



# Diversity & Inclusion Policy

## Policy

Tokio Marine Kiln is fully committed to the elimination of unlawful and unfair discrimination and values the differences that a diverse workforce brings to the organisation.

At Tokio Marine Kiln we will not discriminate because of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (which includes colour, nationality and ethnic or national origins), religion or belief, sex or sexual orientation. TMK will not discriminate because of any other irrelevant factor and will build a culture that values inclusion, meritocracy, openness, fairness and transparency.

All employees are responsible for the promotion and advancement of this policy. Behaviour, actions or words that transgress the policy will not be tolerated and will be dealt with in line with the organisation's disciplinary policy.

Objectives relating to fairness and inclusive practices will be included in all employees' performance indicators and will form an integral part of performance reviews throughout the year.

The policy is applicable to all employees, clients, communities, suppliers and contractors, whether permanent or temporary. The policy applies to all processes relating to employment and training and to any dealings with customers and clients. Decisions relating to customers and communities will be based on business-related criteria only and any irrelevant information will not form part of the process.

The policy will be reviewed on an ongoing basis to reflect changes in the law, demographics and internal business requirements. Progress relating to the policy will be recorded annually and a full report will be presented to the senior management team to debate progress and review the policy status.

## Leadership

Tokio Marine Kiln will:

- identify a senior level champion for leading the diversity strategy
  - oversee the management of the policy including ownership of the additional board diversity section
  - secure top-level ownership and sponsorship for the programme
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- develop and cascade a diversity vision statement.

## Audit

Tokio Marine Kiln will:

- undertake a full audit annually, in relation to policies and procedures, practice of policy and of perception of policy and process;
- obtain workforce metrics and compare them with sector and best practice organisations; and
- produce a risk analysis report for board members to act as a catalyst for future activity across the business.

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The audit will include a review of all the processes to establish the organisation's position with regard to compliance and best practice. This will be done by administering a questionnaire to all staff, undertaking one-to-one interviews with key leaders and stakeholders, and facilitating focus groups to establish employees' perception in relation to key areas of the questionnaire.

## Policy development

Tokio Marine Kiln will:

- benchmark existing policy statements annually? from other organisations and advisory groups;
- develop human resources and other policies (outlining vision, scope, responsibility, accountability and measurements); and
- cascade new policies with chief executive endorsement through business briefings.

## Training and education

Tokio Marine Kiln will:

- conduct a full training needs analysis annually? relating to the understanding and management of diversity;
  - consult key stakeholders and players on the organisational learning requirements;
  - evaluate suppliers' training and secure budget for training design and delivery;
  - integrate diversity into mainstream training and development programmes;
  - establish education programmes for employees (including programmes that move from awareness to behavioural change); and
  - integrate diversity competencies into development programmes and assessment and selection processes.
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- Ensure the inclusive messages become mainstreamed into day-to-day processes.

## Measurement

Tokio Marine Kiln will:

- capture all available workforce metrics annually? from existing databases to benchmark against sector companies, demographics and best practice standards;
- agree the aspirational targets for the workforce composition over a five-year period with the chief executive, the board and the diversity steering council;
- establish formal measurement tools to assess the climate in the organisation (for example regular staff surveys, 360° feedback mechanisms and diversity perception audits);
- develop relationships with external benchmarking bodies to assess progress (with, for example, Race for Opportunity, Opportunity Now, the Employers Forum on Age and the Equality and Human Rights Commission); and
- evaluate network fairness (both in and out of sector) to assess value for benchmarking purposes.

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## Board Diversity

Tokio Marine Kiln believes in diversity and values the benefits that diversity can bring to its board of directors (the "Board"). Diversity promotes the inclusion of different perspectives and ideas, mitigates against groupthink and ensures that Tokio Marine Kiln has the opportunity to benefit from all available talent.

The promotion of a diverse Board makes prudent business sense and makes for better corporate governance. Tokio Marine Kiln seeks to maintain a Board comprised of talented and dedicated directors with a diverse mix of expertise, experience, skills and backgrounds. The skills and backgrounds collectively represented on the Board should reflect the diverse nature of the business environment in which the Company operates.

For purposes of Board composition, diversity includes, but is not limited to, business experience, geography, age, gender, social mobility and ethnicity. In particular, the Board should include an appropriate number of women directors.

Tokio Marine Kiln is committed to a merit based system for Board composition within a diverse and inclusive culture which solicits multiple perspectives and views and is free of conscious or unconscious bias and discrimination. When assessing Board composition or identifying suitable candidates for appointment or re-election to the Board, Tokio Marine Kiln will consider candidates on merit against objective criteria having due regard to the benefits of diversity and the needs of the Board.

Tokio Marine Kiln believes promotion of diversity is best served through careful consideration of all of the knowledge, experience, skills and backgrounds of each individual candidate for director in light of the needs of the Board without focussing on a single diversity characteristic and, accordingly, has not adopted targets regarding gender diversity on the Board.