

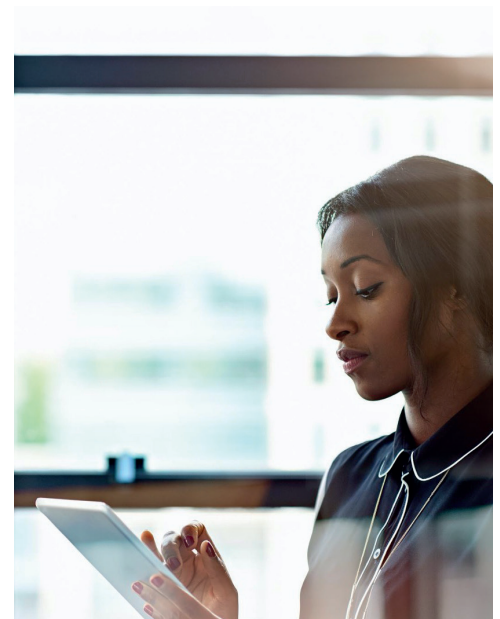


## Diversity, Equity and Inclusion

As an employer we are committed to reflecting the diverse lived experience of the communities in which we work. We joined the AFM's Mutual Diversity Alliance when it was established and have participated actively in the group since that date. We are developing our knowledge and have a positive approach, commitment and interest in DEI and will be able to show progress as time goes on. We believe that the best DEI strategy will be one that fits perfectly with our existing culture which is non-discriminatory.

We promote diversity of thought and acknowledge we don't all start from the same place in respect of experience on the topic. We have an inclusive culture, and people experience psychological safety and feel a sense of belonging and our Leadership are accountable for delivering and embedding our DEI strategy.

*Our CEO and Head of Culture and Organisational Development are OAC's DEI leads supported by the Board and the entirety of OAC's Senior Leadership Team comprising the Head of Redress, Head of Insurance Consulting, Head of Finance Head of Risk and OAC's Senior Quality Assurance Representatives.*



We aim to be aware of societal and cultural imbalances in our workplace and to deliver fair and equitable outcomes for our people. We strive to create a culture of inclusion and belonging and take top-to-bottom accountability for progress against our DEI aims.

As part of the IFoA's Quality Assurance Scheme and the introduction of a DEI sub-outcome in April 2022, we have been reviewed by an external consultant who has provided us with a benchmark for our DEI going forward. The outcome of the review is to effectively embed DEI via a framework which will allow us to establish a baseline and, therefore, a benchmark over time.

The positive indicators for this framework are:

1. Organisational culture and DEI
2. DEI Strategy
3. Communication, internal and external
4. Data Collected
5. How impact is measured

All aspects of diversity are important to us. We believe that diversity of perspectives and thought delivers better judgement and decision making.

We have been signatories of the Women in Finance Charter since 2017 which sets targets for gender, race and ethnicity at senior levels within OAC where currently 63% of employees are women. However, we adopt the principle that all appointments should be based on merit and the skills and experience that the individual can bring, and consider the composition, skills and experience already at that level. Our targets are meaningful but not specifically aspirational on gender, but we are mindful to consider all aspects of diversity, including but not limited to gender, on the Board and Senior Leadership Team at OAC.

For more information  
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We believe our success is about so much more than simply helping organisations overcome issues or challenges. It's about building genuine relationships, based on trust and personal, bespoke support. After all, in the complex world of financial services, a little reassurance goes a long way.



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