



DRIVING SUCCESS  
THROUGH DIVERSITY,  
EQUITY &  
INCLUSION

UK&I DEI Strategy 2023–2025

## Introduction

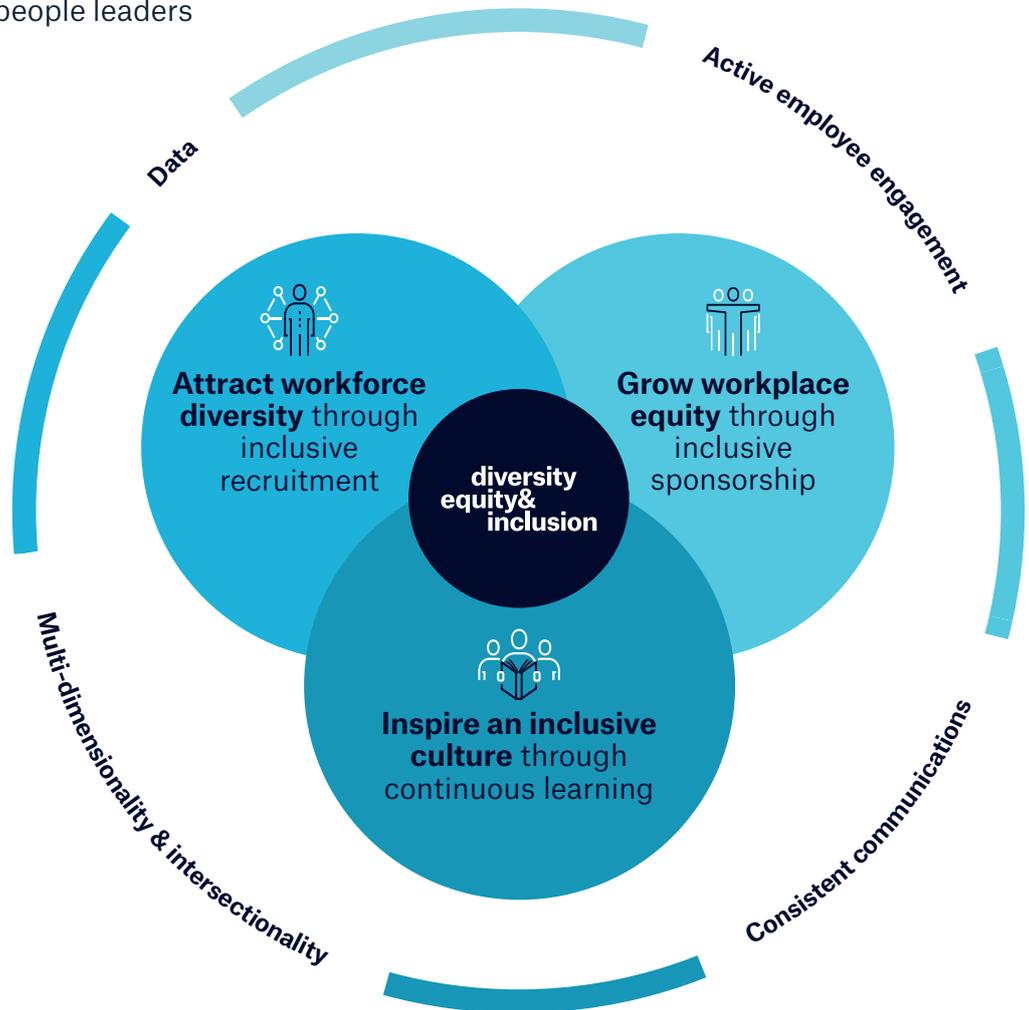
We are pleased to launch our 2023–2025 DEI strategy for the UK and Ireland, which will bring multiple Munich Re businesses in the region together under a single mission for the next three years.

Our DEI strategy incorporates feedback from hundreds of employees, internal and external data insights, and market comparisons. We are initially targeting three years for this strategy but anticipate that we will further enhance our plans in the future as we recognise that DEI

progress is not made overnight and this is a long-term journey.

Our multi-faceted plan establishes three strategic pillars to drive change and a core set of foundations to enable successful DEI outcomes.

Our 2023–2025 mission is to embed diversity, equity and inclusion (DEI) principles in the UK & Ireland employee experience and set DEI as a personal priority for all people leaders in the region.



## Strategy pillars

### Pillar 1 – Attract workforce diversity through inclusive recruitment

We know that a diverse workforce is key for the future of the insurance industry to reduce risk, increase knowledge, support innovation, and improve overall performance. For many businesses in the UK & Ireland, growing their workforce and attracting new skills is directly linked to their business strategies. We believe that increasing diversity through recruitment requires two areas of focus: 1) creating a recruitment process that is debiased and inclusive, and 2) building a diverse, sustainable, and engaged pipeline of candidates to recruit from.

### Pillar 2 – Grow workplace equity through inclusive sponsorship

Equity is often considered the “missing link” that can help organisations reap the benefits of diversity and inclusion. It is not enough to bring in more marginalised talent to increase diversity and implement tactics to ensure they feel

included, genuine inclusion requires giving that talent equal opportunities to ascend to positions of influence where they can impact what, how, and why work is done and have their contributions rewarded with further opportunities to advance. Our aim is to widen access to sponsorship for marginalised talent as a mechanism for accomplishing this goal.

### Pillar 3 – Inspire an inclusive culture

We believe inclusion is one of the most important skillsets of our time that can lead to better performance, development, and career success for all of our employees. Like all skillsets, it requires time, energy, and patience to develop. Therefore, our aim is to support all employees in developing this skillset through phased and sustainable learning opportunities that lead to behavioural change. Given the importance of inclusion for future-proofing our business, we will also start to position inclusion as a core competency by which we evaluate recruitment, development, and performance management decisions.

## Strategy foundations

- **Data** – A data-driven approach enables us to confirm that we are focusing our efforts in the right areas and making impact that creates sustainable progress.
- **Multi-dimensionality & Intersectionality** – An intersectional lens allows us to consider the full spectrum of employee experiences and work towards implementing inclusive practices that consider the experience of colleagues with multiple marginalised identities.
- **Active employee engagement** – Just like other business imperatives, progress and outcomes for DEI need to be shared to make a meaningful impact. Our strategy is helmed by people leaders to promote change from the top and underpinned by engagement from all employees because everyone has a part to play.
- **Consistent communications** – The role of communications in our strategy is to inform, educate, and support all employees in contributing to our DEI efforts.

## DEI governance

‘Governance’ is the structure through which we make progress and hold ourselves accountable for DEI. Our governance structure fosters collaboration and represents how dedicated groups support the execution of this strategy.

The **DEI steering committee** provides directional decision-making for DEI and is accountable for the progress of this strategy. The steering committee is composed of the CEOs for all businesses in the UK & Ireland.

The **DEI team** specialises in diversity, equity, and inclusion best practices and oversees how they can be effectively embedded through this strategy.

The **DEI council** is a chosen group of passionate employees that acts on behalf of the region to generate employee awareness and engagement for DEI through an intersectional framework.

The **DEI champions network** is a group of volunteer employees that champion DEI by actively demonstrating support for all DEI activity, and amplifying key DEI messages within their immediate teams and beyond.



“I believe that investing in Diversity, Equity and Inclusion is one of the best investments we can make. If we can create a space where everyone truly feels safe, welcome and valued, we will not only achieve the best business outcomes, but also ensure that everyone in the business is the best that they can be. It is simply the right and obvious thing to do.”

**Mari-Lizette Malherbe,**  
Member of the Board of Management

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