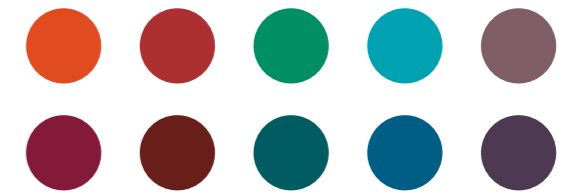


# DIVERSITY PROJECT GOALS & OBJECTIVES 2021

Creating an inclusive culture in the Investment and Savings profession.



**DIVERSITY PROJECT**



**BUILDING INCLUSION IN  
INVESTMENTS & SAVINGS**





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# DIVERSITY PROJECT MANIFESTO

The Diversity Project is a cross-company initiative championing a more inclusive culture within the Investment and Savings profession.

We believe that we have an extraordinary opportunity to press the re-set button in our industry: to recruit, nurture and retain the first truly diverse generation of Investment and Savings professionals.

That generation will themselves perpetuate diversity in our industry; we are looking to break one cycle and create another.

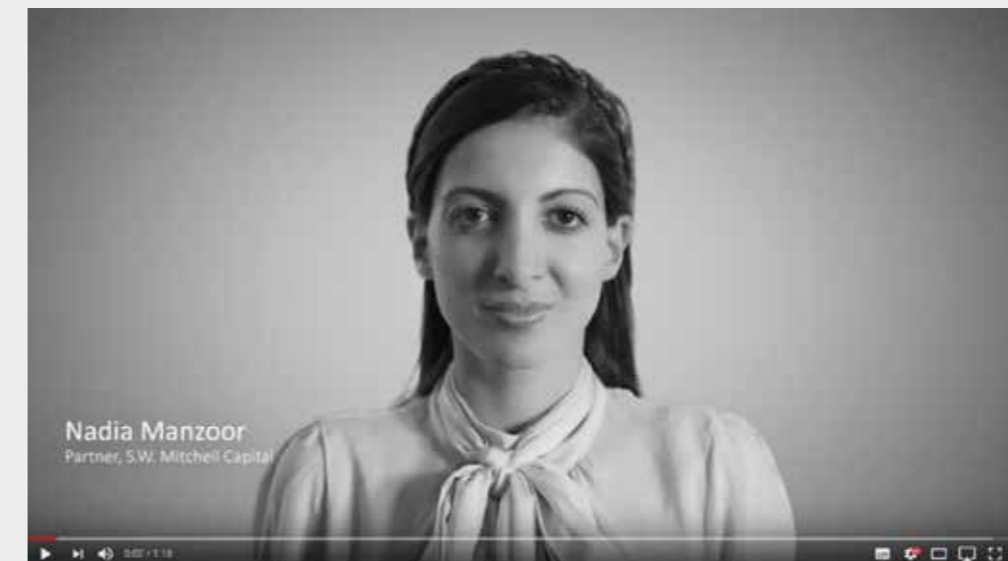
If we are successful:

- 1/ Our businesses will better reflect both society at large, and the individuals who trust us with their money.**
- 2/ Our people will create better financial outcomes to benefit our diverse savers and investors.**
- 3/ We will attract more interest in the industry, with a pipeline of diverse talent.**

Diversity is not only our social obligation, it's a business imperative.

Please join us, and help campaign on the diversity issues that matter most to you.

We have this in [video](#) format:





# DIVERSITY PROJECT GOALS & OBJECTIVES 2021

The purpose of the Diversity Project is to accelerate progress towards a diverse and inclusive culture in the Investment and Savings profession. In order to achieve this, the Diversity Project has set the following high-level objectives for 2021:

## Increase our focus on inclusion

- Ensure that all workstreams are focused on how they are encouraging more inclusive cultures including around recruitment, policies and processes (including progression and retention) and leadership.
- Ensure that all our messaging emphasises inclusion above diversity.
- Implement a "kitemark" focused on assessing inclusive culture.
- Encouraging more men to engage inclusion and diversity.

## Encourage all Diversity Project members to collect diversity data

- Highlight best practice around diversity data collection and how barriers can be overcome.
- Seek CEO support for improved resourcing and commitment around diversity data collection.
- Encourage consultants and asset owners to agree a template of diversity and inclusion related questions.

## Reinvigorate Ask Me Anything series around Build Back Better themes and will include topics such as:

- Mental health.
- Hybrid (office/remote) working practices.
- Impact of Covid on women's careers.



# AMBASSADORS

Ambassadors are members involved in the sector who share the aims and objectives of the Diversity Project, but are predominantly not affiliated with a Diversity Project member firm.



Sarah Bates



Jayne Styles

In 2021, the workstream aims to support Ambassadors to achieve the following objectives:

**1/ Ambassadors to promote an inclusive culture across the investment and savings industry through:**

- Role modelling inclusive behaviours, by being curious about, compassionate towards and actively listening to colleagues.
- Calling out poor behaviours.
- Sponsoring diverse talent.
- Amplifying the Diversity Project's messaging.

**2/ Ambassadors contribute to the achievement of the Project's objectives through their participation in its workstreams and projects and instigation of new activities.**



# ASSET OWNERS

Asset owners such as pension schemes have a dual role when it comes to diversity and inclusion. As the end client, they can wield significant influence on the approach and attitude of their investment service providers, helping to draw good diversity practices up through the investment chain. There is also a need for the pensions industry itself to become more diverse, so it can better reflect and respond to the needs of diverse savers.



Craig Rimmer  
PLSA

The Asset Owners workstream has two distinct goals:

**1/ To encourage schemes to use their influence on their investment service providers through:**

- Challenging their asset managers, investment consultants and others to become more diverse and inclusive workplaces.
- Ensuring that schemes' views on the importance of board and workforce diversity is effectively communicated to investee companies and a key factor for consideration and engagement.

**2/ To encourage schemes to engage with the evolving diversity and inclusion discussion within the pensions industry. This includes:**

- Raising awareness of the importance of diverse and inclusive pensions workplace practices for decision-making.
- Providing guidance for schemes on diversity and inclusion best practice, through education and guidance.

Our priorities for 2021 are to:

- 1/ Publish a practical guide on diversity and recruitment practices for trustee boards.
- 2/ Further measure diversity in pensions management and governance in key parts of the pension sector.
- 3/ Further promote and build on [The Diversity Project's Performance Continuity and Turnover guidance](#).
- 4/ Bring different parts of the pensions industry together through events and roundtables to discuss best practice on diversity, provide a forum for challenge and debate, and discuss how to respond to new regulatory developments.



# DISABILITY

The purpose of the Disability workstream is to accelerate progress towards an inclusive culture within the industry around disability.



**Timothy Roberts**  
HSBC Global Asset  
Management



**Alexandra Haggard**  
Capital Group

**An inclusive culture that supports and celebrates disabled employees will lead to happier and more productive employees, who will thrive within a proactively inclusive environment. It will lead to effective teamwork, wider perspectives and better investment decisions.**

Around the suitability and inclusivity of the term “disability”, we have decided to use it for this workstream in order to align ourselves with key stakeholders’ decision to continue using the term when referring to people living with a physical impairment that has a substantial and long-term negative effect on one’s ability to work.

This workstream of the Diversity Project strives to ensure that best practice to create a fully inclusive working environment is widely shared.

In 2021, our objectives are:

**1/ Get 30 Companies to be Disability Confident by end of 2021. This Government scheme is seen as a benchmark as to how accessible a company is for disabled employees. There are levels from entry level to being a leader. Few Financial Services companies hold this Disability Confident kitemark. It is our goal through workshops and the Business Disability Forum (BDF) to help as many of the Diversity Project members to achieve this prestigious kitemark.**

- 2/ Continue raising awareness and having conversations about disability and inclusive practices by partnering with SCOPE to deliver a series of workshops to help companies better prepare for disabled candidates applying for jobs and disabled employees within the industry. These cover Access to Work, Interviews, Policies & Procedures, Reasonable Adjustments and Recruitment Toolkits.**
- 3/ Introduce Disability Role Models. We have seen Role Models work in other workstreams and wish to introduce Disability Role Models using our workstream members. This will especially help boost confidence for disabled people and those with disabled children looking to enter the industry.**



# EARLY CAREER

The Early Career workstream works to develop a diverse pipeline of internship and graduate scheme candidates for firms in the Investment and Savings Industry. It seeks to support an emerging cohort of individuals who reflect modern society and the savers and investors of tomorrow.



Richard Stephens  
Goldman Sachs



Emma Douglas  
LCP

The workstream's objective is to educate and attract those who may be unaware, or indeed fearful, of entering the Investment and Savings Industry. Our particular focus is on those from backgrounds who best complement the existing pool of applicants firms recruit from, to make diverse junior hiring easier for all.

Whilst we appreciate the importance of different skill sets, this isn't yet reflected in the entry level hires to our industry. Unconscious biases influence our recruitment processes and we are missing an enormous pool of applicants as a result. If we don't begin to change this today, how will we understand our clients tomorrow?

The workstream has three current focuses:

## 1/ Investment and Savings Industry Springboard

To date, over 30 firms have been part of our Investment Industry Springboard in partnership with social mobility charity upReach. The Springboard is a multi-year programme designed to build awareness about different front office roles in the Investment and Savings Industry and to equip students with the support network, knowledge and key skills to be successful in obtaining internship and graduate opportunities in the industry. The programme follows a schedule of events, including an educational "Academy"; and work experience. Each student is also paired up with an industry mentor to offer support and guidance on applications and career planning.

As at 31 December 2020, we have 170 students and mentors involved in the multi-year programme.

## 2/ Bringing Scale to Partners

We support the efforts both of other workstreams within the Diversity Project and of external organisations that have their own remits and focuses. Using the scale of the Diversity Project, we streamline the process for member firms to access the varied programs out there; and provide charity partners with industry content and expertise.

## 3/ Increasing Student Awareness

Create an Early Careers website specifically for students. This would be used to signpost additional learning resources, link to other relevant workstream initiatives and external organisations.





# GENDER EQUALITY

The goal of the gender equality workstream is to promote cultural and behavioural initiatives that help create an environment in which everyone is valued and can thrive. We aim to achieve this by supporting both individuals and organisations.



**Helena Morrissey**  
Chair of the Diversity Project



**Cosmo Elms**  
Legal & General Investment Management

In 2021, we are planning:

- 1/ To ensure that gender remains a key priority for member firms in the context of disproportionately adverse impact on women from the pandemic. To offer solutions as firms devise new ways of working following COVID-19.
- 2/ To encourage all member firms to publish their gender pay gap data, irrespective of whether it is mandatory or not.
- 3/ To continue to collect data on proportion of female fund managers in the industry to enable us to track progress towards the 30% and halving the gender pay gap in our industry by 2030.
- 4/ To develop specific data points within the metrics workstream that help firms improve their interventions.
- 5/ To work closely with the early careers, working families, returners and Smart working workstreams to ensure that these efforts are leveraged and have great impact.
- 6/ To develop key partnerships with GAIN, WSA and Moving Ahead.
- 7/ To refresh the industry messaging and outreach to young women through a podcast series. To enable women to have a stronger voice in our industry through conferences and PR activity.
- 8/ To continue to work on cultural aspects of the problem including greater emphasis on the roll of the line manager, clarity around career development and job design.
- 9/ To complete the Extended Leave project sponsored by HSBC GAM with research led by Kantar to show the impact of maternity and other leave on women's careers. To highlight this work through a PR campaign and create a remedial action plan.
- 10/ To encourage male allyship.



# INCLUSIVE RECRUITMENT INITIATIVE



Jayne Styles

Executive search companies have considerable influence at very senior levels, which can be a catalyst for significant improvements in inclusion across the industry.

Our goal is to fully embed inclusive recruitment across the Investment and Savings Industry. For 2021, our priority is to link with other Diversity Project workstreams where appropriate:

## 1/ Data and metrics

- Industry mapping.
- Benchmarking.
- Predicting performance in the role.

## 2/ Case studies to educate clients

- Best practice investment management inclusive recruitment stories - show the art of the possible and win hearts and minds.
- Best practice inclusive recruitment stories from other industries.

## 3/ Best practice codes of conduct

- Client feedback - what do they want from search companies?
  - survey of Diversity Project members.
  - focus groups.
- Candidate feedback.
- Best practice compendium to educate clients.
  - building a bench of diverse candidates.
  - the role of specialist talent pools in the investment process.
  - recruitment process.
  - templates - structured interviews, policies, procedures, feedback.

## 4/ Other

- Marketing and launch webinar(s)/event.



# LGBT+

LGBT+ workstream is an umbrella group made up of LGBT Great, InterInvest and the Investment Association. The LGBT+ workstream is co-chaired by Matt Cameron and Colette Comerford.



**Matt Cameron**  
The Ocean Partnership



**Colette Comerford**

Each organisation is operated and governed individually and works together in pursuit of three broad goals:

- 1/ To develop LGBT+ visibility, diversity and inclusion overall.
- 2/ To promote best practices to support LGBT+ people and allies.
- 3/ To encourage the use of LGBT+ benchmarking to measure and track progress.

Our key actions for 2021:

- 1/ Increase the number of visible role models and allies across Diversity Project members.
- 2/ Growth of InterInvest community across Diversity Project Members and workstreams.
- 3/ To get all Diversity Project members participating in LGBT+ benchmarking.
- 4/ To increase engagement on LGBT Great and InterInvest events.
- 5/ To further enhance executive sponsorship of the LGBT+ agenda.



# MARKETING & PRESS

The aim of this workstream is to be the Diversity Project's strategic marketing and press partner.



**Linda Russheim**  
HT Financial Marketing



**Maddie Morgan Williams**  
Lansons

Our aim is to help the Diversity Project achieve its 2021 aims and objectives by:

- 1/ **Raise awareness of Diversity Project initiatives and events in Industry press, ensuring we are amplifying Diversity Project messages and focusing on inclusion.**
- 2/ **Gain maximum exposure and coverage of Diversity Project work done - including increasing our partnerships with further organisations, such as: PIMFA, Women Ahead, Women in Asset Management and GAIN.**
- 3/ **Run high level campaigns round inclusion; for example the D&I data project, D&I Kitemark, Diversity Project Book, Podcasts and Mental Health Awareness Week.**
- 4/ **Ensure each workstream has a marketing representative on their team. Central help for workstreams move to a more self-service marketing model; Zoom guides/ social media guides and events calendar.**
- 5/ **Holding a marketing/social media/press and internal comms webinar for Member Firm Teams to harness our network to amplify and scale Diversity Project messages. Also run an inclusive marketing webinar.**
- 6/ **Deliver industry wide event in Q4 #Reset4Inclusion.**
- 7/ **Revamp the Diversity Project website - improve look and feel and navigation.**
- 8/ **Significantly increase our social media LinkedIn and Twitter Communities.**

- 9/ **Produce four Diversity Project e-Newsletters and increase following.**

Our group of volunteers is made up of a small number of senior marketing, social media and press professionals from across the Investment and Savings Industry.



# MENTAL HEALTH

The purpose of the Mental Health workstream is to accelerate progress towards an inclusive culture around Mental Health within the industry.



**Katy Halliday**  
T.Rowe Price

**This workstream seeks to normalise discussions on Mental Health in the workplace, break down associated taboos, and strive for more focus on Mental Fitness and Mental Health Wellbeing across the Investment and Savings Industry.**

This will lead to happier and more productive employees, who will thrive within a proactively inclusive environment that is committed to Mental Fitness and Mental Wellbeing. It will lead to effective teamwork, wider perspectives and better investment decisions.

In 2021, our objectives are to continue to break down the taboo surrounding Mental Health by:

- 1/ Delivering Educational Sessions to increase awareness and understanding of Mental Health.**
- 2/ Partnering with External Organisations and our Member Firms to produce Best Practice Guides on suitable Provision for Mental health and Wellbeing.**
- 3/ Implementing a programme of Mental Health Ambassadors to advocate that Mental Health First Aid should be available to all employees in the Investment & Savings Industry.**



# NEURODIVERSITY

Neurodiversity refers to the diversity of human brains, and considers differences of how our brains are 'wired' as simply another natural variation in humans.



Meike Bliebenicht

Neurodiversity can make a particularly important contribution to overall diversity of thought. Neurodivergent brains are wired differently, and hence by definition think differently. From an organisational point of view, these differences in cognitive functioning can provide easy access to often sought-after skills: people with 'a different mindset', who 'look at things in a different way', who 'challenge established ways of thinking'.

Our workstream's objective is to improve neuroinclusion within our firms and to increasingly attract neurodivergent talent into the investment industry. To achieve this, we educate on the topic of neurodiversity and explain how companies can achieve a valuable addition to overall diversity of thought through a neurodiverse workforce.

We expect that awareness and acceptance of neurodivergent conditions, such as autism, ADHD, dyslexia, dyspraxia and others, will also encourage existing neurodivergent employees to disclose their conditions, leading to less energy spent on 'covering up', which benefits both employee and employer.

These are the workstream's plans for 2021:

- 1/ Continuing to raise awareness of the benefits of neurodiversity. For example, we will hold an event targeted at HR and people managers in April 2021.
- 2/ Encouraging a neuroinclusive culture with a particular focus on recruitment retention and career progression for neurodivergent colleagues.
- 3/ Our quarterly neuroinclusion roundtables will continue to provide a platform for neurodivergent employees. During each roundtable, we discuss a relevant topic and summarise our findings and recommendations in a document shared online.
- 4/ We will also continue the roll-out of our 'Neurodiversity Ally' initiative.



# RACE & ETHNICITY

The Race & Ethnicity workstream is committed to fostering an inclusive industry and workplace that cultivates an awareness and understanding of the value and competitive advantage that diverse talent brings to the industry and the clients and communities we serve.



Bev Shah  
City Hive



Sachin Bhatia  
Invesco

We are committed to working closely with #talkaboutblack and focus on playing a leadership role in enhancing the professional development of ethnic minorities, with the aim of furthering hiring, retention and professional development and an inclusive experience. We aim to support the member firms and industry's diversity & inclusion efforts by providing a cohesive voice to influence ethnic minority representation across all levels of the business and enhance broader inclusion.



The Race & Ethnicity workstream will address three main priorities:

- 1/ **Awareness**  
Share experiences and raise awareness. It is important to flag that we all have a different experience, but it is just as valid.
- 2/ **Intersectionality**  
Across gender, class, religion and culture. There are some overlaps with other workstreams we will aim to explore.
- 3/ **Career progression**  
Recruit, retain and progress, with a focus on senior representation and progression.

Our goals for 2021 are to:

- 1/ Work alongside our Partner Reboot to raise awareness.
- 2/ Launch an Industry wide survey.
- 3/ Schedule first of series of events.
- 4/ Launch a mentoring and leadership programme for Ethnic Minorities working alongside #talkaboutblack.
- 5/ Develop a commitment charter for workstream members.



# RETURNERS

We define returners as individuals who have taken a career break of at least 18 months. While career returners are not only women, hiring career returners should assist in reducing the industry's gender and diversity pay gap.



**Rachel Harris**  
Aviva Investors

The goals of the workstream are to:

- 1/ Build the confidence of our member firms in taking on their own returner initiatives. Hiring career returners should ultimately become business as usual.
- 2/ Promote career returners as including all genders, races and ethnicities.
- 3/ Promote the Investment and Savings industry as an industry of choice to potential career returners.

Our 2021 priorities are to:

- 1/ Track and measure the success of our second cross-company returners programme and to launch a third programme.
- 2/ Offer follow-up to training for those candidates who are unsuccessful in securing roles.
- 3/ Present on the benefits of career returners to the Advisory Council.
- 4/ Complete a full refresh of website materials.
- 5/ Participate in the "Ask Me Anything" series.
- 6/ Continue to highlight to the industry the many different ways that returners can be brought (back) into our industry.





# SOCIAL MOBILITY

We are delighted to have established the Diversity Project's Social Mobility workstream.



David Aujla  
Invesco



James Whiteman  
Aviva Investors

The intellectual argument for greater diversity in teams and companies has already been won. Quite simply, organisations need a broader set of perspectives in order to make better decisions. Nowhere is this more relevant than in the Investment and Savings Industry, where data and informational inputs are gobbled up at unfathomable speeds. Gaining an edge, an alternative source of information or an alternative perspective, is crucial.

Yet our industry is overlooking a significant imbalance which is holding it back. A disproportionate number of front office and senior roles are occupied by those from similar wealthy backgrounds. Our industry

risks monoculture and is missing out on the valuable perspectives and potential of a vast section of the society it seeks to serve.

Our aims for 2021 are as follows:

- 1/ **Raise awareness of the social mobility issue (and opportunity) within the Diversity Project itself, among member firms, and among the industry at large via engagement, PR, thought leadership and events.**
- 2/ **Work with other Diversity Project workstreams to ensure that we are collaborative and help to support initiatives that promote social mobility.**

- 3/ **Harness existing social mobility efforts and resources for the benefit of member firms, and address the gaps (e.g. the mid-career progression 'kink').**
- 4/ **Partner with a range of organisations - both non-profit and commercial - in order to help amplify social mobility messaging and support new and existing initiatives aimed at helping increase social mobility.**

Our ultimate aim is to put ourselves out of business!



# SMART WORKING

The case for SMART working has been made and tested by Covid-19. Empowering individuals to work more effectively and efficiently improves individual and team performance, provides individuals with a better work life balance, and improves employee engagement without undermining business continuity.



**Rosanna Burcheri**  
Artemis

**There are many forms of SMART working - it can describe a place of work, for example working from home, or a type of contract, such as part - time working, flexitime, job sharing and shift work.**

The SMART Working workstream seeks to promote all type of SMART working practices across the savings and investments industry with the over-reaching objectives to improve diversity & inclusion via talent pipelining, and to support industry returners and employee retention.

The objectives of the SMART Working workstream for 2021 are:

- 1/ To push the implementation of the five Calls for Actions developed in 2020 through the companies represented in the workstream via a detailed action plan.**
- 2/ To engage with MPs to channel our support for a better legal framework for SMART Working.**

- 3/ Establish cross-industry views and practices via case studies published on the website to de-mystify cultural myths around what can or cannot work and to help shape the view on hybrid working.**

**#SMARTWorking and #FlexibleWorking.**



# #TALKABOUTBLACK



**Dawid Konotey-Ahulu**  
Redington



**Gavin Lewis**  
Blackrock



**Justin Onuekwusi**  
Legal & General  
Investment Management

The ethnicity workstream is attempting to redress the under representation of black individuals and other ethnic minority groups in the Investment and Savings Industry.

To achieve this, the Diversity Project invited a group of senior Black asset management professionals to found #TalkAboutBlack in 2018. 2021 sees the launch of the Race and Ethnicity workstream to address issues of race, religion and culture.

**The purpose of #talkaboutblack is to build a pipeline of cross-industry Black leaders.**

We utilise a combination of mentoring, education, thought leadership and public speaking to increase the opportunities for Black people and industry

professionals and challenge the structures that inhibit progression.

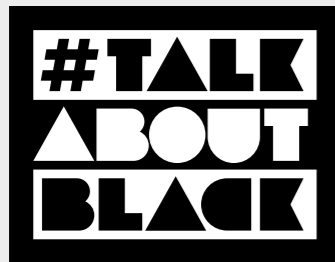
In 2019, we confronted Society's reluctance to discuss issues surrounding race with events at over 100 firms. We also began an initiative to increase retention levels of junior-mid career professionals through a series of mentoring circles: EnCircle Mentoring.

In 2020, we held virtual events attended by over 1000 industry professionals and raised awareness through the successful #IAM campaign. We launched the Catalyst After School Program, designed to develop a pipeline of talent; and the C-suite program, designed to increase Black representation at the C-suite and board level.

**Our objectives for 2021 are to build scale and infrastructure to achieve sustainability**

of our existing afterschool and mentoring circles. We are currently developing programmes for graduate-level education, (The Skills Workshop) cross-industry leadership and social impact.

**Within 3 years** our campaign will see our industry agree **quantitative targets** to reduce the ethnicity pay gap and increase the number of Black leaders at the C-suite. We will continue to be at the forefront of thought leadership and breaking down barriers on these issues.





# VETERANS

The veterans' workstream functions as a conduit for the Savings and Investment Industry to attract, develop, support and retain highly-skilled ex-military personnel.



**Kelly Mullane**  
Northern Trust

**Our industry is not capitalising on the opportunity to hire talented and committed veterans. Our aim is to help employers recognise the valuable, highly transferable skills veterans possess and support veteran employees in understanding how they can thrive in the Investment and Savings Industry.**

Encouraging diversity of thought gives us the competitive advantage to enables us to better reflect society and our clients. The wider the pool of talent from which we can draw, the more our businesses will benefit. Candidates who are highly organised, yet adaptable, disciplined and have the proven ability to lead teams in high pressure situations should be in great demand by Investment and Savings employers but many veterans with these excellent credentials find looking for

employment a challenging and sometimes demoralising experience. We need this to change - and the time for change is now.

Our objectives include:

- 1/ Increasing awareness by helping firms understand why hiring veterans makes great business sense through events and forums.**
- 2/ Engage with the Investment and Savings industry employers to illustrate that diversity and inclusion is part of the defence culture and behaviours and a key component of a successful operating model.**

- 3/ Encouraging organisations to show their active support for hiring veterans by signing the Armed Forces Covenant.**
- 4/ Connecting with MOD families' federations to explain how the Diversity Project can support the partners of serving military personnel in finding employment.**
- 5/ Working alongside the City Veterans Network, the Officers Association, the MOD Civic engagement teams and other organisations to share best practices and provide support for veteran hiring initiatives.**



# WORKING FAMILIES

Working families encompasses employees who have parental or carer responsibilities, and the scope of this workstream covers a broad range of issues pertinent to working carers, working mums, working dads and working parents.



Claire Black  
Principal



Sascha Calisan  
Northern Trust

The focus of much effort in the area of working families has been in relation to working mothers and specifically the pre-leave, during leave and immediate return to work phase. This narrow definition of working family often misses the different family roles and situations that can impact an individual's ability to thrive at work.

The working families' group is designed to raise awareness of the different needs of working mothers, fathers and those with other caring responsibilities, using events and activities to positively impact cultural change, enabling each of these groups to succeed in their careers.

Our priorities for 2021 are:

1/ **Work with member firms to advocate for Enhanced Parental Leave.**

- To obtain data from member firms that demonstrates the lack of take up of Parental Leave and carry out a more detailed survey to find out why this is the case.
- To provide best practice on how member firms can create a robust, sustainable flexible working culture where parents are enabled and feel comfortable asking for and taking Parental Leave.
- Share examples of where Enhanced Parental has worked and what benefits this brings to the individual and the organisation.
- Showcase our ultimate call to action in line with International Men's Day on November 18, 2021.

2/ Increase awareness and understanding of the different starting place women have as a result of a period of maternity leave and the potential barriers (and therefore solutions) to their success.

- To provide best practice on ways to support women pre, during and post maternity leave.
  - Use of case studies to improve understanding of the range of issues.
  - Participate, socialise and encourage take up of the HSBC GAM/Kantar study on improving outcomes for taking extended leave.
- 3/ To highlight the need for member firms to incorporate a carers policy given the continued trajectory that a vast number of employees will assume carer responsibilities during the course of their career.
- To provide member firms with a best practice carers policy template that encompasses every aspect of this under recognised responsibility.
  - To provide best practice on how member firms can support employees with carer responsibilities.

# JOIN THE MOVEMENT



**DIVERSITY PROJECT**



BUILDING INCLUSION IN  
INVESTMENTS & SAVINGS



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