and progression as those who work more standard hours. Being more open-minded as to whether roles that have traditionally been full-time, office based roles can be conducted more flexibly is an important step to promoting a flexible working environment.
- **Ensuring fairness in reward and performance management:** employers should review their reward and performance management systems to ensure that they are inclusive and do not unfairly disadvantage female employees. For example, are part-time roles sized and assessed properly, to ensure they are given the right grade compared to full-time roles and is the pay grading system transparent? How is part-time work assessed compared to full-time work in the performance management system?
- **Work allocation:** do organisations offer work opportunities equally to both men and women? Do we make assumptions about women and what type of work they will be able to do? Are we guilty of offering the higher status, fee-earning work to men and the more 'back office' work to women? We need to challenge these assumptions and ensure that we provide both men and women equivalent prospects to deliver on interesting and challenging work.
- **Returnships:** becoming increasingly popular amongst large organisations in the UK as women often struggle after a career-break to get back into the workplace at the level that they left it, especially if this was a senior executive role. A returnship is a senior internship which supports women who want to return to the workplace after a long career break. They normally consist of paid, short-term contracts with the offer of a permanent role at the end of the period if all goes well. This aids women returning to a professional role by offering support and refreshing their skills, rather than the woman having to take on a lower level role after a break. The employer benefits from sourcing high quality talent that may not otherwise be available and enabling them to ascertain whether or not the individual is suitable for a permanent role.

Women returners often offer a renewed view about work and help organisations mirror their diverse range of clients and customers with a diverse employee-base. Organisations such as JP Morgan, Vodaphone and O2 have identified the huge benefit returnships bring to their businesses.

- **Agile working:** a method of working which enables people to work completely flexibly, in a way that suits them and embraces differences between individuals and how and when they work best which has been enabled by advances in technology and methods of communicating. This may include some people working at home and attending meetings via Skype or Google hangout and when they are in the office, they may hot-desk with others. This way of working particularly suits millennial workers and women in particular who can use it as a way of managing caring commitments and work/life balance.

One organisation that implemented an Agile Working programme in 2014 was Deloitte. The programme recognised that output was more important than being seen in the office at all hours and meant that people could work in a way that suited them in order to improve business performance.

On the subject of Agile Working, the Head of Client Service HR at Deloitte, Caroline Hunt, was quoted as saying 'It requires a shift in mindset from the traditional 9-5 with an hour for lunch, which is rarely a reality, to much more nimble thinking that recognises nothing is static. It's about give and take, starting with the principle of mutual trust and that people are accountable for their role in delivering the best service to their clients. It's about finding a fair and flexible balance of what works for the firm and the team, as well as the individual meaning.'¹⁵

- **Positive action:** lawful under the Equality Act if certain criteria are met, in order to assist certain under-represented groups of people (in this case women) to have equal access to jobs, promotions, training and development and work opportunities by for example, removing any blockers. In the context of the gender pay gap, this may include giving preferential treatment to a female candidate if women are under-represented in the employer's workforce, in order to improve a gender imbalance.

2. Are the mean pay rates equal?

If the mean rate is less equal than the median rate, this suggests that the senior roles should be divided more equally between men and women. This process can begin with targets - for example, the CII has a three-year target to bring female representation on the CII Senior Executive Management Team and Board to 30% (at 30 September 2017 the Executive Management Team is 22% female and the Board is 27% female).

Reaching those targets could include:

- **Developing a strong business case for diversity and inclusion, and the impact it has on:** understanding customers and market opportunities, fostering innovation and improving the company's brand and reputation
- **Making leaders accountable** for diversity and inclusion
- **Mentoring:** developing a leadership programme for women, that could include mentoring and reverse mentoring for all staff. "Mentoring is to support and encourage people to manage their own learning in order that they may maximise their potential, develop their skills, improve their performance and become the person they want to be." Eric Parsloe, The Oxford School of Coaching & Mentoring. The mentor will normally be more experienced in the field than the mentee, will provide a sounding board for ideas and will share their experience and suggestions with the mentee. Reverse mentoring is where the mentee will offer support and ideas to the mentor as they will often possess new skills and viewpoints.

Organisations should consider offering mentoring to women returning from maternity leave in order to aid their transition back into the workplace. Being out of the office for a considerable period of time and having the life-changing experience of having a baby can make women feel vulnerable and lack in confidence. Mentoring at this critical stage in a woman's career can help ensure that they are not disadvantaged for having time out of work and can ensure that they are quickly back to a highly performing employee, on track to reach their full potential.

Research conducted in 2017¹⁶ on the impact of the mentoring of women in the male-dominated police force showed that mentoring supported women in all four of the learning areas studied, with the

largest benefit being in building self-confidence. This is an example of where mentoring women can support them to remove blockages and empower them to achieve their full aspirations.

- **Working with external networking groups:** such as iWIN (Independent Women in Insurance Network), GIN (Gender Inclusion Network for Insurance) and iCan (Insurance Cultural Awareness Network). Networks can share good practice in the gender equality arena and support others with implementing action plans to address their gender pay gap.

¹⁵ CIPD Report (November 2014): HR: Getting smart about agile working.

¹⁶ Jones J (2017) How can mentoring support women in a male-dominated workplace? A case study of the UK police force. Palgrave Communications.

How to attract and retain millennial women at your organisation

The majority of organisations have a lack of women in senior positions and are therefore not harnessing the full breadth of workforce talent available to them. In addition, millennials are seeking different ways of working from employers. As the millennial generation are the leaders of the future, employers need to look at both what women and what millennial workers want and need from their working

lives to be able to address gender inequality going forward. 36% of female millennials employed in the insurance sector said that work-life balance and the ability to work flexibly are offered by their employers but they are not easily accessible to women. They also found that the Financial Services was the least appealing sector for millennial women to work in based on employer brand and reputation.¹⁷

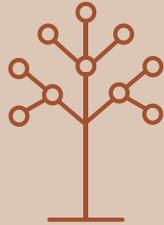
What Millennials want from their employer



Technology savvy



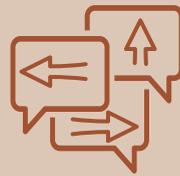
More casual, less corporate working environments



Continuous development and speedy progression



Quick to move on if needs not being met



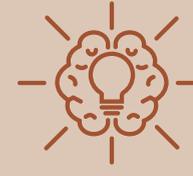
Regular feedback and direction



Work that is meaningful



Being recognised for output



Encourage innovation and creativity



Work-life balance



Strong diversity policies

¹⁷Pricewaterhouse Coopers 'Gaining an edge in the competition for talent: Inclusive recruitment in financial services survey', 2017.

Case study: Cristina Biagioni



Describe what you do?

I am a Project Office Manager in the Programme Management Office. The PMO are responsible for overseeing the Your CII Change Programme launched following our Strategic Manifesto in November 2016. The Change Programme consists of 14 workstreams (projects). I am responsible for providing support including project update reporting and producing and updating internal and external communications on the Change Programme. The PMO are also responsible for owning the 'Your CII' programme plan, supporting project leaders with delivery, maintaining momentum and tracking benefits.

I am also leading one of these workstreams myself which will result in a major step forward in engaged membership.



How has your role evolved and developed?

I have worked for the Chartered Insurance Institute for almost 16 years now. Starting off in Customer Service – I held the roles of Customer Service Assistant and Team Leader. In both of these roles I had daily interaction with our customers and members. I then moved over to Head Office undertaking the role of Marketing Operations Executive where I managed a variety of support initiatives across the operational aspects of the marketing department. I was then promoted to Marketing Operations Manager where my role was to ensure the smooth operation of the membership and product marketing departments. Alongside my Operations role I also undertook the role of Product Marketing Manager. In February 2017, I joined the newly formed PMO. Since joining the CII my role has evolved and developed massively. With an increase in experience and knowledge I have taken on further responsibilities. My time at Customer Service proved invaluable in allowing me to progress and develop within the CII. It was great to have had the front end customer interaction experience and seeing the impact of new launches and initiatives upon our customers. I have always tried to bear this in mind when I moved in to my new roles. The organisation has undergone a lot of change over recent years and I have had to continue to adapt to the changes. My role now is more focussed on project management which is an entirely new area for me and an area where I am still developing in. Over the years I have had responsibility for managing large teams which means not only continuously developing myself but also helping to develop those in my team.

How is the CII supporting your career development?

The CII have always been more than supportive of me since I first started at Customer Service. I have been lucky enough to work with some great managers who have always encouraged me to reach my full potential and given me guidance on areas for development and improvement when I wanted to progress and develop in to new roles. I have on occasions asked to get involved in projects of interest to me and my managers have always been supportive of this. I have also been approached on various occasions to input in to projects that have been led by others from outside my department. This gave me a great sense of confidence that people wanted and valued my opinion and expertise. I have also been given the opportunity to further develop myself with L&D activities including various courses and undertaking any additional qualifications that will support my role. I think what has been most helpful is having been made clear what was expected of me and how I can continue to progress. At times I have been tasked with things outside my comfort zone and, although it feels challenging at the time, I am pleased as I view them as opportunities and for me it shows the CII want me to develop.

What advice would you give other women?

Have confidence and believe in your abilities. Opportunities have not been handed to me on a plate, I have had to continuously work hard and prove myself but be rest assured that this does get recognised and all the hard work does pay off. I have in the past been my own worst critic and questioned whether or not I had the abilities to progress and develop. However I have had to learn to have confidence in myself and recognise that others also have that confidence in me. At times I have pushed myself and done things that fall outside my comfort zone but I'm glad I did and I am glad that I was asked to. Don't be afraid to go outside your comfort zone. Remember that no one wants to see you fail. Also, don't be afraid of others around you and view things as competition, each of us as individuals has something to contribute in the organisation we work for and that's extremely valuable.

What actions did you take to develop your career?

I have actively looked at new roles at the CII and spoken to my line manager when I was interested in applying for one, finding out what the expectations are of the role and seeking advice on areas where I may need development. I have identified when I have further L&D requirements and asked, where relevant, to receive further training or coaching. I have also on many occasions asked to take on more responsibility and get involved in other projects. I also welcomed invites from my colleagues who approached me to be involved in their projects, even when my workload was incredibly high in which case I managed expectations of my colleagues and identified where I think I can add value and how much I can give. I have pushed myself extremely hard and as mentioned before stepped outside my comfort zone. I take responsibility for myself and if I don't know how to do something I find out who does and ensure that I take steps for them to show me. When I have lacked confidence I have sought advice from colleagues or friends who are extremely supportive.

Case study: Natalie Eveleigh



Describe what you do?

I am a Team Leader in the call centre and I am responsible for a team of six, which is made up of both customer service and corporate team members. Daily, I ensure that service standards are met, coaching, handling any ad-hoc queries and escalated complaints. I also liaise with our international colleagues directly, administrating more complex corporate agreements, collating my team's individual stats, monitor performance and feeding this back in monthly 121's. Day to Day management of the Corporate Chartered status process (CCS). Currently I am looking at how the CCS process can improve with a review of removing some of the manual processes involved. As well as being part of two workstreams.

How has your role evolved and developed?

When I first started at the CII, I joined as a call centre agent. After being here a year there was a job opening within the Key Account team for which I applied and was successful. I was in the Key Account team for 14 months before another opportunity presented itself and I applied for the role of Knowledge First Co-ordinator. This role allowed me to broaden my skillset both personally and professionally. I learnt to interact with colleagues across all departments and at all levels, I have lead meetings, meet deadlines and learn to organise myself as well ensure that others were meeting set deadlines. In October 2016, an opportunity to apply for the role of Team Leader arose and I took it. My previous roles had given me the confidence to take the next step and challenge myself. Since then I have been responsible for the Key Account team as well as a customer service team.

How is the CII supporting your career development?

The CII have helped me in my development by giving me the opportunity starting in the call centre to get involved in additional tasks and take on additional responsibilities. When system changes are happening, we have UAT sessions which I could be part of, this helped me broaden my skills and think of situations from all different points of view. When I first became a Team Leader I was given an opportunity to go on two Management courses and have another course booked for December. I have attended an unconscious bias course earlier this year and I have been part of the project workstreams for which I am currently a sub team leader on a project regarding processes around our Chartered Firms. We are currently working

on changing our payment system, I have been given the chance to be involved in the process and testing the new system. All of this allows me to learn new skills, develop my knowledge and implement these skills daily.

What advice would you give other women?

My advice would be to ensure that you have the confidence in yourself to take on new challenges. Building good relationships with your colleagues across all levels is key as this will ensure that people are aware of your skillset. Ensure that you put yourself out there and do things to help your own development. Do not be disheartened if things do not work out on the first try and keep pushing forward.

What actions did you take to develop your career?

I started working at the Chartered Insurance Institute in July 2013 and have had three promotions. My personality is such that I that enjoy gaining new skills and learning new things. The call centre was a great starting point for me, as there was so much to learn both about our products and services, as well systems and processes. My aim was to complete my role to the highest standard and provide the highest level of service to our customers. As a result of working independently, consistently exceeding targets around my call quality and through expressing an interest in training new starters, I was given the opportunity to become involved with the delivery of the 6-week training plan. By being part of this and taking on additional responsibilities, I was able to gain the knowledge and experience to successfully secure a promotion into the Key Account team.

My new position provided me with the opportunity to

develop and build relationships with both internal and external customers. In this role I gained a detailed understanding of our corporate agreements and had the opportunity to work closely with our international colleagues as well as our corporate international customers. During my time in the Key Account team, I built great working relationships with the Corporate Development Managers. These touch points contributed to me to raising my profile within the CII.

The position of Knowledge First Co-ordinator within the customer service department became available and I felt that I gained a considerable amount of experience and knowledge of the Knowledge First process whilst training team members. I had also gained a good understanding of different learning styles and adapting these to meet an individual's needs. Whilst I believe there was still a lot to learn, I applied for the role and was successful.

The role of knowledge first co-ordinator, was completely different to my previous roles. I was responsible for the daily running of the knowledge first programme and had to ensure that individuals completion dates and knowledge first quizzes were completed within the agreed timescales. I had to implement deadlines and ensure that these were met. This resulted in having to gain the confidence to meet and influence individuals who were at a higher level than me. Whilst initially I found this process difficult I quickly learnt how to converse and work effectively with these individuals to get the desired results.

I really enjoyed this position and in my mind thought this would be for a longer period of time, when the opportunity of Key Account Team Leader become available. I considered applying for the position as my aim was

to progress further in the long term at the CII and decided that whilst there was a lot to learn I also had a lot to offer. My knowledge and skills had extensively developed and I had an excellent understanding of all processes carried out by the Key Account team having previously worked in the team. I applied for this role and the interview was very different to any other that I had experienced. My knowledge and experience was tested during this process and whilst retrospectively I would have approached this very differently, I was successful.

I have now been Key Account Team Leader for a year and I am still learning new things everyday.



Case study: Nouvelle Aidoo



Describe what you do?

I am the Events Assistant in my team, and I wish I could describe my role in a simpler way as a lot of things happen in our team, but in a nut shell I assist my manager with some of the larger flagship events, by dealing with the delegate management, which involves creating the registration site, sending out save the dates/invitations, assisting with queries via the phone/email, creating delegate lists to record acceptances and declines, creating badges etc. In addition to those tasks, I organise my own events from conception right through until completion, and that involves me considering appropriate venues, liaising with suppliers (production, caterers, entertainment etc), delegate management and post event evaluation.

How has your role evolved and developed?

Before I started here at the CII, I worked in an events team that had a very regimented events process, and when I started at the CII I wanted to bring that army like structure into the role, but 9 months into the role I have had more creative freedom, which has encouraged me to think outside the box, and slowly (...very slowly) I'm grasping the concept of thinking on my feet, rather than following structure religiously. Don't get me wrong I STILL LOVE structure, but I really appreciate the flexibility of my role because I am learning so much. Besides working on CII and PFS events, I have been given the responsibility of improving the efficiency of the events team by looking into different technologies that could help improve some of the processes of our team, for example as we are getting more adhoc requests to put on events, I have been tasked with creating an events registration form to help our team manage requests and to be more prepared as a team so we can deliver a better quality of events.

How is the CII supporting your career development?

As you can imagine, working in events can be very hectic! Especially when you have to deliver events back to back! I have recently been on a Time Management course to help me manage my time more effectively. I learned a lot of techniques and I have tried to incorporate this in my everyday working routine. My team encourage me to take any opportunity that will help develop my skill set all the time and to add to my responsibility of owning the technology aspects of the events team, my manager suggested that I sign up to become a Digital Champion, which means I am part of a project group that offer suggestions and ideas towards the rebranding of the new CII/ PFS web page, as the digital marketing team implement a broader digital strategy and develop the website and other digital services according to user's needs, during the rebranding process.

What advice would you give other women?

I watch BBC breakfast every morning, and during the summer, the BBC would interview inspirational business women. They would interview the likes of Karen Blackett, Chairman of Mediacom, Sarah Wood who founded the tech company Unruly and Juliet Davenport, Founder and CEO, Good Energy and they all seemed to have a one thing in common, which was passion. I would say if you are passionate about whatever it is you want to achieve in life, obstacles seem less of a hindrance.

What actions did you take to develop your career?

I refer to my objectives bi-weekly to try and assess, how I am achieving the objectives and goals I set for myself. I also try to say yes as much as I can, (workload permitted) doing this gets me out of my comfort zone, by taking on tasks I wouldn't normally like to do or shy away from. I'm hoping this will build my confidence in certain areas.

Going forward I will also be meeting with different departments to get a better idea of what each department does and how each department is a cog in the wheel, that makes the Chartered Insurance Institute a premier professional body for the insurance and financial planning professions.



Case study: Shondell Cater



Describe what you do?

I am the CII's very first apprentice, making my mark as the youngest female in the in-house Legal team.

Since starting my role in early 2016 I have dealt with a wide range of matters, from handling membership eligibility cases to conducting disciplinary investigations and looking into data protection breaches (and remedying where necessary), as well as assisting the General Counsel with day to day duties and legal queries.

As a level 3 Legal Services Apprentice, alongside my role as a Case Investigator for the CII, I am also studying law and taking exams for my progression towards a Chartered Legal Executive.

How has your role evolved and developed?

When I first joined the CII in 2016 I had very little legal knowledge, having left sixth-form not long beforehand with A-Levels in English Literature and Media Studies. Due to this, I began my role with the responsibility of basic tasks such as admin work and low-level membership eligibility cases. Since then I have successfully passed exams and assessments in Employment Law, Contract Law, Legal Research Skills and Client Care Skills with support from the CII, my managers and my colleagues. This has broadened my knowledge greatly and provided me with the skill and competence to carry out more complex roles and take on more responsibility, for example; I am now the main point of contact for membership eligibility cases - sometimes handling over 30 cases at any one time.

11 months into my role at the CII I was asked to be the Chair of the CII's Social Committee. As well as hosting several film nights, an evening of social darts and a trip to the West End theatre, we put on one of the CII's most successful Summer Parties to date. Being on the Social Committee has encouraged me to step outside of my comfort zone, learn new skills such as budgeting, influencing and to build relationships with people I wouldn't typically interact with as part of my day role, as well as helping me to build my confidence tremendously, which has in turn encouraged me to get involved in more public speaking events.

How is the CII supporting your career development?

Over the past 18 months, the CII has supported my learning and development tremendously. As well as funding my legal apprenticeship and supporting my study and revision needs, I have attended several internal and external training courses. For example, in August 2016 I went on my first 2-day training course called 'Editing for Effect'. This course helped me with my drafting and editing skills, something I use on a day to day basis within my role.

Prior to my examination in Contract Law, I was sent on another 2-day training course in Commercial Contract Drafting, for which I received a certificate and 12 hours of CPD for. This aided me greatly with my exam preparation and provided me with the knowledge fillers I required in order to successfully pass my exam. I also recently attended a 1-day training course on Disciplinary and Regulatory Proceedings, another crucial part of my role which has helped me to develop my skill set and competence level to deal with more complex matters efficiently and professionally.

In addition to attending workshops designed to improve my technical competence, I have also attended a number of workshops which surrounded awareness and behaviours within the work place. One of these workshops was based on 'Unconscious Bias'; which helped me to create an enhanced awareness of my working environment and the organisational impact of my potential unconscious bias on colleagues and clients. I also attended a workshop on Values and Behaviours, which encouraged staff to get involved in developing the future organisational values and behaviours, by personally building our own brand - this

in turn, encouraged me to think about my own personal values and behaviours and how they fit in with those of the CII.

At the CII, I have full access to the resources and support I require in order to carry out my day to day duties and to complete my studies.

What advice would you give other women?

The advice I would give to other women is to be passionate about what you do, be confident in what you do, make sure that you are one of the voices that gets heard and be recognised for your strengths.

Being passionate about your career will allow you to put everything into what you do, and in turn, you'll get just as much out of it. Being confident and powerful will lead to recognition and progression within your organisation; it allows you to develop your confidence and skill sets to a level which exceeds expectations and will open a world of opportunities before you.

What actions did you take to develop your career?

In order to develop my career, I first took the initiative to look at what I could get involved in within the business. I volunteered myself to go on several courses and workshops, as well as putting myself forward to help other departments with certain projects, such as helping the examinations department with testing remote investigation software. By getting involved in so many things across the business I allowed myself to break out of the confines of my own department and make myself known to others. By showing an interest in colleagues and other members of staff, I was able to build relationships with people who would then call upon me again for help with various other projects - creating a friendly presence within your organisation is extremely important.

In addition to this, I also focused greatly on my work/study balance. Being a Level 3 apprentice means that I work 5 days a week, however I am still required to study for my exams and complete assignments alongside this. Planning my time and creating time-tables for my normal 9am - 5pm working day as well as revision time tables has been a great success on helping me to manage my time and workload efficiently. By doing this I am also able to maintain trust and relationships with colleagues whom I am working with; as I can manage expectations effectively on when a piece of work will (realistically) be completed!

Lastly, hard work is the key to success! You put in what you get out, and something I have learnt over the past 18 months with the CII is that hard work really does pay off.



Case study: Sian Himpfen



Describe what you do?

My role is Product Executive on the Assess team within Learning Solutions. I support the development and management of the Assess Platforms and any associated platforms such as the Gapfill Tool and CPD Essentials. Some of my responsibilities include helping to scope out new developments and projects for future Assess products, develop and deliver Assess based training to company administrators and working with the wider Assess team to ensure we are providing an excellent service to all of our Assess customers.

How has your role evolved and developed?

During my 10 years at the CII I have had three roles. I began working in Customer Service on the Written Communications team. During my time in this role I was responding to emails, letters and complaints. I also dealt with Accreditation of Prior Learning applications, pre-screening requests and Continuous Assessment administration. This role provided me with invaluable skills and knowledge about Customer Service and the CII. After six years I transferred to the role of Online Learning Co-ordinator in the Assess team within Learning Solutions. During my three and a half years in this role I gained knowledge and experience of managing an LMS, working on projects, providing training both online and face to face to different audience types and sizes for example companies with three or four people to companies with 10,000 staff and looking after key accounts. This then evolved into my new role of Product Executive which now allows me to be more involved in the product development side of Assess and the projects surrounding this.

How is the CII supporting your career development?

Since joining the CII, I have always been given full support and opportunities to develop my career. Whilst in Customer Service I achieved the NVQ Level 3 in Customer Service through work based learning. I was assessed whilst carrying out my day to day tasks and completed two examinations. I have attended numerous courses to enhance skills I already possess and to learn new ones. For example, after working on a project to upgrade 10 of our Key Account platforms ensuring they had the most up to date content and functionality, I got a real taste for project management. I was then sent on a one day project management course which I feel has really set me up well for my current role.

What advice would you give other women?

Be proactive. For example, bring your own agenda to a meeting rather than making the meeting one way, be that with your manager in a one-to-one, or in a business meeting. This shows that rather than just reacting to what you are being told, you are being proactive which will raise your profile and credibility.

What actions did you take to develop your career?

At the beginning of each year I always have ambition to improve and develop myself in some way. I have a rough plan in mind as to the steps I am going to take to get there, but it does always help to have a mentor to help teach you and show you the way. I've always found it helpful to have someone that believes in me, that will give me honest feedback when I have made a wrong judgement and who will praise me when I have achieved something to be proud of.

I also always find in life it helps to be nice to people. People are more likely to share their knowledge and time with you if they like you. Being polite to everyone at all levels is a good way to get your face known. I find it helps break down any barriers, which then gives you an opportunity to learn more about another area of the business.



Case study: Vanessa Riboloni



Describe what you do?

I currently manage the day-to-day operations of the CII's Knowledge Services, which supports and informs CII members, both those working in insurance and those who are undertaking their professional qualifications. Some of the key responsibilities include looking after the library's resources - both in print and digital formats - so that they are relevant and up-to-date and overseeing the research and enquiry service.

My team and I like to think of ourselves as 'information brokers', dealing with a diverse range of enquiries from all manner of people and endeavour to address their information needs by drawing from the CII's vast collection of resources and through access or referral to third parties.

How has your role evolved and developed?

I joined the CII as a Knowledge Services Co-ordinator three years ago on a maternity cover contract. Initially my role was mainly focused on maintaining, developing and promoting the electronic resources of the library, the procurement and licence negotiation of third party intelligence providers, and undertaking research enquiries from members and staff.

Eighteen months into the job I applied for my current role as Knowledge Services Team Leader. In this role I have been taking on more long-term responsibilities, leading projects and looking at the services provided by Knowledge Services from a more strategic perspective, bearing in mind the CII's business objectives. A big focus has been moving from a traditional library towards more of an all-encompassing knowledge hub, which includes both print and digital materials.

One of my aims in this role has been also to position Knowledge Services as a reliable and informative service from which other departments can benefit from, so I have put a lot of effort in strengthening relationships and communicating with internal stakeholders. Today, Knowledge Services is more involved in the organisation, playing a key role in supporting the information needs of different departments, and more recently the change programme.

A highlight of my time in this role was being approached to lead the Future Horizons workstream which is part of the change programme. The workstream focuses on establishing the proactive thought leadership agendas the CII will pursue over the next five years, looking at the trends affecting society and how they will impact upon the financial services sector - for consumers, firms and governments.

Lastly, I am delighted to say that I have recently been offered and

have accepted a role as Insight Manager, within the Marketing team. In this new role, I will provide the intellectual leadership to support strategic decision-making, and help build the central knowledge base that will eventually inform and support business functions.

How is the CII supporting your career development?

Not having a background in insurance nor in financial services was a challenge at first, but the induction process was comprehensive, including various training days centred on the foundations of insurance and financial services. This was hugely necessary for my role to be able to deal professionally with the diverse range of enquiries Knowledge Services receives from all manner of people and endeavour covering a vast array of subjects.

I've been very lucky in having two fantastic line managers since joining the organisation. They have been extremely supportive and trusting, providing me with the right balance of guidance and autonomy and empowering me to take decisions independently and act on them. This encouraging approach is very much engrained within the culture of the organisation and has been a key element of my career progression.

The CII is committed to the career development of its employees and has supported me with excellent and relevant training, both specific to the role as an information professional and also focused on personal development with leadership and NLP courses.

Another great internal initiative the HR department launched earlier this year was a mentoring

programme which I applied for with the aim of both developing my strategic thinking and increasing my profile within the CII, in order to be able to contribute more fully to the organisation. I am sure my mentor will be an invaluable additional support now that I am moving into a new role.

What advice would you give other women?

Harvey Coleman asserted that career success is based on 10% performance, 30% image and 60% exposure. I don't fully agree with the weighting he gave to each of the three elements, but reflecting on my own experience, I can conclude that the ability to cultivate a positive image and increase the visibility of your work greatly helps towards your career progression.

So, my first piece of advice (not necessarily restricted to women) is to, in addition of doing your job well, demonstrate a can-do attitude and proactively create opportunities to gain exposure to a broad range of stakeholders. How? Become part of a committee, recommend an improvement, ask for input on a piece of work, be proactive in sharing information...

A second piece of advice specific to women is around confidence. As much as I dislike generalising, evidence shows that women are largely less assertive than men when asking for a promotion or negotiating salaries, for example. This probably boils down to a lack of confidence combined with a greater awareness of one's own gaps in knowledge. Sadly, competence is not always enough, as Coleman's model illustrates. So, my second piece of advice is to be assertive about your expectations and don't shy away of confrontation.

What actions did you take to develop your career?

My background is quite varied. I studied History of Art and worked in museums for a while before landing a job as an Information Officer at a large tour operator in Barcelona, where I am originally from. I thoroughly enjoyed the job and decided to study for a degree in Information Science, however, it wasn't until the recession hit Spain that my career (and life) took a u turn.

I lost my job and the prospects of finding a new position where very thin, so I decided to move to London and enrol in an MA in Digital Libraries, given my interest in both information management and heritage. As I write this piece, I look back five years and realise how much my life has changed as a result of making that decision.

The first thing I did as I landed in London was to seek career advice through the Chartered Institute of Libraries and Information Professionals (CILIP) and engage in a mentorship programme that helped me develop a timeline with career goals and supported me during the job interview process. The first two years here were tough. I combined a bit of freelance work for a company I worked for in Spain as an eBook producer with volunteer opportunities to gain experience in digitisation and library work. Determination finally paid off as I found my place here at CII.



Case study: Victoria Lewin



Describe what you do?

I am the Events Manager managing the events programme from conception to delivery. Our events range from our annual President's Dinner, large conferences, graduations, exhibitions and smaller events such as roundtables. The events range from 300 people attending to smaller intimate ones of 20 people. I assist on our Personal Finance Society main events which this year consists of an exhibition attracting 3,000 people to their annual awards dinner attracting between 400-500.

How has your role evolved and developed?

I started at the CII 3 years ago where my main role was delegate and supplier management. This soon evolved into managing our portfolio of small events and having full accountability. This meant decisions on budget, ambience and logistics etc sat firmly with me. With the support of my team I grew in confidence quickly and was comfortable within my role. I was soon noticed for being creative, organised, solution focused and willing to think outside the box. For example to use technology, lighting and venues that are quirky and different, all of which was new to the CII at the time. Using my experience previously gained I started to grow the event concepts and push them to their limits.

My role has now evolved into a managerial one, whilst line managing one person, I also manage all of the events suppliers, stakeholders, staff etc throughout each project. Through our change programme, our event delivery has changed in style, theme and messaging so my role has grown with this change too. I have had to start thinking from a different mindset, change the way we consider our events and continue to introduce new ideas to keep them exciting and fresh. I am now consulted as the events lead and am involved in more projects within the CII.

How is the CII supporting your career development?

Within my time here my role and career has developed in many ways. I have had the opportunity to work with senior people within the insurance market and had my voice heard on new ideas to ensure each event is as successful as the last one. Working on campaigns like our Insuring Women's Futures, Apprenticeships Live, New Generation and our annual Presidents Dinner, I have had the opportunity to join committee meetings, speak at events, and brief senior leaders.

I have attended several learning workshops in recent months including people management, unconscious bias and personal branding linked closely to our values and behaviours programme.

People management has provided me with the opportunity to stretch my thinking and approach in particular the desire to support my team member on her career journey. Knowing I have helped someone else on their career path the way line managers have helped me would be a great achievement.

I am very fortunate within my role that I get to work with many different teams and people on new projects, I continue to grow and develop in my learning adapting my style to each audience.

What advice would you give other women?

To be confident in what you know and have fun learning the things you don't. No question is a silly question and don't be afraid ask for advice and stand by your knowledge - believe in yourself. Challenge the status quo and ensure your ideas and creativity are heard. When you see your development or people notice it, celebrate it! It is something to be proud of.

What actions did you take to develop your career?

I started by volunteering in sixth form within different event companies, then achieved a BA Honours in Events Management at University giving me the qualifications I needed to start my career.

At my first events job, I was very much a rabbit in headlights but took straight away to learning tips and techniques from the teams I worked with and absorbing the knowledge they had. Throughout my career I have worked for some fantastic organisations, all of which were keen to help me develop through my time there. I am always on the lookout for training courses, new technologies and lots of creative ideas within the industry.

The CII believed in me and provided me with an opportunity to deliver several events. Once I started to deliver a few of these events and the compliments started to flow, the events team became critical to our proposition and my confidence in my own ability grew.

The main development within my role has been my confidence, creativity and standing by my convictions.



The Chartered Insurance Institute
42-48 High Road, South Woodford,
London E18 2JP

tel: +44 (0)20 8989 8464

customer.serv@cii.co.uk

cii.co.uk

 Chartered Insurance Institute

 @CIIGroup

© The Chartered Insurance Institute 2017

COH_J011837