

The Actuarial Mentoring Programme

2021



Institute
and Faculty
of Actuaries



The Actuarial Mentoring Programme 2021

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About AMP

The Actuarial Mentoring Programme (known as AMP) is a global cross-company mentoring initiative delivered by mentoring and development experts at Moving Ahead, and designed to improve diversity within the actuarial profession. The programme was launched in 2017 with the support of the Institute and Faculty of Actuaries (IFoA) and is sponsored by Pension Insurance Corporation plc ©.



“ We at Pension Insurance Corporation plc are delighted to be supporting AMP for a fourth year. With over 300 mentees and mentors having already taken part, and many existing participating institutions already signing up for 2021. AMP is establishing itself within the actuarial profession as an essential initiative for helping organisations within the sector champion diverse talent and inclusion. We invite you to join this fast-growing network supporting the industry’s best and brightest and are thrilled to share the evolution of AMP in 2021 outside of just individual learning via a new three-pillar programme structure. ”

Tracy Blackwell
CEO, Pension Insurance Corporation

The aim of AMP to date has been to retain female actuaries within the profession, through ongoing career advice and development. However, the aim has always been to address diversity more widely, and we have seen a broadening of the remit in each successive year of the programme. 2020 was a year of challenging conversations, and this added extra momentum to addressing equality of representation. Increasingly, Moving Ahead are seeing organisations turning to address and support all levels of diversity across all protected characteristics within their workforce, as well as broader diversity strands, such as socio-economic background, thinking styles and their intersectionalities. AMP this year is driven to echo these narratives and unite the industry with a common focus, creating a community of leaders committed to their industry, their personal growth and that of others.

Key information about AMP:

- ▶ AMP 2021 follows a three pillar structure. Pillar one focuses on creating change at a one-to-one/individual level; pillar two on team/group learning and development, and pillar three on company-wide awareness, educating and inspiring around D&I more broadly. We invite you to participate in all three pillars.
- ▶ Organisations joining the mentoring pillar will continue to benefit from a nine-month programme, matching individuals into cross-company relationships and with a curriculum of inspiring events and learning.
- ▶ AMP is a global programme. The strong virtual structure of the programme makes this possible.

THE THREE PILLARS



About Moving Ahead



Moving Ahead is a specialist diversity, development and inclusion organisation dedicated to advancing workplace inclusion and diversity. Mentoring is one of our core levers and specialisms in how we create tangible change. Moving Ahead (then Women Ahead) was established in 2014 with the aim of finding practical, tangible ways to improve inclusion and diversity across sport, industry and wider society. Moving Ahead has since grown rapidly. We manage the world's largest cross-company mentoring programme on behalf of the 30% Club and host more than 300 events each year. To date, more than 30,000 mentors and mentees, from more than 300 organisations and more than 30 sectors, have taken part in a Moving Ahead or Women Ahead programme. Everything we do is underpinned by robust research. Our research programmes include mentoring, networks, and workplace wellbeing and mental health.



Liz Dimmock
Founder and CEO



Institute
and Faculty
of Actuaries

About the Institute and Faculty of Actuaries

The Institute and Faculty of Actuaries (IFoA) is the UK's only chartered professional body dedicated to educating, developing and regulating actuaries based both in the UK and internationally.

We represent and regulate over 32,000 members worldwide. We serve the public interest by ensuring that where there is uncertainty of future financial outcomes, actuaries are trusted and sought after for their valued analysis and authority. We seek to advance all matters relevant to actuarial science and its application, and to promote the actuarial profession.



PENSION INSURANCE
CORPORATION

About Pension Insurance Corporation

The purpose of Pension Insurance Corporation plc ("PIC") is to pay the pensions of its current and future policyholders.

PIC provides secure and stable retirement incomes through leading customer service, comprehensive risk management and excellence in asset and liability management. At half-year 2020, PIC had insured 237,600 pension scheme members and had £47.7 billion in financial investments, accumulated through the provision of tailored pension insurance buyouts and buy-ins to the trustees and sponsors of U.K. defined benefit pension schemes. Clients include FTSE 100 companies, multinationals and the public sector. PIC is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and Prudential Regulation Authority (FRN 454345). For further information please visit www.pensioncorporation.com

What's new for the 2021 AMP cross-company mentoring programme?

The AMP mentoring programme now offers three pillars. Pillars two and three are optional and build on pillar one, which remains the essential mentoring element of the programme. Organisations can choose to add on pillars two and three as part of their mentoring programme, but pillar one remains the core element. Pillars two and three can complement your mentoring participation if they fit with your organisation's D&I strategy.

PILLAR 01.

Individual change through one-to-one cross-company mentoring



PILLAR 02.

Team-level change with Momentum and listening circles



PILLAR 03.

Organisation-wide change with Summit Series and cross-company CEO circles



We have introduced an optional pillar two and three to create even more tangible change through working at an individual, group and organisation-wide level. The three pillar structure of the AMP programme creates the option to bring together individuals, cross-company pairs, internal groups and CEOs. The cross-company

element allows for deeper levels of openness and curiosity, while the internal listening circles enable internal connections and development. When leaders hear bias and inclusion stories from someone in another organisation, they can really listen without feeling judged, and find parallels and solutions in their own organisation.

At a glance

PILLAR 01.



Individual change through one-to-one mentoring partnerships focused on advancing gender diversity in the actuarial industry as well as broader diversity strands, including ethnicity, religion, disability, sexual orientation and also behavioural and background diversity.

Individual change through one-to-one mentoring partnerships focused on advancing gender diversity.

PILLAR 02.



Momentum and listening circles

Team level change through organisation-wide access to a digital toolkit equipping line managers to have more inclusive everyday conversations, and two listening circles run by our Moving Ahead expert facilitators.

[READ THE INFORMATION PACK ▶](#)

PILLAR 03.



The Summit Series

Organisation-wide change through providing your entire organisation with access to live-event streaming and TED-type films for International Women's Day, International Men's Day, and National Inclusion Week.

Through cross-company CEO circles, CEOs are brought together to share learning, experiences and perspectives across a variety of diversity and inclusion challenges.

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The three pillars of AMP 2021

These three pillars have been designed to help create change at an individual, team and organisation-wide level.

PILLAR 01: Cross-company mentoring partnerships through AMP



The Actuarial Mentoring Programme itself can already be seen as pillar one (individual change). Individual change through one-to-one mentoring partnerships, focused on advancing diversity at its broadest.

At Moving Ahead we believe in the power of bringing two individuals together to share stories, perspectives and connections. We know that with effective training, structure and support, these relationships enable diversity of thought, strengthen participants' ability to walk in the shoes of others and, ultimately, foster wellbeing and inclusion.

Each partnership is matched cross-company and is designed to pair participants with different experiences so they learn from diverse perspectives. We know this safe, supportive space enables respectful curiosity, storytelling and guidance. We also know that this can advance the awareness and skills of leaders to become more inclusive in their onward conversations and actions with colleagues and individuals in their life.

Mentoring pairs will be supported and equipped for their partnership through our live learning events and extensive online materials, including videos and digital reflection exercises.

Fee:

- ▶ Up to 5 pairs £3,250 + VAT
- ▶ Up to 10 pairs £6,500 + VAT
- ▶ Up to 15 pairs £9,750 + VAT



The programme journey



February-April

Organisations register

You can nominate up to 15 mentors and 15 mentees for each level of the career pyramid, in equal numbers, e.g., seven mentors and seven mentees.

May

Matching

Profile collection for mentors and mentees will be January/February 2021.

June

Launch

The nine-month programme kicks off with a launch event – live in central London (COVID permitting) led by an inspirational keynote speaker.

September and December

Mentoring Masterclasses

Additional online learning sessions for both mentees and mentors to get advice, tips and ask questions.

October

Midway event

Specially designed to maintain momentum, participants come together at this mid-way point to hear from an inspirational keynote speaker and deepen their mentoring skills.

February 2022

Celebration event and awards

At this final programme event, participants celebrate their progress and the most engaged and committed mentor, mentee, programme partner and organisation is recognised with an award.

Core learning events will include a plenary session to equip participants with mentoring skills and inspiration to progress their mentoring partnerships. We will offer options at events for participants to join breakout rooms with different speakers curated around topics that allow individuals to be respectfully curious and to walk in the shoes of others.

June-February: Mentoring

Mentoring pairs are encouraged to meet five times over the nine months. Depending on where they are in the UK, meetings might be in-person or online.

Mentee and mentor criteria

Mentees:

- ▶ Female actuaries at any level.
- ▶ Male or female actuaries at a career transition point (e.g. returning from a career break or considering a change in working pattern).
- ▶ Male actuaries currently at mid-management level and responsible for managing female actuaries.
- ▶ Male or female actuaries who consider themselves to be from an under-represented group. As a guide, organisations can aim to have at least two mentees from one of their diversity* networks.

Mentors:

- ▶ Male or female senior leaders, either actuaries or professionals with a good knowledge of the actuarial profession



“ This programme has gone from strength to strength since it began. We've had tremendous interest and backing for AMP within the industry. As the scheme enters its fourth year, it's clear that there continues to be a demand for this kind of support as actuaries navigate their career path. I am particularly pleased to see the further broadening of the scope to encompass under-represented groups and encourage such groups and employers to embrace this. The IFoA seeks to provide opportunities to help the breadth of its members fulfil their potential and programmes like these help to support that aim. ”

Chika Aghadiuno, Chair of the IFoA's Diversity Action Group

The programme in numbers

Since 2017, AMP has supported

over
330
mentors and mentees

20
organisations

3

scheduled events
per programme

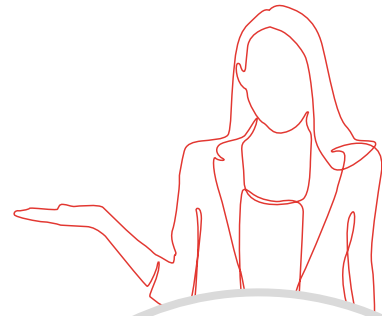
*At Moving Ahead we define diversity as understanding, respecting and appreciating what makes us different. This spans the nine protected characteristics – including age, gender, ethnicity, religion, disability, and sexual orientation – but also broader behavioural and background diversity, such as thinking and personality types, socio-economic background and life experience.

FACT
Organisations of all sizes take part in the programme. You do not need a large number of actuaries to participate.

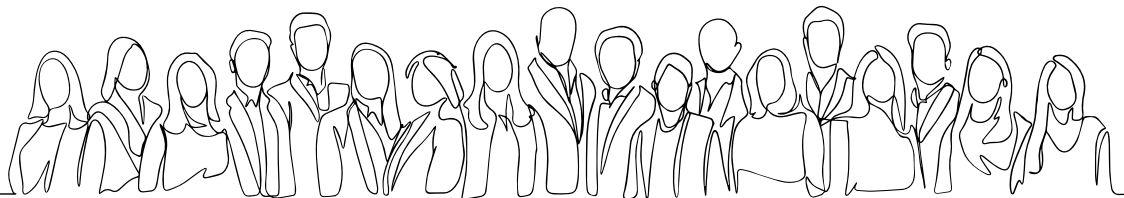
The benefits of mentoring:

Mentoring will benefit you by:

- ▶ Offering you dedicated time, space and support to think, reflect, learn and grow
- ▶ Inspiring you to think differently about your career decisions, everyday behaviours and workplace relationships
- ▶ Fostering meaningful connections, building your network and opening doors to new opportunities
- ▶ Empowering you to be courageous in your thinking and bold in your actions
- ▶ Enabling you to enhance your strengths and learn new skills in a truly personalised way
- ▶ Providing you with different perspectives on aspects of your career and barriers in the workplace
- ▶ Helping you to develop personal leadership skills, including active listening, powerful questioning and strong relationship building



80% of mentees and mentors felt the programme increased their confidence and empowerment



Mentoring will benefit your organisation by:

- ▶ Helping colleagues to feel valued, supported and invested in, benefiting retention, career progression and inclusion
- ▶ Accelerating culture change by breaking down barriers and starting meaningful conversations
- ▶ Creating more empathetic managers and leaders, with a greater understanding of their teams
- ▶ Developing core transferable skills in active listening, mentoring and sponsorship for your colleagues to activate beyond their mentoring relationships
- ▶ Building a truly inclusive mindset, which individuals can take back to the wider organisation to foster relationship building and collaboration

“ My mentoring relationship has been one of the most positive aspects of 2020 ”

Mentee

The 2020
cohort boasts
91 mentoring pairs
from
20 organisations

Four factors that make a world-class programme

Our mentor mentee matching

Our bespoke matching algorithm and process creates unbiased mentoring matches at scale, while our mentoring experts oversee everything manually. We've learned that contrast is a powerful factor in successful mentoring, so our process is designed to connect two people who would be unlikely to meet, but who can build rapport around shared values and interests. This approach broadens not only their networks, but their perspectives.

Our mentoring learning and education provision

We equip every mentor and mentee with the tools and information to become an outstanding mentoring partner. Resources include a pre-programme guide and digital mentoring toolkit, which contains more than 20 short films on topics including, 'How to have great mentoring conversations', and insights from our experts, mentors and mentees. Every programme event includes a mentoring skills session.

Our digital platform

Our digital learning platform FUSE, is built on our belief in the power of mentoring to form connections and deliver learnings. Dynamic, intuitive and can be accessed through web and a smartphone app, it enhances the experience of mentors, mentees and programme partners in several ways.

Our learning events

Creating an engaged community and giving participants unrivalled networking opportunities is absolutely key to the success of the programme. The nine-month programme is structured around launch, midway and graduation events, featuring world-class learning experts and faculty from Moving Ahead to equip and develop the skills of mentors and mentees.




“ AMP has really helped me to find my feet and transformed the confidence I have in myself.

At the start of the year, I had newly returned from maternity leave, felt disjointed from the actuarial community and anxious about my next career moves. I had created barriers for myself. Having an external mentor and a safe environment to speak without fear of being judged, helped to focus my mind on the actions I could take. These actions weren't revolutionary or ones I would not have progressed myself but without a mentor, the journey would have been a longer one. I faced my fears and before I knew it, I had achieved a number of great things.

I had a really good match with my mentor, someone who really understood me which made it easy for me to open up. My mentor gave me tools to help me understand myself better and maintain my confidence level. For that I am very thankful. ”

Sarah Neil, Mentee, Scottish Windows

PILLAR 02: Momentum and listening circles

PILLAR 01.	PILLAR 02.	PILLAR 03.
Individual change through one-to-one cross-company mentoring	Team-level change with Momentum and listening circles	Organisation-wide change with Summit Series and cross-company CEO circles
		

Momentum

Team-level change through organisation-wide access to Moving Ahead's digital toolkit, equipping line managers to have more inclusive everyday conversations. Research and practice tells us that the role of the line manager is critical to retaining and accelerating diverse talent in addition to creating inclusion. Many organisations strive to ensure that change goes beyond the individual mentors and mentees. Momentum does this through empowering line managers and colleagues to have transformative conversations around topics that are key levers to inclusion.

Momentum is a suite of digital learning companions comprising of short films and supporting workbooks on more than 35 topics. The content has been specially curated to complement existing leadership development programmes and feed into your overarching inclusion strategy and culture change. It's delivered by our subject-matter experts, including creativity and innovation expert, Kirk Vallis, and Olympic performance psychologist and mental health expert Dr Kate Goodger.

As a digital offering, Momentum provides tangible learning, skills development and support for leaders, line managers and colleagues globally. This can be hosted on an organisation's intranet site or learning portal.

Fee: We would propose an additional fee of £3,000 + VAT

NB. This is a reduced fee for our AMP partner organisations.

The standard fee for Momentum is £12,000 + VAT



Companions in the Momentum series include:

- ▶ **The Connected Manager Companion**, which covers topics such as building trust and rapport, managing change and creating inclusive environments.
- ▶ **The Workplace Wellbeing Companion**, which raises awareness of topics such as grief, chronic illness and menopause.
- ▶ **The Working Families Companion**, which covers topics such as children's mental health, adoption and caring responsibilities.

[READ THE INFORMATION PACK ▶](#)

[WATCH A SHORT FILM ABOUT MOMENTUM ▶](#)



Listening circle basics

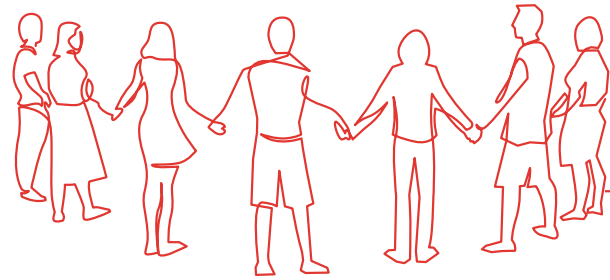
Listening circles are a dynamic, engaging way to build and foster inclusive awareness, skills and behaviours. Our tried and tested format is built on proven principles and Moving Ahead's expertise in:

- ▶ **Mentoring:** fostering support and challenge by sharing experiences and perspectives
- ▶ **Reverse mentoring:** hearing the stories of someone with a different perspective
- ▶ **Storytelling:** using the power of stories and role models to create change and learning
- ▶ **Structured facilitation:** opening up new conversations and connections, ensuring psychological safety and giving everyone a voice
- ▶ **Video keynotes:** each session opens with a video keynote from one of our subject-matter experts

Organisations that opt into this pillar will have two listening circle sessions. These can be attended by mentors and mentees taking part in pillar one and/or other colleagues within the organisation, as well as HR programme partners. Sessions are led by a Moving Ahead facilitator and a subject-matter expert.

For example, Pavita Cooper could be the facilitator:

Pavita is the Chair of CMI Race and sits on the CMI Board of Companions, as well as being a Steering Committee member for the 30% Club. Pavita has more than 25 years' experience as an executive talent leader across a range of multi-sector global blue-chip organisations, including Shell, Barclays and Lloyds Banking Group. She has also advised several CEOs, executive teams and business leaders. Pavita is a passionate advocate of greater diversity across the C-Suite and is committed to accelerating the progression of 'hidden' talent: women, ethnic minorities and leaders from less traditional backgrounds. In September 2017, Pavita was awarded Woman of the Year at the Asian Business Awards.



Once permitted, our request is that these are held in a suitably sized room at your location, with tables of four to six participants. They can also be held virtually and utilise breakout rooms.

Listening circle structure

Each session opens with a video keynote from one of our subject-matter experts. Example topics include how to talk about race and the importance of allyship.

The Moving Ahead facilitator shares the vision and process for the session. This equips participants with the confidence and skills to share their questions, perspectives, experiences, and stories. The facilitator will also set 'ground rules' so participants can engage in active listening and all voices are heard.

The circles spend 60-90 minutes in facilitated discussion, sharing perspectives, stories, challenges and successes relating to the topic.

When the circle ends, the facilitator will collate and share back to the organisation the key themes and recommendations from the group, respecting confidentiality at all times.

Fees starting at £1,500-£2,000 per session – (to be confirmed following discussions with Moving Ahead).

PILLAR 03: The Summit Series

<p>PILLAR 01.</p> <p>Individual change through one-to-one cross-company mentoring</p> 	<p>PILLAR 02.</p> <p>Team-level change with Momentum and listening circles</p> 	<p>PILLAR 03.</p> <p>Organisation-wide change with Summit Series and cross-company CEO circles</p> 
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Organisation-wide change through access to live event streaming and TED-type films for International Women’s Day, International Men’s Day, and National Inclusion Week.

Stories can inspire, create awareness and learning, and be a powerful lever for organisational inclusion. Moving Ahead shares stories on a global scale at three points in the year:

- ▶ **International Women’s Day:** 8th March 2021
- ▶ **National Inclusion Week:** October 2021
- ▶ **International Men’s Day:** 19th November 2021



These world-class events (digital only until the end of 2020) are streamed live and also offered as individual TED-type films to be watched anytime, anywhere.

Previous speakers have included Booker Prize shortlisted author Elif Shafak; the UK’s most successful female Olympian, Dame Katherine Grainger; social inclusion activist and former gang member, Karl Lokko; disability campaigner Caroline Casey; mental health campaigner and comedian Ruby Wax OBE; entrepreneur and autism activist Dame Stephanie Shirley CH, and transgender activists Jake and Hannah Graf MBE.

Fee: £3,000 + VAT for participation in all three summits.
 NB this is a reduced fee for our AMP partner organisations.
 The standard fee for the Summit Series is £5,000 + VAT.



[READ THE INFORMATION PACK ▶](#)

[WATCH A FILM ABOUT THE SUMMIT SERIES ▶](#)

[READ THE PROGRAMME FOR THE INCLUSION & DIVERSITY SUMMIT 2020 ▶](#)



IN CELEBRATION OF
**NATIONAL
 INCLUSION WEEK**



IN CELEBRATION OF
**INTERNATIONAL
 MENS DAY
 November 19**



IN CELEBRATION OF
**International
 Women's Day**

Getting started

Programme partner selection



We have found that for programmes to be at their best, they need an internal programme partner from each participating organisation. This is an important role, acting as an internal contact for your programme participants and working closely with a Moving Ahead client partner. We provide guidance on how to select a programme partner, information about their role, and ongoing support. Programme partners are invited to a dedicated event to share best practice and learnings, and become part of a dedicated community. Becoming a programme partner is a great way to build connections, develop learning and increase your internal and external profile.

Participant selection



Organisations approach participant selection in different ways. Some invite network leaders and members to join the programme, while others ensure senior leaders take part. We support you in finding the best approach for your organisation across invitation, application and nomination stages. If numbers are limited, for example, to ten mentors and ten mentees, we can manage a nomination and selection process. This is a great way to ensure inclusive participation.

Selecting mentors and mentees (pillar one):



Your organisation must nominate equal numbers of mentors and mentees, up to 15 pairs. Mentees can be: female actuaries at any level, male or female actuaries at a career transition point (e.g. returning from a career break or considering a change in working pattern), male actuaries currently at management level and responsible for managing female actuaries, and male or female actuaries who consider themselves to be from an under-represented group. As a guide, organisations can aim to have at least two mentees from one of their diversity networks. Mentors are male or female senior leaders, either actuaries or professionals with a good knowledge of the actuarial profession. They will typically, have at least 10 years' experience, but more importantly, they must be excellent representatives for your organisation. The minimum commitment for mentors and mentees is at least five mentoring meetings across the nine-month programme, in addition to attending our live and virtual events. New for 2021, we are opening the programme to mentees and mentors from your satellite offices outside the UK.

“ My organisation ensured we had dedicated programme partners of a high calibre to support us through this mentoring journey and that our people managers were aware of our participation in the AMP so that they could provide additional support and help us to reflect on our mentoring journey. We've already had our programme partner reaching out to us with resources that can help us continue to grow and develop beyond the mentoring journey! ”

Mentee



Five FAQs and their answers

02

**What if my organisation
doesn't have 5, 10 or 15 pairs?**

You can nominate any number of pairs, up to 5, 10 and 15, for the costs outlined above (for example, four pairs would still be £3,000). Many organisations run smaller programmes in the first year, going on to invite more pairs as the results are felt and internal confidence in managing the programme grows.



01

**We already have an internal
mentoring programme - why do we need
to take part in AMP too?**

Cross-company mentoring gives participants the opportunity to connect with someone outside their organisation, build their networks and gain new perspectives to support them in their career development. Mentors, mentees and organisations all benefit from this experience of being able to discuss issues without restrictions and the access to impartial advice.



**Are there other ways organisations
can support the programme?**

Yes! The programme is structured around several events, many of which need a location. This a great way to showcase your office and its leaders, one of whom will be invited to introduce the event.



03



How can individuals and organisations stay involved beyond the programme?

The programme is nine months long but has a significant legacy. Many pairs choose to continue their mentoring relationships informally after the programme ends.

They are invited to become part of our alumni network.

04

Why is the programme now open to male mentees too?



The ultimate aim of the programme is to improve diversity within the actuary profession and we believe engaging men to support the programme will help to achieve this.

05

If you have questions around building a business case for the programme, selecting participants, the role of Moving Ahead or other programme practicalities, please contact abbie.hildrew@moving-ahead.org.

Our participating organisations



We would love for you to be part of this community dedicated to change

Thank you

To discuss joining the Actuarial Mentoring Programme, or find out about any aspect of it, please contact abbie.hildrew@moving-ahead.org