



Institute
and Faculty
of Actuaries

Diversity, Equity and Inclusion

A Guide for Members

by the Regulatory Board

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www.actuaries.org.uk

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This Guide imposes no new obligations upon Members or their employers. Rather the Institute and Faculty of Actuaries (“the IFoA”) hopes that the Guide will be a useful tool for its Members.

This Guide does not constitute legal advice, nor does it necessarily provide a defence to allegations of Misconduct (as defined in the Disciplinary Scheme). While care has been taken to ensure that it is accurate, up to date and useful, the IFoA will not accept any legal liability in relation to its contents.

1. Introduction

- 1.1. The IFoA has a specific duty under Royal Charter to regulate the actuarial profession in the public interest. The IFoA's Regulatory Policy Statement sets out a commitment that 'the IFoA's regulatory role will be carried out in a way that promotes diversity, equity and inclusion'. This aligns with the IFoA diversity strategy whose purpose is to champion and embody the benefits of a globally diverse and inclusive profession.
- 1.2. As part of that commitment, the Actuaries' Code places specific obligations on Members in respect of Diversity, Equity and Inclusion (DEI). These requirements aim to ensure that the actuarial profession is a diverse one which attracts contribution from the broadest spectrum of views and backgrounds, reflecting the diverse society it serves. We aim to ensure that the profession is globally inclusive and that the individuals we attract can contribute in an environment where they belong, where they can make an impact and where they can succeed.
- 1.3. Non-compliance with the Code may, where there has been proven Misconduct, lead to disciplinary action. Misconduct is defined in the IFoA's Disciplinary Scheme as **behaviour** which falls significantly short of the standards of behaviour, integrity, competence or professional judgment which other Members or the public might reasonably expect of a Member.
- 1.4. The purpose of this Guide is to provide IFoA Members with practical and ethical guidance on how to meet their professional and regulatory obligations in respect of DEI. This Guide itself is non-mandatory for IFoA Members. It does not prescribe how Members should comply with the relevant provisions of the Code, but aims to assist Members to apply their own judgement on how best to meet their obligations.
- 1.5. The Guide provides various illustrative examples and Q&As, which we hope will be of practical value to Members.
- 1.6. This Guide does not contain an exhaustive list of the relevant legal, professional and regulatory obligations, and other requirements that may be applicable depending on the circumstances of the work being carried out.
- 1.7. It is also highlighted that the Code itself is clear that nothing in it is intended to require Members to act in breach of legal requirements. Where relevant legal requirements are in conflict with any provisions of the Code, then Members must comply with the law.

2. What is Diversity, Equity and Inclusion?

- 2.1. Diversity simply means a range of difference, and in terms of DEI, the IFoA uses the term 'diversity' to refer to the recognition of differences and variety in people and their skills and experience, and the appreciation of these variations.
- 2.2. Equity means fairness, and the IFoA uses the term 'equity' to reflect the aspiration that individuals have access to the support and resources they need (as opposed to the same support and resources as each other) to succeed in their roles.
- 2.3. To 'include' means to place into a set or group, and the IFoA uses the term 'inclusion' to describe the aim that all individuals will be valued in the workplace, that they will be encouraged and listened to and that their individual contributions will be appreciated.
- 2.4. The terms Diversity, Equity and Inclusion are clearly different concepts and not interchangeable. However there are important links between the three.

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3. Professional obligations and Diversity, Equity and Inclusion

- 3.1. The work carried out by Members of the IFoA can have a significant impact on the public interest and for that reason, Members are expected to uphold the highest standards of professionalism and ethics.
- 3.2. Members' professional and regulatory obligations are set out in the IFoA's current standards framework and, in particular, the Actuaries' Code places specific requirements on Members with respect to DEI.

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4. The Actuaries' Code

- 4.1. The Code is the overarching ethical code of the IFoA. It sets out principles that all Members of the IFoA must comply with and aims to build and promote confidence in the work of actuaries and in the actuarial profession. The Code applies at all times to Members' conduct in relation to an actuarial role and also applies to other conduct if that conduct could reasonably be considered to reflect upon the actuarial profession.
- 4.2. This guidance should be read in conjunction with the full guidance on the Actuaries' Code which covers the scope, status, purpose, and applicability of each of the Principles of the Code in detail.
- 4.3. This guidance aims to assist only with the interpretation of the principles of the Code, as they relate to Diversity, Equity and Inclusion, and focuses in particular on Principle 1: Integrity and Principle 5: Speaking Up.

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5. Principle 1 – Integrity

5.1. Under the first Principle of the Code, it provides that:

“Members must act honestly and with integrity.”.

5.2. The Code then provides a further specific amplification around respect.

Respect

5.3. The first amplification of Principle 1 states that:

- “Members must show respect for everyone”.

- 5.4. The scope of this requirement extends not only to users of actuarial advice, but to anyone the Member interacts with including colleagues and the general public.
- 5.5. In terms of DEI, this requirement makes it clear that everyone is entitled to be treated with respect regardless of the factors that make us individual (including but not limited to characteristics such as race, religion, age, socio-economic background, sex, gender, sexuality and beliefs).
- 5.6. The duty to show respect does not impose an obligation on Members to agree with all views, or to withhold dissenting opinions. Rather, it imposes a requirement on Members to show courtesy to others and to engage in any debate in a respectful and professional manner.
- 5.7. Members may come across individuals (or opinions) which the Member believes not to be deserving of such respect. This provision within the Code does not seek to manage or control Members’ views in respect of such individuals or their behaviours. However, as described by principle 1 of the Code, there is a duty on Members to act with integrity and a specific requirement to show respect. Members are expected to behave in a way that upholds the reputation of their profession and therefore, expressions of disagreement or dislike can and should be communicated in a respectful way.
- 5.8. Everyone has a right to hold their own beliefs, and also a right to express those beliefs, within limits recognised by law. The Actuaries’ Code supports those rights. It does not require Members to agree with the beliefs of others. By contrast, the Code seeks to protect and encourage diversity among Members, and this includes diversity of thought.
- 5.9. However, an individual’s fundamental freedoms are not without limit, and Members are expected to exercise their own rights of expression appropriately.
- 5.10. The obligation to show respect for everyone extends to all of a Member’s professional interactions. It also applies to a Member’s interactions in their non-professional life, where these could reasonably be said to reflect on the profession, as a whole.

Q&A: treating everyone with respect

If I disagree with my colleague’s views on a controversial topic – how do I voice this disagreement respectfully?

Everyone has a right to their own beliefs and the Code does not seek to interfere with that. You do not need to agree with your colleague. Further, everyone has a right to express their beliefs and again, the Code does not seek to prevent Members from voicing their own views. However, the requirements within the Code means that in expressing different views, this must be done with respect. The Code further requires that your conduct should not amount to bullying, victimisation or harassment. That might involve thinking carefully about the language used and how that might be perceived by others. It might also be relevant to the tone used and to the form of communication used to convey that different view.

If I am a member of a political party can I still undertake public debate about a particular issue?

As with the above example, everyone has a right to their own beliefs and the Code does not seek to interfere with that. Further, it does not seek to prevent Members from being involved in politics or from

expressing opinions publicly. However, the Code does require that the way in which Members express those views should be respectful and not amount to bullying, victimisation or harassment. This requirement may extend to your political life if it could reasonably be said that your actions reflect on the profession as a whole.

Encouraging Diversity, Equity and Inclusion

5.11. The second amplification of Principle 1 provides that

- “Members should encourage diversity, equity and inclusion”.

5.12. The IFoA does not prescribe how individual Members can or should encourage DEI, and the ability of each Member to do so will vary according to their own individual circumstances, including their own role or position within their organisation.

5.13. The requirement is that members ‘should’ encourage DEI, which means that while there is a general presumption that Members will comply with the provision in question, there may be situations that will justify non-compliance. For example, Members who are new to a role, or who are scaling down their work, may find that their interactions with colleagues and clients are less frequent, which provides them with fewer opportunities to encourage DEI.

5.14. Opportunities to encourage DEI can arise at various stages of carrying out actuarial work, from engaging with clients, to managing your team, to presenting advice to an end user. Opportunities will also arise in a Member’s daily interactions with colleagues and clients.

5.15. There are many ways in which this requirement to ‘encourage’ could be fulfilled and the aim is not for Members to tick compliance boxes, but rather to take individual responsibility for improving and maintaining their knowledge and understanding of DEI, so that they can identify an opportunity to encourage DEI when it arises and take whatever action they consider suitable in the circumstances.

5.16. Some examples of how Members might encourage DEI are provided below. Every Member is an individual, with individual preferences about how to engage with others. Neither the Code, nor this guidance seeks to prescribe how Members fulfil this obligation.

Examples of ways to encourage Diversity, Equity and Inclusion

- Engaging in work activities, such as seminars, networking opportunities, or informal social occasions provide the opportunity to speak to colleagues and allows the development of relationships. These relationships allow Members a deeper understanding of existing diversity within the workplace.
- Similarly, engaging with colleagues or clients on a conversational basis can help build relationships of trust that help others feel able to comfortably express their needs or share information that supports their equitable access to work or advice.
- Exploring and addressing your own biases through training or self-reflection is a valuable way to ensure that you reduce the negative impact of bias from your decisions around staffing, recruitment, and any other situation that involves the exercise of your discretion in relation to people. For example, most people are comfortable in the company of those who look and behave like they do. It can be helpful to consider whether you might be sub-consciously preferring to interact with colleagues from the same background (for example, those who studied in the same university as you did), and whether this might be to the detriment of those who do not share that background.
- Re-visiting or re-assessing practices and procedures that have been followed for many years, can be a useful exercise in considering why things are done in a certain way, and whether that practice inadvertently excludes or disadvantages one section of a colleague or client base. For example, it might be standard to hold team meetings at 8am, before the working day commences. Whilst nobody has questioned this practice, it might be that alternating meeting times would be more inclusive, as

some staff (such as those in different time zones or those with caring responsibilities) may find it more difficult to attend a meeting at this time, than others.

- Where possible, and where Members are comfortable in doing so, being open to colleagues in terms of your own circumstances or needs can make it easier for others to seek help or support for their own needs. More senior or more confident Members might feel able to share that they: have a disability; have a caring responsibility; are observing a religious festival/practice; and so on.
- When producing materials and communications for internal or external use, it is good practice to consider ways in which these could be made more accessible and effective for all audiences, including neurodivergent individuals and those with additional requirements such as visual difficulties, for example. You may or may not be aware of these requirements, but you might wish to consider offering ways in which your work can be read or heard by others who are not able to access it in the standard way.
- It can be standard practice to acknowledge or celebrate holidays and religious festivals that are nationally recognised in your country. However, you can also promote an inclusive workplace by being aware of and acknowledging the dates of national, cultural or religious significance to your colleagues, particularly if you are working with individuals based in different locations. If you are a line manager, you can also encourage individuals to discuss with you any adjustments required or support you can provide, and where they may wish to take leave to observe religious events, for example, as well as how this can be prioritised, where possible in line with your employer's policies.
- Members with line management or senior responsibility might be able to consider how structures or practices might disproportionately impact individuals or groups, and take action to identify where adjustments could be made to reduce these impacts, particularly on an individual level. For example, if client meetings typically take place over lunchtime, but a colleague in your team prays at the same time each day – you might suggest adjusting the meeting timing. Similar examples include the consideration of organising client/team drinks after work where individuals with caring responsibilities may not be able to attend or team Members do not drink alcohol – you might suggest alternative or additional opportunities to network which are more inclusive.
- The scope of, and language for talking about, DEI matters is constantly evolving. It is therefore important to acknowledge that continuous learning and awareness of emerging issues, as well as regional and cultural differences in inclusive language, will support your ability to encourage DEI effectively.
- Members can take steps to ensure inclusion in the workplace – for example, where certain individuals are frequently spoken over in meetings or their contributions overlooked, a Member might consider whether less frequently heard voices can be amplified in meetings by verbally acknowledging their contributions if others have overlooked them.

5.17. The examples shown above are all ways in which Members can individually encourage diversity, equity and inclusion. Undertaking these types of action can help ensure that the profession is a diverse and inclusive one, which caters for, and is reflective of, a diverse society. The benefits of diversity are manifold. On one hand, it is aligned with our accepted principles of fairness that the workplace is accessible and inclusive to all, and that individuals with the talent and drive to succeed are not excluded by reason of their individual characteristics. Separately, diversity also allows the profession to thrive. Having a diverse population within our profession, enables different angles and mindsets to be explored – it broadens ideas and thinking, which can lead to improved outcomes.

5.18. The above examples are a limited range of actions that aim to show that everyone is able to encourage diversity, equity and inclusion, and the ability to do so is not dependant on status or experience.

5.19. The requirement to encourage DEI also does not involve or equate to lowering standards. DEI is about appreciating and encouraging our differences, and ensuring our profession enables all individuals to feel that they belong, can make an impact and succeed, through our day-to-day actions and behaviours.

Q&A: the requirement to encourage DEI

I am junior and new to my firm – how can I exert influence in relation to DEI?

There are many ways in which influence can be exerted at a junior or individual level. Simply being a colleague who is open and approachable is one way to encourage DEI.

What happens if members are in a country where there may be legal implications for encouraging DEI?

The Code does not require Members to act illegally or to encourage illegal behaviour. Like all Code provisions, the DEI obligations must be interpreted in light of the applicable laws of the country in which a member is located or operating. The Code is very clear that compliance with relevant laws will take precedence over its requirements. The Code also does not prescribe how Members might encourage DEI. Diversity will exist wherever Members live or work

What would constitute a failure to encourage DEI, as required under the Code?

There may be occasions where an individual Member finds it difficult to take positive steps to encourage DEI. This could be as a result of their role, their confidence, or their status. There may also be situations where a Member chooses not to take steps to encourage DEI – perhaps because they feel that doing so would conflict with their own beliefs or preferences.

The obligation within the Code is a ‘should’ obligation. If a Member chooses not to take a particular opportunity to encourage DEI, that would not in itself constitute a breach of the Code. Neither the Code nor the guidance prescribes to Members how or in what circumstances they should encourage DEI. This is a matter for each Member to determine and the guidance provides examples of ways in which a Member may choose to fulfil this obligation.

This requirement is a signal that Members should be thoughtful, fair and considerate in all their dealings with others, not least those who are different from them, whatever that difference might be. It could be that a colleague has parental responsibilities or the need for a private prayer room. Those differences will be many. Some Members may dislike the DEI terminology used in this provision, but the focus is intended to be on setting expectations about how we treat others. As noted above, a Member’s conduct must fall significantly short of the standards expected of them in order to amount to Misconduct. It is however possible that, for example, a Member’s failure to encourage DEI in a professional setting might form part of a wider consideration of that Member’s actions or behaviours, which together evidence a course of conduct that amounts to Misconduct.

Bullying, victimisation and harassment

5.20. The third amplification of the Integrity Principle provides that:

- “Members must not subject others to bullying, victimisation or harassment”.

5.21. Although this provision does not solely relate to DEI values, it expands on the requirement to treat everyone with respect by highlighting particular types of behaviour that fall below acceptable standards for members of the profession.

5.22. This prohibition on bullying, victimisation or harassment is not limited to interactions between Members, and it is not limited to behaviour towards people with specific individual characteristics.

5.23. Bullying is behaviour that is offensive, intimidating or insulting, and which causes harm to another person. It may be a pattern of behaviour or a one-off incident, and it can occur face to face or in emails, phone calls or virtual meetings. Examples of bullying behaviour include constantly putting someone down in a meeting; making offensive comments about someone on social media; excluding someone from team conversations or events.

5.24. Victimisation describes the act of treating someone unfairly because you do not agree with them, or their actions or beliefs. In a work-place, it typically relates to the situation where an individual makes a complaint,

and as a result, they are subsequently treated unfairly (for example, excluded from attending their usual team meeting, or prevented from participating in a discussion or event).

- 5.25. Harassment is behaviour which intends to annoy, bother or upset someone and an example would include making offensive comments to or about someone; subjecting someone to persistent unwarranted criticism; or providing unwanted remarks about someone's appearance.
- 5.26. In assessing whether behaviour might amount to bullying, victimisation or harassment, Members are expected to consider not only the behaviour itself, but also how these actions might reasonably be received by others. The assessment is an objective one – Members are expected to avoid behaving in such a way that any reasonable Member would judge as constituting bullying, victimisation or harassment.
- 5.27. Members should understand that their words and actions, even if directed towards one person, can have an impact on a wider group and Members should recognise their individual responsibility for contributing to the culture within their workplace, organisation and profession.

Q&A: bullying, victimisation and harassment

Corporate boardrooms can be high pressure, sometimes heated. How can I ensure this avoids becoming bullying?

Engaged discussions, challenge and debate are important aspects of successful business. However, those can all still take place effectively without descending into behaviour that amounts to bullying. Members should be conscious of the impact of their behaviour on others and should be careful to act in a professional and respectful manner. This means that while conversations may be heated, Members should ensure that their own contributions are focused on relevant professional matters and not individuals and their characteristics. Whilst there are circumstances where it is necessary to speak forcefully, Members should be conscious of speaking over others, or not allowing them the opportunity to respond. Members should consider whether, on an objective basis, their behaviour would be considered reasonable.

How do I ensure that I carry out managerial responsibilities without colleagues feeling they are being bullied, victimised or harassed?

Performance management matters can be challenging. It is advisable to seek advice from HR colleagues or employment lawyers about how best to deal with these situations.

The Code does not require Members to avoid difficult conversations. Leadership is an important part of being a professional, and Members are expected to exercise their authority appropriately.

It is possible that an aggrieved employee might complain about a Member to the IFoA if they consider that Member has acted in breach of the Actuaries' Code. If a complaint is made about a Member's behaviour in this sort of situation, that matter would be investigated and judged objectively, i.e. was their conduct reasonable for a Member in that situation. The IFoA has processes within its disciplinary investigations arrangements to ensure that Complaints are assessed at an early stage to see whether they ought to continue to full disciplinary investigation. A Member would only be subject to disciplinary sanctions if found guilty of Misconduct, which means that their behaviour was judged to fall significantly short of the standards expected.

The IFoA recognises that its Members are routinely involved in management matters and these matters will not involve the IFoA unless there is an accusation of Misconduct on the part of an IFoA Member. Members should exercise their professional judgement in considering how to deal with such disputes appropriately.

6. Principle 5 – Speaking Up

6.1. Members have a responsibility to speak up in certain situations and under Principle 5, they should speak up if they believe that a course of action is unethical or is unlawful. This may include discriminatory behaviour which is in breach of applicable legislation. In addition to this general requirement, the third amplification of Principle 5 provides specifically that:

“Members should speak up if they believe that others are being treated unfairly or excluded unreasonably.”

- 6.2. This provision means that Members should be mindful of how their contemporaries and peers behave, and speak up where they believe that someone is being treated unfairly or excluded without reasonable justification.
- 6.3. All of the Speaking Up provisions reflect the important part that Members play in protecting the reputation of the profession and of the public interest. Specific guidance on the [Speaking Up Principle](#) is available which provides advice about how to speak up, who to speak up to, and the challenges that a Member might face when deciding whether to Speak Up.
- 6.4. In respect of the third amplification, the Code does not prescribe who Members should Speak Up to; nor does it define or limit the circumstances in which Members might be expected to Speak Up. Members are expected to act proportionately and exercise their own judgement in determining when and how it is appropriate to Speak Up. However, some examples of good practice are provided in the Q&A below.
- 6.5. Speaking Up is not always straightforward and, while Members are expected to speak up in difficult situations, even where that might have implications for them in terms of their work, it is recognised that there might be barriers to Speaking Up, including where it would be a criminal offence to do so.
- 6.6. Members are not expected to break the law in order to comply with the Code nor are they expected to speak up in circumstances where there would be a risk to their own safety from doing so. This recognises the varying legal situations and cultural norms in relation to DEI across the different regions where our Members are based.
- 6.7. Members who are seeking guidance on whether or not to Speak Up might find it helpful to ask whether any advice or support is provided by their employer. Alternatively, or in addition, the IFoA offers a confidential Professional Support Service to assist all Members with professional ethical matters.

Q&A: Speaking Up where you believe that others are being excluded or treated unfairly

Although my firm says it offers flexible working, in practice no requests are ever agreed. Should I challenge this?

Your firm has clearly recognised that flexible working is attractive to employees, but it is not clear whether your firm has fully developed a policy for flexible working, or whether it recognises the benefits that such a policy can provide to the firm. Permitting employees to work flexibly allows a more diverse workforce to develop, by enabling those with other commitments, such as care-giving, to advance their careers. A failure to implement such a policy, or a failure to operate it fairly, can have a disproportionate effect on certain members of staff.

Whether this is a matter you can or should Speak Up about, will depend upon your role within the Firm. If you are a senior manager, it might be that you are able to influence such procedures directly. Alternatively, you might be able to contribute to an employee forum, or mention your concerns in an employee survey.

The provisions of the Code are not prescriptive and would not require you to take any specific step to address this apparent unfairness.

What would constitute a failure to Speak up? And would that be a breach of the Code?

The Speaking Up provisions are 'should' obligations to reflect the fact that not all Members will be able to Speak up against unfair behaviour.

The requirements are a signal that Members should take some responsibility for the culture within their place of work. They should be aware of the differences between others with whom they interact, and as well as treating people with respect, they should, where possible, challenge others on unfair or discriminatory behaviour.

The obligation to Speak up about DEI is not about disciplinary action but about setting expectations. Whether a failure to Speak up against unfairness, or about others being excluded unreasonably could constitute Misconduct would depend upon the circumstances, including the seriousness of the alleged situation, the role of the individual Member in that situation, and the ability of the individual Member to take action.

7. The application of the Code provisions

Professional and non-professional life

- 8.1 As with all of the Code provisions, the DEI obligations contained within the Code apply at all times to all Members' conduct in relation to an actuarial role. The general Code guidance provides examples of what might constitute an 'actuarial role'.
- 8.2 The Code also applies to Members outside of their actuarial professional life if their actions could reasonably be said to reflect on the actuarial profession as a whole. This would also apply to the requirements on DEI. Again, the general Code guidance should be referred to in relation to assessing whether conduct could be considered to have an impact upon the reputation of the actuarial profession as a whole.

Failing to comply with the Code

- 8.3 The DEI provisions within the Code are intended to provide a clear expression of the IFoA's expectation of Member behaviour. In including these expectations within the Code, they become a fundamental part of the ethical framework for Members, demonstrating the profession's commitment to fairness and impartiality.
- 8.4 It is anticipated that Members will be reminded to consider DEI issues and be more aware of the differences between their colleagues and peers. It is also hoped that Members will consider more readily whether their own actions or behaviours are appropriate in light of those differences.
- 8.5 The inclusion of DEI requirements within the Code does not alter the threshold for disciplinary action being taken against Members. Members will also only be subject to disciplinary findings and sanctions where it is established that their actions amount to Misconduct, as defined in the Disciplinary Scheme.
- 8.6 The IFoA adopts a focussed approach to its consideration of Complaints against Members. The Disciplinary Scheme includes a process by which complaints are assessed, using set criteria, to determine whether or not they should be accepted for investigation. This means that if a Member becomes subject to a Complaint which relates to the Member's conduct in respect of DEI, that Complaint, like all Complaints, will be assessed in accordance with the IFoA's Disciplinary Scheme.
- 8.7 Every Complaint received by the IFoA is first assessed against the criteria set out in the General Disciplinary Regulations. This includes consideration of whether the alleged conduct, if proven, could amount to Misconduct, as defined in the Disciplinary Scheme.
- 8.8 Misconduct is behaviour which falls significantly short of the standards which other Members or the public might reasonably expect of a Member. Not every breach of the Actuaries' Code will amount to Misconduct; the conduct must fall significantly short of the standards expected of a Member in order to constitute Misconduct. If it is determined at the assessment stage that the alleged conduct could not amount to Misconduct, even if the facts were proven, then the Complaint will not be accepted for investigation.
- 8.9 Where a Complaint is accepted for investigation, and where the alleged conduct concerns DEI matters, the Complaint will be investigated, considered and determined in the same way as any other allegation of Misconduct against a Member. This will include determination of whether the alleged conduct is proven; whether the proven conduct amounts to a breach of professional obligations (such as the Disciplinary Scheme, the Actuaries' Code or other professional regulations); and if so, whether the breach amounts to Misconduct. Full guidance on the disciplinary process is provided at <https://actuaries.org.uk/standards/independent-disciplinary-process/formal-rules-regulations-and-guidance/>

8. Additional resources

Guidance to support the Actuaries' Code

9.1 This is a tool for Members to use their own judgement in determining how to comply with the provisions of the Code. It contains information about each of the six principles within the Code.

Further learning on DEI

- [IFoA Diversity Action Group](#) (LinkedIn)
- [IFoA DEI Employer Network](#) (accessed via the [employer hub](#))
- [IFoA DEI Strategy](#)

Information for Employers

9.2 The IFoA DEI Employer Network is part of our [ongoing commitment](#) to promoting diversity and inclusion within the actuarial profession. By fostering collaboration and sharing best practices, the DEI Employer Network creates a space for knowledge sharing and advocacy for DEI issues.

9.3 This DEI initiative will help drive cultural change and create an inclusive environment that will enable our profession to better embrace the richness of diverse perspectives.

9.4 To join the Network, contact employers@actuaries.org.uk.

Information for Employers accredited under the Quality Assurance Scheme (QAS)

9.5 APS QA1 states that:

“QAS Accredited Organisations foster a positive culture and working environment....Proactive promotion of Diversity, Equity and Inclusion (DEI), including:

- appreciation and understanding of how DEI will impact Member's experience at work;
- a respectful working environment will be fostered;
- all colleagues are valued; and
- Members feel able to raise DEI matters without fear of retaliation. The [QAS Handbook](#) contains specific guidance for those organisations which are QAS accredited.”

9.6 QAS Accreditation is an excellent way for organisations to demonstrate their positive organisational culture, including their commitment to DEI. Please contact qas@actuaries.org.uk if you would like to discuss potential accreditation.

Training/professionalism resources

9.7 The [Professional Skills Hub](#) contains various materials, including videos and discussion pieces relating to DEI issues. The content is continually updated but at the time of publication [[to be updated at time of publication](#)] of this guidance it includes:

- [Diverse Minds](#) - considers neurodiversity in the workplace and [discussion points](#) include how colleagues can be more inclusive of neurodivergent individuals and behave appropriately - includes links to [IFoA's neurodiversity blog series](#)
- [Pride or Prejudice](#) - a range of biases are demonstrated in the video which are discussed in more detail in the accompanying discussion video
- [The Many Faces of Bias](#) - this microsite was designed to help Members explore and learn about how bias can affect all of us in our daily work and decision-making. It incorporates 14 short videos with illustrative examples of bias in an actuarial and non-actuarial context
- [The Vigilante](#) - considers the use of social media by Members, in light of the duty to treat others with respect.
- [The Pitch](#) - a discussion on unconscious bias and Speaking Up

9. Further question and information

10.1 The content of this guidance will be kept under review and for that reason we would be pleased to receive any comments you may wish to offer on it. Please direct any comments to:

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