

Aspire.

inspiring women



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Steadfast
THE STRENGTH YOU NEED



Dear Business Sponsor,

At Hollard we understand and champion for the value that brokers provide in the insurance landscape. By striving to be transparent, fair and straightforward with our brokers - together, we go further.

We also believe that diversity and inclusion is a business imperative and recognise there is work to be done to ensure gender equality in our industry. Although improving, there are still steps to be taken to ensure that women are at least equally represented and valued in management and executive positions.

In 2021, we launched our first Aspire Women Leaders Program. 22 Steadfast female insurance brokers came together for 6 Modules over a 13 month period to connect, learn and inspire each other. After receiving overwhelming positive feedback about the program, we are thrilled to be running the Aspire Women Leaders Program for the second time.

We believe the success of the course will rely on the support you, as the Business Sponsor, will provide. The role of the Business Sponsor will be imperative, from assisting with the application process through to financially covering travel costs and possibly extra accommodation beyond what is provided during the course (if required), and providing adequate time-off for course attending. We hope that you will be able to share the journey with your successful applicant and that it will help you identify opportunities within the business where skills and course outcomes can meet.

Please familiarise yourself with the timeframes, schedule and requirements of the course and contact us with any feedback or questions.

For more information please contact:

Casey Muller
Marketing Coordinator
Hollard Insurance
aspire@hollard.com.au
hollard.com.au/aspire

Lizzie Irwin
Head of Marketing
Hollard Insurance
T 02 9551 1072

Steadfast contact
Maria Johnsen
Project Marketing Manager
T 02 9495 6500
maria@steadfast.com.au

PROPOSED TIMEFRAMES

See page 10 for proposed module dates (note these are subject to change)

Broker Launch	March 2023
Promotion and information to brokers	March - August 2023
Applications due	31 July 2023
Application process	August - September 2023
Participants selected	September 2023
Participants and Business Sponsor notified	September 2023
Course duration	October 2023 – November 2024

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This program provides an opportunity for a sustained support network based on meaningful relationships developed over time.

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Networking is identified as an important factor in gaining exposure to opportunities and advancement.



What is the Aspire Women Leaders Program?

Aspire Women Leaders Program is a year-long development program specifically tailored to female insurance intermediaries who are looking to become future business leaders.

Our intensive 12-month program will equip participants with the executive skills to support excellence in a senior leadership position. Working with program peers, participants will be given the opportunity to grow both personally and professionally and make a difference to their organisation and the insurance community.

Participants will be eligible to receive a Certificate in Executive Management and Development from the Australian Graduate School of Management (AGSM). The course is also designed to provide credit points toward an online Master of Business Administration (MBA) from AGSM and/or credits to the AGSM Executive MBA. Participants will also be eligible to join the AGSM Alumni.

Hollard Insurance is looking forward to the opportunity to support our female brokers. We believe that our success and growth is inherently linked to that of our partners and that everyone needs someone in their corner including brokers themselves.

We are expecting each participant to be supported by you the Business Sponsor.

Our Learning Partners

Hollard have partnered with the University of New South Wales Business School (UNSW), the Australian Graduate School of Management AGSM, to design a holistic program focused on developing:

Business Skills for the insurance industry:

- Financial and commercial acumen
- Strategy and entrepreneurship
- Risk management and compliance
- Marketing and digital expertise

Personal skills for women

- Executive presence
- Executive leadership skills
- Relationships and support networks
- Career development and management

Participants will also have the opportunity to work on case studies and complete a small business simulation designed to test the business and executive skills learnt.



empowering women



Why a course focused on females?

We know that women are under-represented at the higher levels of management within the insurance and financial industry with only 41% proportion of women in any level of management. And although growing, the representation of women in management declines with seniority and only 22.3% of CEOs/Head of Business across all industries in Australia are female.¹

Networking is identified as an important factor in gaining exposure to opportunities and advancement.

One of the hurdles that women face is the ability to attend networking and sponsorship events due to wide and varied level of commitments beyond work. This program provides an opportunity for a sustained support network based on meaningful relationships developed over time. Participants will be mentored by senior women from across the insurance industry and beyond.

Why Steadfast sponsored Aspire

Steadfast strongly believes that we perform better as a business with a diverse team of people and an inclusive culture. We are proud of our increasing gender, ethnic and age diversity and are committed to inclusion at all levels. Through the Aspire Women Leaders Program we are proud to partner with Hollard, dedicated to developing our female brokers through building their leadership capabilities, untapping their potential and equipping them with the tools to help advance their career.

Historically, financial and insurance services has had one of the largest pay gaps, yet this industry is making strong progress, reducing its gap by more than 1% each year since 2013-14. Even though there has been progress, the total remuneration gender pay gap is still 29.5%.

There have also been large gains in the number of employers with targeted policies and/or strategies in place to support gender equality in succession planning, retention, talent identification, and promotions.



¹ Australia's gender equality scorecard. Key findings from the Workplace Gender Equality Agency's 2021-22 reporting data December 2022.

² Australia's gender equality scorecard Key findings from the Workplace Gender Equality Agency's 2021-22 reporting data December 2022.



Women's promotion continues to rise - Women now comprise 41% of all managers, with 47% of manager appointments in 2021-22 going to women.²



Your Involvement

As an Australian insurance business, your commitment to supporting females ensures we build capability to help manage brokerage businesses into the future. This program provides candidates suitable for succession planning and aids retention of high performers.

The course is usually valued at over \$25,000 and is available free of charge as it is fully subsidised by Hollard and Steadfast.

As the participants Business Sponsor, you will:

- 1) Assist the applicant with the application process
- 2) Sign the participants' Self-Assessment Form
- 3) Provide adequate time-off to both
 - a) Attend the on-site course.
 - b) Complete the work required between modules

4) Pay for costs associated with:

- a) travel to and from the course which is to be held at the UNSW Sydney, and
- b) for any extra accommodation required beyond what is provided during the course. This is possibly only required for long-distance interstate travelers. We recommend you check the proposed schedule times to ascertain your requirements here.

You will also have benefit from:

- 1) Aiding retention of your high performers. The number one reason for employees staying with the company is the opportunity to develop
- 2) Helping your business grow and develop by utilising the learnings of this program within your business
- 3) Increase job satisfaction and morale among employees
- 4) Being a part of a growing initiative of gender equality within the industry
- 5) Training future leaders





Content Overview

The program includes presentations and interactive content from highly reputable and renowned sources and was part of Hollard's Australian Human Resources award winning leadership program securing the Best Leadership Development Program 2018.

Participants can expect to develop key senior leadership competencies including:

Leadership

- Executive Leadership
- Personal Presence
- Networking

Business Acumen

- Finance
- Marketing
- Strategy
- Innovation
- Insurance Regulation and Legislation

Personal and Professional Wellbeing

- Effective Mindsets
- Work Life Balance
- Health and wellbeing assessment and strategies
- Career Planning





Course Duration and Delivery

The program runs over a 12-month period consisting of 6 modules.

The on-site residential attendance is situated at University of New South Wales.

UNSW
Business
School



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A proposed schedule is outlined on page 12, but please note this is subject to change. Suggested course content topic details are outlined on page 14 for your reference.

Participants will be given access to the Aspire login area of the Hollard website where they can view timetables, schedules and work required. This is also an area for them to ask questions and find out information.

We are planning to deliver all 6 modules in person and require on-site attendance. Attendance to the course will be subject to any current Government or public health directions that may restrict travel, number of people in attendance and/or any other restricted business operations.

PROPOSED COURSE DATES

See page 12 for more details (note these are subject to change)

Module 1 UNSW	Monday 23 Oct - Wednesday 25 Oct 2023
Module 2 UNSW	Monday 12 Feb - Wednesday 14 Feb 2024
Module 3 UNSW	Monday 29 Apr - Wednesday 01 May 2024
Module 4 UNSW	Monday 05 Aug - Wednesday 07 Aug 2024
Module 5 UNSW	Monday 16 Sep - Wednesday 18 Sep 2024
Module 6 UNSW	Monday 18 Nov - Wednesday 20 Nov 2024



Financial & insurance service industry has the second highest total remuneration gender pay gap at 28.6%.



Proposed Schedule

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Day	Time	Delivery	Purpose
October		Module 1	
Day 1 Mon	9.00am - 5pm	On-site	Program launch Introduction what is expected How you will be learning
Day 2 Tues	9.00am - 5pm	On-site	Building a high performing mindset
Day 3 Wed	9.00am - 12pm	On-site	Building a high performing mindset
Febraury		Module 2	
Day 1 Mon	9.00am - 5pm	On-site	Financial Skills
Day 2 Tues	9.00am - 5pm	On-site	Marketing & the Digital Economy
Day 3 Wed	9.00am - 12pm	On-site	Energising Lifestyles
April		Module 3	
Day 1 Mon	9.00am - 5pm	On-site	Strategy & Entrepreneurship
Day 2 Tues	9.00am - 5pm	On-site	Strategy & Entrepreneurship
Day 3 Wed	9.00am - 12pm	On-site	Relationships and Support Networks
July		Module 4	
Day 1 Mon	9.30am - 2pm	On-site	Career Planning Workshop 1
Day 2 Tues	9.00am - 3pm	On-site	Legal, Regulatory and Risk
Day 3 Wed	9.00am - 12.30pm	On-site	Legal, Regulatory and Risk
Sept		Module 5	
Day 1 Mon	9.30am - 2pm	On-site	Career Planning Workshop 2
Day 2 Tues	9.00am - 3pm	On-site	Women in Leadership
Day 3 Wed	9.00am - 12.30pm	On-site	Women in Leadership
Nov		Module 6	
Day 1 Mon	9.00am - 5pm	On-site	Business Simulation
Day 2 Tues	9.00am -5pm	On-site	Business Simulation
Day 3 Wed	Presentations & Graduation	On-site	Presentations and Graduation Lunch



Aspire Women Leaders Program is specifically tailored to female insurance intermediaries who are looking to become future business leaders.



Course Content Details

Building a High Performance Mindset

Through a series of proactive learning exercises, participants will develop strategies to learn from experience and engage with development opportunities. You will learn to apply a range of tools to develop goals and coach yourself through challenging situations.

Executive Leadership:

Workshops focused on what it takes to be a Senior Executive and developing your Leadership Style including: organisation culture, authentic leadership, shifting from manager to leader, power and influence, executive de-railers, delegation and empowerment, communicating your vision.

Introduction to Financial Skills

This session will provide participants with an understanding of: Financial Statements, Accrual Accounting, Cash Flow Statements, Financial Statement Analysis, Costs, Cost Drivers and Capital investment with a focus on the insurance industry.

Marketing: The Digital Economy and the Customer Experience

Participants will learn about operating in the current digital environment including digital disruption along with developing customer-centred value propositions, journey mapping and the science of customer emotions.

Aspire Women Leaders Program is an intensive 12-month program that will equip participants with the executive skills to support excellence in a senior leadership position.

Energising Lifestyles

How to manage workload and lifestyle choices to maximise personal growth and maintain daily energy and vitality.

Strategy & Entrepreneurship

A 2-day workshop focusing on theory and practical application of strategic thinking, innovation and design thinking, from both an organisation and customer perspective.

Relationships & Support Networks

Support is a key aspect of resilience and mental toughness and succeeding as a woman in business. In this session participants will learn strategies to build resourceful support networks.

Legal, Regulatory and Risk

2-day workshop covering Australian Financial Services Licence (AFSL) requirements; Risk Management (theory and practice); a look at the future regulatory and legislative landscape and impending changes.

Career Workshop 1 – Career Planning

Introduction to Career Development and Planning specifically for women in business.

Career Workshop 2 - Career Planning

Building career resilience and Personal Branding including navigating career changes specific to women.

Women in Leadership

This 2-day interactive workshop will focus on developing executive presence and impact. Along with exploring personal leadership preferences, styles and strengths, participants will work through topics such as unconscious bias and navigating unwritten rules.

Business Simulation

Hollard and the AGSM will work together to design a relevant case study based on the current business context and environment. This will support you to apply the learnings from each module and to successfully complete your final presentation.





Criteria for application

Our Aspire Women Leaders Program is designed to equip participants with the tools they need to increase their leadership impact and step into a senior management role. Therefore we have certain criteria for applicants:

- Maximum 20 participants to ensure effective learning
- Tailored for women working in insurance brokerages
- Senior women e.g. directors, principals, senior leaders, identified future leaders
- For aspiring female executives with at least 10 years of work experience
- Must be able to commit to 6 modules over a 12 month period and complete pre and post work assignments
- Must have support from their business to attend regularly and cover travel costs and additional accommodation costs as required
- No limit for nominations or participants from a single brokerage or network
- All states of Australia (costs of travel to NSW is NOT included in the program cost and will need to be met by the participant's business)

Successful applicants will be expected to

- 1) Ensure they are available on all the scheduled dates, before applying for the program
- 2) Attend all nominated days of the program and all 6 modules over the 12-month period. Note in order to receive the AGSM Certificate in Executive Management and Development (CEMD) participants will need to attend and complete all 6 modules
- 3) Complete our Aspire self-assessment form across all areas of the program and submit online prior to the commencement of the program. This Aspire self-assessment form will be used to assess the participants suitability for the course and can be used by you, the Business Sponsor to identify opportunities for development within your organisation
- 4) Commit to participate in full to this intensive program
- 5) An active business project is required to demonstrate acquired knowledge. At the completion of the course there will be a requirement to demonstrate acquired knowledge attained. This will mean participants will be expected to integrate the learnings from the course into their business and actively show how this has been achieved

This will involve:

- a) 1-hour Learning Sets 2 weeks after each module whereby 4 groups of 5 meet virtually to discuss success/challenges of application facilitated by small group coaching
- b) An online or in person discussion with small group coaching discussing how the learnings and skills from the program are being implemented or planned to be implemented in the business.



WHAT'S INCLUDED AND NOT INCLUDED

Inclusions

- Program 6 modules over a 12-month period
- Up to two nights accommodation per module whilst attending the program (Day 1 and Day 2 accommodation included for on-site modules). Nominated days on-site residential attendance at University of New South Wales (UNSW)
- Catering whilst attending the on-site course days at UNSW whilst on the program
- Breakfast, morning tea and lunch, afternoon tea and dinner
- Program administrative support
- Small Group Coaching and learning set support

Exclusions

The following are NOT covered and will need to be met by your business:

- Participant travel costs
- Any extra accommodation required for participants arriving before day 1 and leaving after day 3 of each module.

PROCESS FOR APPLICATION

The process for application is as follows:

- 1) Visit the Aspire page hollard.com.au/aspire and download our application form and self-assessment Form. Both are required for a complete application
- 2) The applicant completes the application form, including the section for you, the Business Sponsor, to endorse and confirm that you are responsible for supporting the participant financially (covering travel costs and possibly extra accommodation, if required) and timewise through the program
- 3) Complete the the self-assessment form which requires your Business Sponsor's signature to endorse the information within
- 4) Applicants can visit the Aspire application page to upload their completed application form and self-ssessment form. hollard.com.au/aspire
- 5) We will be in touch with every applicant to provide the outcome of the application and if possible provide feedback.
- 6) We will confirm with you the Business Sponsor, the executive representative at the brokerage (if applicable) and the applicant of their acceptance or otherwise into the Program



Visit hollard.com.au/aspire



What Aspire alumni say

I found myself as someone who was always standing on the outside of the room listening in. The Aspire Program has given me the confidence to enter the room and be part of the conversation. Aspire was challenging and confronting as I learnt a lot about myself and what I expect from others as a leader. The Program has shown me things about myself I never knew which has been so valuable.

— **Kathrine Boggan | Training Manager**

The Aspire Program consistently pushed me out of my comfort zone. I was encouraged to think more about myself, my future and my performance than ever before. Aspire has changed the way I think, plan, learn and teach. To anyone thinking about applying for the Aspire Program, just do it! Don't second guess yourself, do yourself a favour and jump right in!

— **Angela O'Neil | General Manager Broking**

The best thing about the Aspire Program was the networking. Being able to sit in a room with 21 other women with a diverse range of experience, knowledge and personalities has been really amazing. Everyone has a different opinion, idea or perspective and the information that you will take away from the program doesn't always come from that was put on the white board but it comes from the cohort and what was discussed.

— **Nicky Dunkin | Regional Business Partner**





What Aspire alumni say

My favourite part of the Aspire Program was meeting the 21 other fabulous women in the course. The networking group we have has been invaluable and is something you couldn't write about. Aspire has made me a better leader, mentor and educator for the people in my office.

— **Linda Bennett | HR/Compliance Coordinator**

Working in a traditionally male dominated industry, I found it quite hard to form valuable relationships with other women so when the opportunity to participate in Aspire came along, I thought this is exactly what I am looking for. The content of the program was incredibly interesting, engaging and topical. Aspire has really improved my confidence. Both the content and the cohort from the course gave me the confidence to do my job and do it better than I ever thought I could!

— **Lindsay Turner | General Insurance Manager**

The Aspire Program brought the opportunity to meet such amazing females in the insurance industry across Australia. The relationships that we have built are so strong and I know they will last a lifetime. The content that was delivered throughout the program was so expansive, covering many different topics which has helped us develop and to continue to develop into well rounded leaders.

— **Kirsty Dowell | Director**



The Hollard Insurance
Company Pty Ltd
ABN 78 090 584 473
AFS Licence No. 241436

Locked Bag 2010
St. Leonards NSW 1590
PH: 1300 306 226

hollard.com.au

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