



# The Sponsorship Imperative

*Hosted by*

**THE RACIAL JUSTICE WORKING GROUP**

11th March 2021

**ISC  
GROUP**

## THE SPONSORSHIP IMPERATIVE

On the 11th of March 2021 and in celebration of International Women's Day, the newly launched ISC *Racial Justice Working Group* hosted **The Sponsorship Imperative**. This powerful conversation addressed the importance and impact of authentic sponsorship to drive greater inclusion and advancement of Women of Colour / Ethnic Minorities in the insurance industry.

A diverse group of thought-leaders, representing a variety of insurance industry sectors and geographies, shared their own stories highlighting the impact of sponsorship as well as action-oriented tips and best practices for both protégés and sponsors.

### MODERATOR



**TANIA CREAVALLE**

Head of CUO Office  
Reinsurance  
Convex

### PANELISTS



**ALIKEH DOYLE**

Operations Manager  
Brit Re  
& Sussex Capital



**KIM WALLER**

Practice Leader  
Diversity Solutions  
Willis Towers Watson



**SIMA RUPARELIA**

Chief Actuary UK, Europe, MEA  
Global Specialty and Talbot  
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## THE RACIAL JUSTICE WORKING GROUP

The ISC's *Racial Justice Working Group* strives to be a catalyst for meaningful change in the advancement of equality and inclusion for Women of Colour / Ethnic Minorities in insurance. Our Mission is to:

- WELCOME women in insurance across all dimensions of diversity, at every stage of their career, celebrating their uniqueness for a true sense of authentic belongingness in the insurance community;
- FOSTER opportunities which increase the visibility of Women of Color / Ethnic Minorities in insurance, and achieve a more diverse industry talent pipeline;
- CHAMPION vulnerable, courageous conversations on intersectionality, race and ethnicity in the market, and advance the industry's diversity journey; and,
- (hold) ACCOUNTABLE its members, partners and industry participants for acting with intention and moving forward robust DEI and social justice agendas for the advancement of Women of Color / Ethnic Minorities in the insurance industry.

On behalf of the *Racial Justice Working Group*, thank you for your commitment to **The Sponsorship Imperative**.

Andrea Santolalla  
Co-Chair (UK)  
Operations & Risk Professional

Megan Stewart Hodge  
Co-Chair (US)  
Founder | Cultiver LLC

## INTRODUCING THE SPONSORSHIP IMPERATIVE

While mentorship and sponsorship are often used somewhat synonymously, it is important to differentiate between the two as they have different goals, objectives, scopes of engagement, actions and levels of risk (real or perceived).

**KEY TERMS.** Framing our conversation in a common understanding.

### MENTORSHIP

A mentor is a *trusted counselor or guide* or a coach who provides support and perspective into navigating your team, your organization and your career.

### SPONSORSHIP

A sponsor leverages their personal brand, power, privilege and platform to ensure visibility and access to key developmental and stretch opportunities to advance their protégé's career journeys.

### ALLYSHIP

*The state or condition of being an ally.* (Merriam-Webster)

An ally is someone who is supportive of another person and/or people who are members of a marginalized group (to which the ally does not belong) in an intentional manner that supports each individual for their authentic self.

**Similarities in Impact.** Both mentorship and sponsorship build bridges, promote knowledge-sharing and foster belongingness and cultures of inclusion.

At earlier career stages (for mentorship) and at mid-to-senior career stages (for sponsorship) both advance diverse talent throughout inclusive organizations and industries.

**Differentiating Sponsorship.** Sponsorship is more strategic than mentorship. It is structured to support a protégé by providing opportunities, visibility and access to the trajectory of the protégé's authentic career journey objectives.

**The Role of Allyship.** For allyship to be successful and sustainable, it must be intentional and in a manner that supports each individual for her/his/their authentic self. This is also true of successful sponsorship as a lack of authenticity is often a key factor when sponsorship has faltered in the past.

For sponsorship to be successful in advancing a protégé's career journey, it needs to be authentic to the objectives and definition of success of each individual protégé. She must feel seen, respected, welcomed, valued and sponsored for her authentic self *versus* feel as if her sponsorship is contingent upon assimilating. This authentic sponsorship will be a critical component to achieving meaningful change in the advancement of equality and inclusion for Women of Colour / Ethnic Minorities in the insurance industry.

A **mentor** is someone who has knowledge and will share it with you.

A **sponsor** is a person who has power and will use it for you.

-Herminia Ibarra



**EXCERPTS\* FROM OUR SPONSORSHIP IMPERATIVE CONVERSATION**

**How does SPONSORSHIP advance Women of Colour / Ethnic Minorities in insurance and reinsurance?**

**What are some of the real and/or perceived obstacles to effective SPONSORSHIP?**

**What does successful SPONSORSHIP look like?**

On the importance, the transformative nature, of relationships to formal and informal sponsorship.

*KW.* The distinction between formal and informal is really important because you may not even be aware that there is somebody who is advocating for you, who is serving as a sponsor. This is why it's always important for anyone, but particularly Women of Colour, to be actively engaged in building relationships in their organizations.

***You never know who is going to be that voice in the room to advocate for you in a way that will be able to help transform your career.***

Having those relationships, both within your organization as well as outside of your organization within the insurance industry, is important because - as big as the industry is - it is still relatively a tight-knit group. Formal sponsorship programmes are fantastic, but informal sponsorship can occur when someone says *I saw her do XYZ | I was in a meeting with her | I worked on a project with her, where she did that* and speaks up for you in a way that is really powerful.

On engaging in authentic, yet difficult and emotionally-charged, conversations around race and issues of race.

*KW.* This has been an unprecedented year as organizations (and individuals) think about, through the spotlight and the lens of Diversity | Equity | Inclusion who they are, where they want to be and who they want to be as an organization. I've been in the industry for a long time and know that the industry has made great strides (still with room to grow) with respect to elevating the voice and movement around gender. Then, you take gender and you overlay race. What we find in this work is that everyone, in general, wants to do the right thing.

***Everyone, in general, has the goal to be the best person, to be the best organization and to truly embody the tenets of an organization that values meritocracy and fairness. It's just how you get there.***

\*Note that these excerpts have been lightly edited to remove "filler" words and to condense some of the comments. [Click here for the full transcript.](#)

On an interpersonal level, issues of race have been hard for communities and for countries to talk about in really authentic ways. So, we then bring that inside an organization and we expect leaders and individuals to be able to bridge it. What I have found personally is that if you assume positive intent on the onset, then you can build that **space of trust and of giving grace to one another. Then, you can have an open dialogue without either person feeling like they have to be perfect or that they may get clobbered over-the-head for saying something by mistake.** Building those trusted relationships, from which you can then open up and have a dialogue, is where you are able to get people to open up. Because, people really do want to build authentic relationships across dimensions of race. We just need to be able to have a safe space to do so without people feeling as if they're swimming in shark infested waters where, if they fall off the boat, they're going to get eaten alive.

On advice to a potential sponsor or protégé about how to create a meaningful connection.

**AD.** I think it's also about the company culture. A lot of times, it has to come from the upper management to create that safe space. But, as individuals we also have the opportunity to create those connections. From a sponsorship standpoint, I would say *inclusivity* is key. Companies are doing a good job, to a certain extent, with diversity. Sometimes it may come across as a bit of a check-the-box exercise or window dressing. Somebody may want to be involved, but for whatever reason, she/he/they don't feel empowered to put their hand up.

So as a sponsor, I think a good point of action would be to refer to that individual in meetings, to reference their past ideas or work, to include them in meetings in which they may not have previously been involved.

From the protégé standpoint, I think there has to be some bit of *putting your hand up*. A lot of people, and I'll speak for myself, work hard and probably have their head down. Which is maybe not working smart. **It is the relationship part of intentionally creating those opportunities to interact with your other team members that is missing.** Some of that could be fear of some sort. You would carve-out time to study for your exams and you carve-out time to make sure you get projects done. **So, carve-out the same time intentionally to reach out and speak to other people and create those relationships.**

**SR.** When I was a protégé, I always thought about *what can I do to be helpful as well*. People are very open if you are also trying to help them, as well as help yourself | your career | your purpose.

One of the pieces of advice I would give to a protégé is that when you are creating those connections, don't necessarily just reach out and say *I want a connection*. You would create that connection much more strongly if you **approach with a purpose** and state how your ask will help your sponsor (or potential sponsor). For example, *I'd really like you to do this and it'd really help me, but I also think it will help you because of this...*

As a sponsor, I'm really keen on making sure that we look at all types of different people. There are a lot of people who are shy. They don't feel empowered. They don't feel able to raise their hands. **As a sponsor, I think it's partly my responsibility to look for those gems of people and help to bring them out.** Because, if you don't do that then you lose such value, breadth, depth and just loveliness of people who you wouldn't see without otherwise putting yourself out there.

On how a protégé can bring their perspectives to difficult conversations, particularly about race | racism | bias with someone senior in their organization.

**KW.** I go back to the relationship. **If someone is starting to open up and to inquire (e.g. is asking *I'd like to know more about...*), then it's an opportunity for you to share something that's relevant around that topic.** I think it could be dangerous for a woman of colour to try to initiate and educate a more senior colleague (or sponsor) about issues of racism and bias in the organization without that ask. If something happens and there is a situation which needs to be addressed and which warrants education, then I would suggest going to someone more senior in that organization who can advocate for you and have them broach the subject. If you are relatively early in your career or are not on an equal power standing with that person, I would not take it upon yourself to jump out and educate them... unless they ask.

**AD.** I agree that it depends on the strength of your relationship. You may have a strong relationship with that person where you could feel comfortable initiating this conversation and not seriously jeopardize your career. I'd add that that **this is where those networks come into play**. If there is someone who would benefit from education and addressing their biases and you have someone in your network who is on their level, then you ask that person in your network to advocate on your behalf or to educate the individual. Obviously if something offensive is being said and you feel that you need to let the individual know what is offensive and why it offends you, then there are ways to do this. Not in a public forum, definitely; and probably one-on-one. I think it's all about the approach, e.g. *reading the room and reading where you are in the room*.

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**SR.** There's no right answer. I agree, it isn't taking the approach to school someone in their racism and bias. But, I would say, you should also be brave. **I think there's a difference; there's foolhardy and there's brave. If something is being said that is either offensive to you or another team member, then I do think it's incumbent on all of us to stand up and be brave.** I agree, maybe not to do so in a public forum. But, if we don't then we're not going to change that dialogue of the little microaggressions (because, it's never going to be overtly racist). So, I do think it's incumbent on us all to be brave. You have to find the right way of doing it and it has to be for the right reasons, e.g. something was said or done that is offensive.

**KW.** I agree about owning your own agency and power. If something has been done to you, even if it's done to you through the lens of race or bias, this absolutely is something that you need to either address or bring somebody else in to help address on your behalf.

On how to raise your hand to be sponsored within your organization if you don't get that *tap on the shoulder* for sponsorship.

**AD.** If you can find a way to make somebody else look good, then that can lead itself into that person sponsoring you. Unless there is a formal sponsorship programme, it is usually not a situation of going up to someone to say *hey, could you sponsor me*. **I think if you're working with someone, you have conversations and they find out what your interests and career goals are then that can naturally lead the to sponsoring you (if you've done a good job!).**

**KW.** One of the things, specifically as a woman of colour, that I hear more often than I'd like is: *I've been doing a good job, I thought that they would just notice me*. I can tell you across the industry, and across multiple industries in the work that I do helping leaders think about sponsorship, there is a is an element of invisibility. It may not be popular to say, but I'm going to say it: *If you're a woman of colour, they may not even see you*. Not even see you.

**So, not only do we need to develop relationships where we are seen; we also have to voice where we want to go in our careers.**

We have to own our own voices and express specifically, *I'm thinking about \_\_\_\_*. *What do I need to do? To think about? To develop to be at this next level?* So that you, from your own mouth, are engaging with stakeholders and leaders that can give you insights on what you need to do to get there and, along that path, build those relationships.



**SR.** I think there is a big change companies need to make and that is incumbent on all of us as leaders. I agree that you see, all the time, people that work really hard and don't get any further in their career. They're really bright, they work really hard, and they're not seen. As a companies and organizations, this is what we have to work out. Because, this is why we end up with similar people at the top of these organizations. **So, we have to find a way as leaders to change that narrative.**

**AD.** If you assume an individual is already talented, they're intelligent, they're working hard and they are not being seen. **This comes back to owning your career. Sometimes, you have to leave a company.** This is where that sponsor who may be outside of your company could help you move to a new organization, one that may not be perfect but may be a bit ahead of the game with having a more truly diverse workforce or a team. Having a diverse team is not just saying *we have this many of this person, this many of this group*. It actually has a value in the sense that you have diverse thought. Even as women of colour, we're not a monolith. We are all going to have different views and experiences which could add value to the company. So, if you find yourself in a place where you're not getting anywhere, where no one ever sees you because **we're all extra visible and yet we're invisible at the same time**, then move! Find a way to get to a company that has a bit more progressiveness in it.

**KW.** One of the things that my parents said to me was **know what to value and know your value, unconditionally**. I think it is a mistake to completely and solely define your value in the context of how the organization has defined you. For example, you are at a certain level | your head is down | you're working super hard | you've been in that position for 10 years, but you know that you can do more. You've reached out and voiced your desire to move forward within your organization. You've done all the things, and you're still not moving. **Then, you need to redefine your value in the company.**

**SR.** This is all part of **owning your own career** and **owning your voice**. If an organization doesn't see you and you've done everything you can, then move to somewhere that will see the bright star that you are. And, will see the value in you.

**AD.** From a self-worth standpoint, it can be dangerous if you are stuck in a place where you know you're working hard | where you are contributing | where you've tried every way to voice your opinion about where you want to go. **If you stay there too long, as I had this experience to a certain extent, you start to almost believe that maybe they are right | maybe I'm not as great | maybe I'm not smart enough to do this.** That's why it is important to own your own intrinsic worth. If there's nothing else for you to grow into, its probably imperative for you to remove yourself from that situation and find other opportunities.

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**SR.** That's a really, really important point. From a personal perspective, I'd always defined my sense of worth as how well I'd done at work. It took one blip in my career. And, you will get these blips; everyone gets them no matter who you are. It took one blip in my career and it changes your self-worth if you're not careful. That's when you have to realize, you can't tie so much up into your sense of career. **You have to know your own intrinsic worth.** It took me some time to build back my confidence up and to start again. You don't want to get to that point. I would really advise you to avoid that.

**AD.** If someone (a sponsor) comes to you with an opportunity, and you've been so brow-beaten you now might not believe you can do it. You may not even recognize that opportunity because you think, *I need to have\_\_\_*. They say a man will look at a job description and say, *I have 70% (or even 50%) of these qualifications so I can do this job*. Whereas, as a generalization, women will look at the job description and say, *I need to have all of these qualifications plus a little more* (to even apply). I think sometimes for Women of Colour, it might be an extra amount of credentials that you think you might need. If an opportunity or a sponsor does come and tap you on your shoulder, there's a danger if you have already kind of given up because you've stayed too long in one place. **So, I would say to be open to opportunities.**

On how to influence executive leadership to think more diversely or be more inclusive.

**KW.** Institutionally, organizations need to do more work around understanding and building the competencies of leaders to be inclusive leaders. One of which is that you allow and provide space for all voices to be heard. We've all been a part of meetings where there is group think, where a select few individuals are having a conversation by themselves and affirming each other. But, there are other people in that room who might have some interesting things to contribute. **Diversity of thought. Diversity of ideas. Diversity of backgrounds. Unless you give space and you equip leaders on how to be inclusive leaders, to give room for all voices to be heard and all perspectives to be integrated into whatever solution or challenge that you're trying to address, then you're going to miss it.**

As a woman and as an African American woman, I have experienced the: *Didn't I just say that? Why does (a male colleague) say it, and now everybody's clapping?* I've learned that building alliances with colleagues who will be active allies in meetings (i.e he/she/they will start to echo back and attribute ideas to you) then, over time, the organization (or team) is going to get used to hearing your voice in the room and to affirming and giving you credit for it.

**SR.** Having some of those conversations before you go into any sort of meetings or present to senior management, and building your case beforehand can also really help. (A) You're building the relationships (with active allies), and (B) you're explaining your case in a "safer" environment (i.e. in a one-to-one where you get time and space to build your argument). When you then go into those bigger meetings and you state your point, people are already aligned around it.

On any final tips for successful sponsorship.

**SR.** What I've learned the most is trying to *flex my style a little bit* depending on to whom I'm talking. We all have to do this, but I think as ethnic minority women we have to do this a little bit more (which is not great). **You should always be authentic, so flexing your style means knowing the scope of what the person you're talking to wants to hear. Do they want just facts really quickly? Then, give them the facts really quickly. If they want the long explanation, then make sure you get into the detail. If you make it easy for someone, they are much more likely to want you to come back to them. They are much more likely to want to sponsor you.** They are much more likely to see that you've made it easy for them. This is one of the things that it took me a little while to learn because I thought, *of course everyone wants to know this detail because its really important*. Learning that balance is really key and I think it is harder for us as ethnic minority women to interact with different people, so it's quite an important thing to learn as you go along.

**AD.** Knowing *how to interact with people and reading the room / reading the situation*. In this industry, a lot of it is data and numbers. When I'm speaking to somebody, depending who it is, I've learned not to say *I think* or *I feel*. Instead, I'll focus on *this is what the numbers say* or *this is what the data says* if I know their way of communicating is that they just want to have the *quick and dirty* details.

The other thing, and I am still learning this, is **the value of actually being comfortable in tooting your own horn. It's important to let people know what you're working on, the positives and the accomplishments that you've made.** I think authenticity is not just the way we dress; it's being your true self. It's being true to your values, your vision, the way you present yourself and the way you think. So, I think it's important. You can also connect with people across a myriad of backgrounds and you could have the same vision and same values. So it is finding the connections that transcend just the way we physically present ourselves. It is finding those kind of true connections with people.

**KW.** I agree that it is really important to understand how to mirror and to communicate in a way that the person you're speaking with can hear you.

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Having a mentorship | support circle | personal board of directors | personal group of people that you can go to in a safe way, lets you practice before you get to the real sponsor. To help bounce off things in a way where you can be challenged and you can practice so that you're more prepared for that dialogue with a potential sponsor or senior leader who can influence your career. I would also underscore the importance of being your authentic self, regardless of where you are in your career. As you move up through an organization and you move into a more senior role and if you are perpetrating or pretending to be somebody that you're not, another leader may not know that that's exactly what is going on but there's going to be something off. There will be sense of *there's something about that person that's really not ringing true | I don't feel like I am getting to know the true Kim, the true Sima, the true Alikeh*. And then, **there's a piece of this that deteriorates trust. This may not be your intent, as you're really trying to pretend to be or to mirror somebody in terms of who you think they want you to be. This is de-stabling and unstable for you as a person.** As you move up through the ranks and you become a more senior leader, you're going to have to dig deep into who you authentically are as a leader and lead from that place. It's better that you practice that and that you develop that skill-set early on, because it's going to help keep you in more senior levels and create more success for you over the long haul.

On how to carry these insights and best practices forward when working virtually... does remote work change any of this guidance?

**KW.** My advice doesn't change. I have had more virtual coffees, wines, chats now in COVID, then I ever did prior to COVID. I would challenge that it is almost easier to get to someone across geographies now, particularly since this is now an acceptable norm for how you connect with people. I do think that you should be intentional about it, but I wouldn't hesitate to reach out to someone to say: *Hey, I'd like to get 30 minutes on your calendar. I have some thoughts I'd like to bounce off of you. Do you have 30 minutes?* Most people are going to say yes; it's easier because you don't have to travel, you don't have to go to a restaurant, you don't have to do anything! You just have to click!

**AD.** It's probably far more accessible. even externally, to build relationships through virtual calls. If you look on LinkedIn, there are a million-and-one networking opportunities. So, you can also say to someone: *Hey, could we meet?* You can just go to your laptop and login, so I think it's probably actually more accessible now.

**SR.** I agree that the advice needs to say the same. I, personally, have found it much harder but that may be because I feed off of face-to-face, personal interactions at the office. So I may have held myself back by not pushing myself too. So, I'm giving the advice to not do what I've done! So in fact, I'm going to take that advice and go and be better at making these connections myself!

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## A Curated Sponsorship Imperative Resource Guide



### CULTURES OF INCLUSION

**Diversity Wins: How Inclusion Matters** | McKinsey & Company

**How to Foster Psychological Safety in Virtual Meetings** by Amy C. Edmondson & Gene Daley | Harvard Business Review ("HBR")

**Psychological Safety. Here's How to Create It** | by Laura Delizonna | HBR



### GENDER INCLUSION & EQUALITY

**Gender-Equality Index 2021** | Bloomberg

**The Urgent Need To Focus On The Gender Agenda Amidst The Pandemic**  
The Diversity Project

**Women in Financial Services 2020 Report** | Oliver Wyman

**Women in the Workplace 2020** | Lean In & McKinsey



### INTERSECTIONALITY

**Even at "Inclusive" Companies, Women of Color Don't Feel Supported**  
by Beth Livingston & Tina Opie | HBR

**How Black Women Describe Navigating Race and Gender in the Workplace**  
by Maura Cheeks

**It's Time to Support AAPI Women** | by Ellen McGirt and David Moorris | Fortune

**Racial and Gender Bias at Work Harmful for Women of Color and their Health**  
Catalyst

**The State of Black Women in Corporate America** | Lean In

**Women of Color Get Less Support at Work. Here's How Managers Can Change That**  
by Zuhairah Washington & Laura Morgan Roberts | HBR

**Working at the intersection: What Black women are up against** | Lean In



## A Curated Sponsorship Imperative Resource Guide



### SPONSORSHIP (& Allyship)

**A Lack of Sponsorship Is Keeping Women from Advancing into Leadership**

by Herminia Ibarra | HBR

**Allyship in the Workplace: Where White Employees are Falling Short** | Lean In

**Exploring the Intersection of Allyship, Mentorship & Sponsorship**

by Ngozi Nnaji & Megan Stewart Hodge | The Trilogy

**How can organisations support better progression for BAME employees?**

by Virginia Matthews | Personnel Today

**How to be a great sponsor** | by Wanda T. Wallace | Strategy & Business

**Sponsoring a Protégé – Remotely** | by Sylvia Ann Hewlett & Kennedy Ihezie | HBR

**The link between sponsorship and risk-taking for women in financial services**

by Alexis Krivokovich & Marie-Clause Nadeau | McKinsey & Co Insights

**Want More Diverse Senior Leadership? Sponsor Junior Talent**

by Herminia Ibarra & Nana von Bernuth | HBR



### INTERVIEWS & PODCASTS

#### INTERVIEWS

**Bozoma Saint John On Her Career And Owning Your Power** | Yes, Girl! Podcast

**How to find the person who can help you get ahead at work** | Carla Harris | Ted Talk

**Stepping Into My Own Power With Bozoma Saint John** | Girlboss Rally NY 2018

**Ursula Burns - History Maker** | No Limits with Rebecca Jarvis

#### PODCASTS

**Boss Files with Poppy Harlow**

**Girlboss Radio**

**Leave Your Mark** | Aliza Licht

**RISE AND GRIND** | Daymond John

**Secrets of Wealthy Women** | WSJ

**Super Women with Rebecca Minkoff**



## **TANIA CREAVALLE**

**HEAD OF CUO OFFICE | REINSURANCE  
CONVEX | UNITED KINGDOM**

Based in London, Tania has been active in the (re)insurance industry for five years. She started her career at Deloitte, where she created and implemented organisation design and cultural change for (re)insurance companies, including: RSA, Prudential, Cigna, SCOR, Standard Life and QBE. With the advent of Convex, Tania left Deloitte and committed to what has been, as she says: *her most interesting and stretching assignment thus far*. Tania is committed to the actions and intentions of a more inclusive, equitable and diverse insurance industry. She is a member of the ISC *Racial Justice Working Group* and is also heavily involved in the emerging diversity, equity and inclusion initiatives at Convex.

## **ALIKEH DOYLE**

**OPERATIONS MANAGER  
BRIT RE AND SUSSEX CAPITAL | BERMUDA**

Alikeh has 19 years of experience in the insurance industry. She started her career as a catastrophe modeling analyst at XL Re. Her career journey progression included Underwriting, Claims and Operations roles at Hiscox, New Castle Re and Torus prior to her current Operations Manager role at Brit Re and Sussex Capital. Alikeh is the President-Elect for the Bermuda Chapter of the CPCU Society.



## **KIM WALLER**

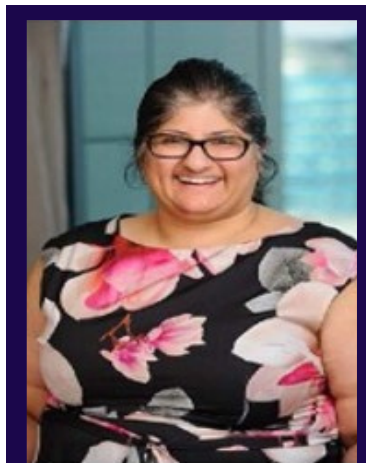
**PRACTICE LEADER | DIVERSITY SOLUTIONS  
WILLIS TOWERS WATSON | UNITED STATES**

Kim has over 20 years of experience in the insurance industry. Prior to joining Willis Towers Watson in 2013, Kim's career journey included prior roles as COO and a business originator at companies such as the Hartford and Aon. Kim currently consults with clients helping them to rethink and build new sustainable ways to better recruit, retain and develop underrepresented talent with a specific emphasis on Black, African American and Latinx talent. She has done extensive work on helping clients to build sponsorship programs to bring diversity to higher levels within an organization. Kim also sits on the Board for two charter schools and the The Chicago Sinfonietta orchestra. She has been recognized by *Insurance Business America*, *Business Insurance Magazine*, *Diversity MBA Magazine*, *Diversity Journal* and *Savoy Magazine*.

## **SIMA RUPARELIA**

**CHIEF ACTUARY UK, EMEA, GLOBAL SPECIALTY AND  
TALBOT FOR GENERAL INSURANCE  
AIG | UNITED KINGDOM**

Sima has over 20 years of experience in the insurance industry. Sima's career journey includes actuarial pricing and reserving work at XL Catlin, EY, Cardiff Pinnacle and Equitas. Sima is involved in Diversity, Equity & Inclusion and is currently the Executive Sponsor of AIG's employee resource group *Showcasing How Inclusion Nurtures Excellence* ("SHINE"). She has been recognized by *Business Insurance Magazine* and *Insurance Business Global*, among others.





The ISC Group was founded in 2008 as a network for senior women in the UK. It quickly developed into a global business community that helps unite women across the world. It is focused on four key pillars, which include: networking, mentoring, coaching and sharing business insights. Last year, the ISC established six working groups to make a positive impact on various societal issues, including COVID and racial injustice. Learn more about The ISC Group, including how to join our membership, on our website at: <https://isc-group.co.uk/our-story/>.

The Racial Justice Working Group is committed to being a catalyst for meaningful change in the advancement of equality and inclusion for Women of Colour / Ethnic Minorities in the insurance industry. This Working Group brings together women from all over the world with similar interests in racial equity and justice. Learn more about our 2021 Sponsorship and Executive Leadership pilot programs as well as how to join, collaborate with and/or align as male allies with the Racial Justice Working Group on our ISC Group webpage: <https://isc-group.co.uk/racial-justice>.

## THE SPONSORSHIP IMPERATIVE