

# INSPIRING GREAT ACHIEVEMENTS

Q4, 2023

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EMBLETON-  
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**LIFTING THE LID ON  
SUSTAINABLE  
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SCHRODERS**



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## WELCOME

Hello and welcome to the sixth edition of the **IGA Talent Solutions** magazine – Inspiring Great Achievements!

We are a values driven recruitment and talent solutions consultancy and we want to offer true insight and independent advice to the candidates and clients of the markets that we operate within. In this magazine you will hear from a number of our consultants and clients to get their unique insights into several specialist areas of recruitment and talent solutions. We hope this is an informative and enjoyable read, which debates the key trends and challenges at the forefront of the hiring and candidate community.

In this edition, we catch up with Caryl Embleton-Thirsk, Head of ESG UK Client Solutions at Schrodgers to discuss sustainable investing within pension schemes and the steps that can be taken to successfully integrate ESG factors into investment policies. We hear from Dan Oakley at Motivus Consulting, a long time business partner and collaborator with IGA, as he provides useful advice for leaders with remote management responsibilities.

Ross Imrie, Business Development Manager - IGA Financial Crime speaks with Chief Data Scientist, Dr Janet Bastiman and Global Head of Corporate Development, Julian Clarke at Napier to discuss the data and analytics culture across the financial crime industry, and their approach to building a data-enabled future.

We are pleased to introduce you to the newly created IGA Actuarial, Investment and Pensions Team and delighted to share the exciting news that IGA has expanded into Switzerland with the opening of a brand new office in Zurich. We also share a round up of interesting industry insights and team news.

We would love to hear your feedback and ideas. Please contact our inhouse editor, [Katie Thompson](#) (Talent Sourcing Manager), if you'd like to discuss future issues of the magazine.

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# LIFTING THE LID ON SUSTAINABLE INVESTMENTS WITH SCHRODERS



**BY JAMES CRAVEN,  
MANAGING DIRECTOR**

Caryl Embleton-Thirsk, Head of ESG UK Client Solutions at Schroders sat down with IGA Co-Founder and MD, James Craven, to discuss sustainable investing within pension schemes and the steps that can be taken to successfully integrate ESG factors into investment policies.

**Caryl Embleton-Thirsk**

Caryl is an experienced investment actuary and lead consultant to both traditional advisory and fiduciary defined benefit pension schemes. With a particular focus on ESG she drives the latest research and innovation in this area at Schroders Solutions to help clients with their growing ESG agenda.

Caryl also represents Schroders Solutions at the Investment Consultants Sustainability Working Group (ICSWG), a group of consulting firms aiming to support and drive sustainability across the investment industry.

**James Craven**

In 2019, James co-founded **IGA Talent Solutions**, driven by a vision to improve recruitment in the financial & professional services sectors

With an extensive 14-year career, James is an expert in executive and board-level appointments within the institutional investment & pensions market. His forte lies in connecting established companies with top-tier passive talent, a skill refined through collaborations with major fund management entities, global consulting firms, asset owners and pioneering SMEs.

**If you would like to benefit from James' experience and discuss your talent acquisition needs, please do reach out to him at [jcraven@igatalent.com](mailto:jcraven@igatalent.com)**

**HI CARYL, THANKS FOR TAKING THE TIME TO TALK TO US. CAN YOU TELL US A BIT MORE ABOUT YOUR BACKGROUND?**

After starting my career as a trainee pensions actuary in 2008, it was the credit crunch that led me to switch to pensions investments where I felt I could make more of a real-world difference. After working up to senior investment consultant, I wanted a new challenge and used the covid period to re-train as an ESG (Environmental, Social, Governance) specialist especially given the increasing focus on this in the pensions industry in recent years. I now lead the ESG proposition for our UK fiduciary management clients.

**WHAT IS SUSTAINABILITY AND WHY IS IT IMPORTANT TO PENSION SCHEMES?**

Within the context of pensions and finance, sustainability refers to investments that considers Environmental, Social and Governance (ESG) impacts and may have specific sustainability goals such as achieving net zero. Since 2019 in the UK, pensions scheme trustees have been required to take into account financially

material ESG considerations including climate change when setting their scheme's investment policies. Pension scheme members are also increasingly expecting their pensions to be invested responsibly. ESG factors include, but not limited to, climate change, human rights, and board diversity and independence. These factors often are most material over the longer-term and as pension schemes, by nature, are long-term investors, they need to ensure the companies and assets they invest in will be viable and profitable in the long-term. Companies that adhere to ESG principles are more likely to be sustainable in the long-run.

**WHAT ARE PENSION SCHEMES DOING TO HELP COMBAT CLIMATE CHANGE?**

As well as integrating ESG factors including climate change within their investment policies, pension schemes are increasingly taking steps to address climate change as part of their investment strategies, such as:

- Setting net zero targets and monitoring the carbon footprint of their portfolios – indeed the latter is mandatory for UK pension schemes over £1bn and DC

Master Trusts due to climate change reporting regulations introduced by the Department for Work and Pensions (DWP) to align with the Taskforce on Climate-related Financial Disclosures (TCFD) recommendations.

- Investing in Green Assets: Some pension schemes are directly investing in green assets such as renewable energy projects, green bonds, and companies that provide solutions to environmental challenges.
- Divesting from Fossil Fuels: Some pension schemes are choosing to divest from companies involved in the extraction and production of fossil fuels, given the significant contribution these activities make to global greenhouse gas emissions.
- Voting and Engagement – Pension scheme trustees are required to set engagement priorities for the investment managers or companies they invest in. This can involve scheme's investment managers voting on shareholder resolutions related to climate change or having direct discussions with company management.

At Schroders, our fiduciary management portfolios all have a net zero target and we report to clients on our progress annually, including the actions we have taken over the previous year.

**WHAT IS 'GREENWASHING' AND HOW DO YOU SPOT IT?**

Greenwashing describes a practice of conveying a false impression or providing misleading information about how a company's products or investment manager's products are environmentally friendly or how they are integrating ESG factors.

Within the investment management industry, investors such as pension schemes are supported here in spotting greenwashing by increasing regulation around how products can be marketed and the level of transparency in reporting they must provide.

We would always encourage our trustees to review ESG reporting regularly

including reviewing case studies of actions actually taken in their fiduciary management portfolio on their behalf.

**HOW CAN SOMEONE IMPROVE THEIR ESG KNOWLEDGE AND SKILLS?**

There is an increasing need for actuaries and investment specialists to have ESG knowledge to be able to advise our clients in achieving their sustainability goals – it should now be part of any actuary or investment consultants' day job. When I was building up my expertise in this area, I found a couple of courses particularly useful in building a strong foundation of knowledge:

- CFA Certificate in ESG investing
- Institute and Faculty of Actuaries Climate Risk and Sustainability Course

I'd recommend anyone who is keen to enter the industry or who wants to learn more about sustainability to consider a course like this. ■



# MANAGING TEAMS IN A REMOTE WORLD... IT'S BLOODY TOUGH!

BY DAN OAKLEY,  
MOTIVUS CONSULTING



People management has undoubtedly become tougher now that remote working is here to stay.

Managers are typically saying the same things:

**“I JUST DON’T KNOW WHAT MY TEAM ARE DOING ANYMORE”**

**“I DON’T HAVE A CONNECTION WITH A LOT OF THE TEAM. I’VE NO IDEA WHAT THEY ARE REALLY FEELING AND HOW MOTIVATED THEY ARE.”**

**“I KNOW SOME OF MY TEAM ARE REALLY THRIVING WITH REMOTE WORKING BUT OTHERS ARE REALLY STRUGGLING WITH IT AND THEN NOT PERFORMING.”**

**“THERE IS MORE CHAT AND CRITICISM OF EACH OTHER NOW THAN WHEN WE WERE ALL IN THE OFFICE TOGETHER.”**

Managers are then falling into 2 camps and find it difficult to get the balance right:

## THE CONTROL FREAK MANAGER

- Constantly checking who is online and when their team is logging in / off
- Setting more and more KPI's and 'check-in' online meetings
- Wanting their team in the office as much as possible although they may not then spend time talking to their team when they are in the office

## THE ARM'S LENGTH MANAGER

- Characterised by minimal contact with their team
- The team don't get together much and when they do, topics and issues are not discussed
- The Manager feels like they have empowered the team by giving them space but can't understand why no one is really taking accountability for things

To help get the balance right the following tools and actions are frequently being discussed during coaching sessions.

## EVALUATE THE TIME YOU ARE SPENDING WITH EACH MEMBER OF THE TEAM [VIRTUALLY OR FACE TO FACE]

Consider whether you are spending the right amount of time with each person and not falling into the trap of leaving the team members that really need you alone. It is more difficult to build rapport with people remotely so we tend to put our limited energies into those that we already connect with. Think about the team members skills, level of experience and their personality type in identifying how much time you spend with each member.

## GET THE TEAM TOGETHER TO SET OUT YOUR WAYS OF WORKING

Discuss what is working in terms of the communication across the team and what is frustrating and annoying the team. Then turn these frustrations and annoyances into positive statements. For example, a frustration that is often raised is "We don't meet frequently enough to discuss new ideas" The positive statement is simple,

"We will meet every quarter to discuss new ideas. There will be no discussion on short term operating issues."

Leave the session with a maximum of 10 Ways Of Working statements that set out how you will all communicate and interact.

## KEEP YOUR ONLINE MEETINGS SHORT

These meetings are all about the Results, Tasks and Actions. Don't try and discuss the long-term or new ideas during an online meeting. These discussions are for when you are together.

## CONSISTENCY OF 1-2-1'S

It's easy to cancel or postpone these when these are online. Cancelling or postponing these is indicating to your team member that they are not as important as other things in your diary. Try and do these face to face to avoid purely transactional 1-2-1's that only focus on results and tasks.

## DON'T COME TO THE OFFICE TO DO ANY WORK

Get the e-mails and day to day tasks out of the way when you come to the office. This is the time to spend with your team, have 1-2-1's and talk to the team. ■

Dan Oakley is the Business Owner of **Motivus Consulting**, a company committed to developing teams and individuals in their impact and effectiveness in management, leadership and commercial roles.

**Motivus Consulting offers the following services:**

- **Insights Team and Communication Effectiveness**
- **Management and Leadership Training Programmes**
- **360 Degree Reviews and Feedback**
- **Commercial Training - Influencing and Impact**
- **Coaching Programmes**
- **Commercial Attitude and Skills Assessment using our online assessment tool (SELMORE)**

To find out more and get in touch with Dan directly, you can visit the website here: [www.motivusconsulting.co.uk](http://www.motivusconsulting.co.uk)



# TRANSFORMING FINANCIAL CRIME COMPLIANCE WITH NAPIER AI



**BY ROSS IMRIE,  
BUSINESS DEVELOPMENT MANAGER –  
FINANCIAL CRIME**

Each quarter, we feature a prominent industry contact to showcase their current focus, uncover market insights, and learn about their business practices that keep the industry moving forward.

In this edition, **Ross Imrie, Business Development Manager – IGA Financial Crime**, caught up with **Chief Data Scientist, Dr Janet Bastiman** and **Global Head of Corporate Development, Julian Clarke** at Napier to discuss the data and analytics culture across the financial crime industry, and Napier’s own approach to building a data-enabled future.

**HI JANET, THANK YOU FOR TAKING THE TIME. COULD YOU TELL US MORE ABOUT YOUR BACKGROUND?**

I am the Chief Data Scientist at Napier and lead the data science team, who are always innovating AI capabilities for our customers. I like to keep busy, and I am also Chair of the Royal Statistical Society’s Data Science and AI Section and member of FCA’s newly created Synthetic Data Expert Group. I started coding in 1984 and discovered a passion for technology, since then I have studied for multiple degrees and have obtained a PhD in Computational Neuroscience. I have helped both start-ups and established businesses implement and improve their AI offering prior to joining Napier.

**WHAT TRENDS ARE YOU NOTICING WITHIN THE DATA COMPLIANCE INDUSTRY AT THE MOMENT? ARE THERE ANY PARTICULAR CHALLENGES THAT YOUR CLIENTS ARE FACING AND HOW CAN THEY ADDRESS THESE?**

Our clients are facing significant challenges, including siloed data, a lack of a coherent data strategy, data quality issues, and unrealistic expectations about generative AI. Many companies are looking to rush into

adopting AI without fully understanding its potential benefits or challenges. On a more positive note, there is hope that awareness of good data policies will improve.

In the financial crime space, we see institutions capturing various data types in isolation. This doesn’t capture the right data we need to detect common money laundering typologies. To put this into other words, the industry is too busy arguing over the colour of the curtains than making sure the house is built with solid foundations. To overcome these challenges, we encourage our clients to consolidate data in one place, so they understand what their pain points are, manage data quality, and focus on holistic data strategies that encompass all financial typologies.

**HOW DO YOU ANTICIPATE THE DATA COMPLIANCE MARKET WILL EVOLVE OVER THE COMING MONTHS?**

In the next 12-18 months, the market may not undergo significant changes. There is a lot of excitement at the moment around generative

AI, but it is important for institutions to recognize the importance of a coherent data strategy to navigate its challenges. Many are fixated on generative AI, but the current solutions lack explainability and

precision to connect all the common money laundering typologies. Longer buying cycles and data silos persist, making it essential to focus on the fundamentals rather than getting caught up in innovations.

It’s crucial to understand what consumes most of your time, streamline information gathering, and avoid the tedious task of sifting through spreadsheets. Market changes will also depend on the country, with some regions more behind than others in making open banking available. This means consumers and businesses cannot share their transaction data securely, resorting to data scraping solutions due to the absence of standardized APIs.

As we look further out to the next 36 months, with increased adoption of open banking and an increased understanding of the need for explainability in AI, we will progress leaps and bounds.

*“THE INDUSTRY IS TOO BUSY ARGUING OVER THE COLOUR OF THE CURTAINS THAN MAKING SURE THE HOUSE IS BUILT WITH SOLID FOUNDATIONS”*

**YOU HAVE PREVIOUSLY DESCRIBED THE TEAM AT NAPIER AS DIVERSE. HOW WOULD YOU DESCRIBE THE WIDER CULTURE AND WHY IS DIVERSITY, EQUITY AND INCLUSION IMPORTANT TO YOU?**

Diversity of thought brings different perspectives on how to tackle challenges, engage customers, develop products or services, solve problems and more. Napier’s data science team has a diverse set of backgrounds and seniority, which allows for various viewpoints to be considered when making decisions or coming up with solutions. This not only leads to better decision making but can also bring in fresh ideas and approaches that would otherwise not be explored.

Another major benefit is increased innovation, as different backgrounds bring different skillsets which can be leveraged in times of need. The team is therefore able to think outside the box and come up with creative solutions that may have been overlooked before. The ability to foster scientific curiosity and overcome inherent biases is a trait that can be difficult to teach, but is greatly enhanced by a diverse workforce. Growing awareness and support for returning to work and sharing family responsibilities.

**JULIAN, AS HEAD OF CORPORATE DEVELOPMENT AT NAPIER, HOW DO YOU CURRENTLY APPROACH BUILDING STRONG BUSINESS PARTNERSHIPS?**

At Napier, we have strategically cultivated a robust and dependable network of partners throughout our crucial markets and regions. It is imperative for both our clients and partners to have easy access to resources within their respective markets, encompassing individuals with expertise in utilising Napier’s software. Without the requisite skills available in the market, potential clients may start considering alternative options, potentially turning to our competitors. That’s where IGA Financial Crime, a specialised recruiter within the anti-financial crime sector, plays a pivotal role. They assist in connecting Napier’s extensive ecosystem of clients, partners, and prospects with the talent they require. Our ultimate goal is to ensure our clients receive an exceptional experience and become self-reliant in their operations. ■



**Dr Janet Bastiman**

Chair of the Royal Statistical Society’s Data Science and AI Section and member of FCA’s newly created Synthetic Data Expert Group. Janet started coding in 1984 and discovered a passion for technology. She holds multiple degrees and a PhD in Computational Neuroscience. Janet has helped both start-ups and established businesses implement and improve their AI offering prior to applying her expertise as Chief Data Scientist at Napier. Janet regularly speaks at conferences worldwide on topics in AI including explainability, testing, efficiency, and ethics.



**Julian Clarke**

Julian is Head of Corporate Development at Napier, and plays a key role in the company’s growth strategy. Julian has expertise in corporate development, gained from over 20 years at the likes of Capgemini, Sopra Steria and, most recently, as Fenargo’s Vice President and Head of Global Partners and Alliances.

## IGA FINANCIAL CRIME

Our Financial Crime division works with businesses that operate in regulated environments. We specialise in sourcing experienced professionals who can ensure that compliance with legislative and industry requirements is met, and that your business is protected against financial crime.

Finding the right people is essential for your business – it’s an area that directly protects your business and your clients from fraud and other irregularities. By working with our specialist recruitment team, you can access a network of experienced, qualified, and active candidates who are looking for new roles to further their careers.

To discuss how IGA Financial Crime can support your business, please contact **Ross Imrie, Business Development Manager** at [rimrie@igatalent.com](mailto:rimrie@igatalent.com)



Napier is a new breed of financial crime compliance technology specialist that helps financial institutions fight financial crime more efficiently and effectively in any sector. Founded on broad experience and deep expertise, our advanced financial crime risk management platform, Napier Continuum, increases efficiency and minimises risk by successfully combining big data technologies with AI.

You can find out more about Napier via our website here

[www.napier.ai](http://www.napier.ai)

**Further Resources**

[Regulations whitepaper](#)

[Fighting financial crime typologies with AI](#)



# INTRODUCING THE IGA ACTUARIAL, INVESTMENT AND PENSIONS TEAM



By Katie Thompson - Talent Sourcing Manager

Prior to founding IGA Talent Solutions in 2019, Managing Directors [Peter Knowles](#) and [James Craven](#) have always had a passion for operating within niche areas of financial and professional services recruitment. Peter has over 16 years' experience within the life and non-life insurance markets recruiting actuaries at a mid-to-senior level and James has an extensive 14-year career in executive and board-level appointments within the institutional investment & pensions market.

Until very recently, the IGA Actuarial Division, headed up by Peter was generally operating separately to the Investment & Pensions Team led by James. But following the growth of our client base and new additions of talent into the IGA team, it soon became clear that combining the two teams was the next logical step to further enhance the quality of consultancy services offered to clients.

Talent Sourcing Manager, [Katie Thompson](#), caught up with [Ollie Clark](#), Senior Consultant – Investments, and [Graham Butler](#), Business Unit Manager - Actuarial to find out more about how the two teams are collaborating to ensure a consistently exceptional experience for clients and candidates alike.

## THE INVESTMENT AND INSURANCE TEAMS AT IGA HAVE RECENTLY JOINED TOGETHER INTO A SINGLE TEAM. GIVEN THE RANGE OF KNOWLEDGE AND EXPERIENCE ACROSS THE TEAM, HOW ARE YOU COLLABORATING ACROSS INSURANCE AND INVESTMENT MARKETS TO SUPPORT YOUR CLIENTS? HOW DO YOU MANAGE THE CROSS OVER OF TALENT WITHIN THESE MARKETS?

**GB:** Bringing the two teams together is a huge benefit for the Actuarial team as we now get to see the full coverage of the market from our colleagues' perspectives. Combined our team has a great depth of experience and knowledge which means we can very effectively train and develop new members of the team who are either new to our markets or generally new to the recruiting industry.

As a team we provide each other with market insights and trends, training,

*positive and negative news on the market. We have also been able to share better understanding of candidates whose skills may cross over between the teams, as well as supporting each other on hard-to-fill roles – just making better use of the knowledge and experience we have.*

**OC:** For me being focused in the Pensions market from an investment angle – which is a part of the Institutional space more broadly – I see the markets as closely linked with each other, leading to similar trends and movements within the markets.

Since the two teams have joined together it's been incredibly productive to get another view point on what I'm personally seeing in the market. Being closer together gives us a greater pool of combined knowledge to draw from when tackling big challenges and developing creative solutions for our clients.

I see a key theme running through both markets in the last 12 months – and will continue to be – is around mitigation of Climate Risk and push towards Net

Zero. Both markets have had a big update in ESG/Climate related roles, with a theme across both Insurer and Pensions markets being Climate Risk and Sustainable Finance roles, where clients are making sense of climate related data.

## WHAT ARE THE BIGGEST CHALLENGES THAT YOU ANTICIPATE YOUR CLIENTS WILL FACE ACROSS INSTITUTIONAL MARKETS OVER THE NEXT 12 MONTHS?

**GB:** There are several challenges the insurance market is facing at present. IFRS17 is still very much in the forefront of clients' minds and is still providing a headache when sourcing talent. We've also been actively working with several major consultancies as they ramp up their recruitment for Capital actuaries to support the planned changes within Solvency II.

We've already seen a huge demand for actuaries with Internal model experience and see this increasing as we enter

2024 – this of course will cause a dilemma for a number of organisations competing over the availability of candidates with the experience needed.

Finally, there has also been a recent demand for actuaries or Tech professionals from the insurance space who can support transformation projects around companies' reporting and data processes.

**OC:** Similarly to Actuarial markets, on the Investment side we are seeing a drain of top talent across Fiduciary and even more so on the consultancy front currently, which I can see continuing moving forward over the next 12 months. This is partly due to more people pivoting to roles within Asset Managers, as they look to future-proof their careers away from Pensions space as more schemes get to buy-out, but partly as people are looking to get closer to the markets and be more involved in the implementation of solutions or monitor portfolios first hand.

This in turn has two impacts: the first being that roles opened up due to growth are not being filled due to lack of talent in the space; and second being people leaving the Fiduciary and Consultancy space for roles at Asset Managers leading to an increase further of openings within the space.



## HOW ARE YOUR CLIENTS INCORPORATING ESG/CLIMATE RISK SOLUTIONS TO PROMOTE A MORE SUSTAINABLE FUTURE?

**OC:** Both across the Investment and Actuarial markets, clients are growing teams both from a research/risk perspective and in product development to try to mitigate Climate risk to support the push to Net Zero moving forward.

With the Climate/ESG space still being relatively new, the landscape is ever-changing with new governance and regulations coming in, which makes it interesting as it provides fresh topics to dive into. The research capabilities in this space are needing to be increased, to take in new insights and then work closely with risk teams to make sure they are compliant to new regulations to support net zero targets.

There is a big push for the development of products and use of AI in this space, to make sense of large data sets, and to put a lens on portfolios to see the potential climate risks, which would have a negative impact on net zero goals.

## HOW HAS THE DEMAND FOR TALENT IN SUSTAINABILITY/CLIMATE RISK AREAS EVOLVED OVER THE PAST FEW YEARS? HOW HAS THIS INFLUENCED YOUR OWN AND YOUR CLIENTS' TALENT ACQUISITION STRATEGIES?

**OC:** OC: There has been a demand increase from a candidate and client perspective to have roles that are more Climate centric. Not so long ago, Climate/ESG was a tag-on to another role with less of a prominent focus as it does today – particularly in the Climate Oversight/Risk side.

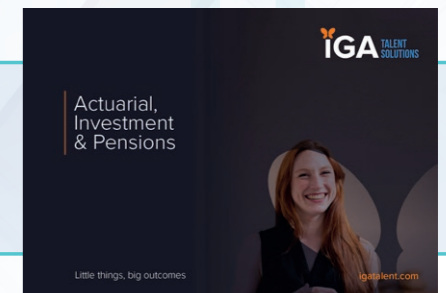
We've seen a push to bring people with AI/Coding experience to help develop products and streamline the process when analysing large data sets, especially as there is a larger increase in data points you can analyse within the space. As mentioned previously



with the increase of governance and regulations in the space, there is an influx in growing research teams to get under the hood of key topics further, then work closely with solution and product teams to make sure they are providing solutions to meet certain Climate related points and the development of products/tools that can support the push moving forward.

Due to the market being more mature now than a 12-18 months ago, there is more talent within the market that are pure Climate/ESG specialists, which means clients are becoming more specific with what they are looking for within the space and there is also a broader range of roles opening up. This can be from pure research roles to solutions-led roles with the embedding of Climate-centric solutions. It's an exciting sub-market to be involved in. ■

To discover more about how the IGA Actuarial, Investment, and Pensions Team can assist you with your talent acquisition needs, please view our brochure here:





# IGA TALENT SOLUTIONS EXPANDS INTO SWITZERLAND WITH NEW ZURICH OFFICE



In July of this year, IGA Co-Founders and MDs, [Peter Knowles](#) and [James Craven](#) headed over to Zurich to join our newly appointed Swiss colleagues for an office launch party. Despite the summer heatwave, IGA colleagues and clients had a great time getting to know each other over a glass of champagne or two!

Heading up the team in Zurich is [Patrick Schulz](#), managing director and co-founder of **IGA Talent Solutions** Switzerland. He brings 14 years' of experience recruiting technology, IT and finance talent within the banking and finance, insurance, IT services, engineering, medical technology and pharmaceutical industries and has a strong track record of building, growing and leading high-performance teams.

Patrick is joined by recruitment consultants Oleksandra Andrusenko, Mattias Meszaros and Jana Weis and he will be working closely with our UK MDs Peter and James to continue to build and develop the team in Zurich, with the aim of growing to 20 employees within 3 years. The opening of the new office in Zurich is part of IGA's ambitious growth strategy, which is forging ahead in earnest, despite the general economic downturn.

We caught up with Patrick to get his thoughts on the opening of this brand new office: "I could hardly be more excited to finally start **IGA Talent Solutions** Switzerland. I was very attracted to the offer because of the diverse and exciting entrepreneurial opportunities. I find it very challenging and motivating, building a team from scratch and ultimately continuing **IGA Talent Solutions'** success story as a start-up that is defying the economic downturn and expanding.

I have spent most of my career in Switzerland, working closely with clients and candidates. The business culture and the needs of companies and candidates in Switzerland are comparable to no other country. The level of trust and personal networking that is necessary to successfully establish a business relationship is far higher than in comparable market economies. I think it is personally very important to understand and appreciate Swiss culture, values and customs. To do this, you have to be part of it and operate with a local presence and local consultants instead of maintaining sourcing centers in other parts of Europe, as is currently the trend in the industry."

Commenting on the expansion into Zurich, IGA Chairman James Caan CBE said: "The Swiss market and the way business is done there is very much in line with our values. We saw a real gap in the market to offer human resources services and advice based on data analysis and market research, we become a high-quality recruiting partner for companies in this exciting market, which is also a global hub for insurance companies and banks - two industries in which we particularly specialise.

As part of the Hamilton Bradshaw portfolio, which has businesses in more than 30 countries, **IGA Talent Solutions** is uniquely positioned to work with recruitment experts from around the world, ultimately connecting talent and experienced professionals across borders. This is very exciting for the team." ■



The office, which opened in July 2023, is centrally located in Zurich near Bellevue at Oberdorfstrasse 15. To find out more about the specialist services offered by **IGA Switzerland**, please contact Patrick directly at [pschulz@igatalent.ch](mailto:pschulz@igatalent.ch)



# INDUSTRY INSIGHTS



## GERMANY, INDIA, AND JAPAN ARE SEEING STRONG RECRUITMENT GROWTH

IGA Talent Solutions Chairman, James Caan CBE shares his insights on global recruitment market trends:

"I recently reviewed Michael Page's financial results, revealing a £242 million drop in net fee income compared to the previous year. This was due to a sector slowdown and reduced job flow. Surprisingly, Germany, Japan, and India are defying the trend, experiencing growth driven by high demand for talent.

- Michael Page reported a 12% decline in permanent recruitment, with temporary recruitment remaining resilient.
- The UK, APAC, and Americas regions witnessed significant revenue drops, ranging from 17.9% to 19.3%, highlighting the market slowdown.

My message to fellow recruiters: Expand globally, leveraging client relationships in other countries to become more customer-centric, less geographically focused." ■



## DIVERSITY AND INCLUSION IN THE FINANCIAL SECTOR – WORKING TOGETHER TO DRIVE CHANGE

Welcome news that the Financial Conduct Authority and Prudential Regulation Authority have put forward new regulatory proposals to enhance diversity and inclusion within the financial services sector. In an industry where progress has been slow, it is clear that regulators have an important role to play in advancing diversity, equity and inclusion progress.

Some of the key points within the proposals include:

- Regulatory reporting on D&I for firms over 250 employees
- Public disclosure of D&I strategies, targets and data
- A requirement to report on seniority, gender and ethnicity metrics which will enable industry benchmarking
- A shift in responsibility to risk managers to support the management of poor D&I

The consultation outlines that "Groupthink and lack of inclusion can lead to firms missing, underestimating, or even ignoring risks that could threaten firm safety and soundness and/or policyholder protection. A wider range of perspectives is likely to lead to a better understanding of the risks facing a firm, and more effective and prudent decision-making". ■

[Click this link to access the full consultation paper](#)



## UMBRELLA COMPANY NON-COMPLIANCE

IGA Talent Solutions are pleased to have been invited to form a response to the government's consultation on non-compliance in the Umbrella market.

With the market currently unregulated, the government's consultation seeks insights from stakeholders, addressing concerns about tax non-compliance and treatment of workers within the Umbrella company market.

The proposed changes would see more liability shifting to agencies and the end-client. Here's a summary of the headline changes in the 58 page report:-

- **Debt Transfer:** The proposal suggests the liability for unpaid employer duties could be transferred to the agency or end client, echoing the approach seen in off-payroll regulations.
- **Due Diligence Requirement:** Agencies would be legally required to perform specific due diligence checks as part of their operations.
- **Tax Deductions Responsibility:** Agencies could assume responsibility for tax and NIC deductions, becoming the employer for tax purposes, while the NET pay is forwarded to the Umbrella Company.

A fixed timeline for these changes has yet to be established; if agreed, indications point towards potential implementation in H1 next year. ■

[Click this link to access the full consultation report](#)



## THE RECRUITMENT LANDSCAPE HAS SHIFTED AGAIN

IGA Talent Solutions Co-Founder and MD, Peter Knowles shares his thoughts on current recruitment market conditions:

The recruitment landscape has shifted again, with a deliberate slowdown and increased scrutiny around hiring. KPMG reported in August that permanent placements fell at the quickest rate since June 2020 ([UK Report on Jobs Survey](#)).

Companies are taking longer to ensure the right fit, meaning slower processes overall, and a refocus on retention through competitive counter-offers has created a more unpredictable hiring landscape. Demand for

temporary workers increased at the end of Q3 due to efforts to control permanent headcount costs.

Within the candidate market, salary expectations remain high, reflecting the rising cost of living, and the desire for flexibility continues to be a priority for many, especially considering the trend of businesses returning to office. Therefore, attracting top talent remains challenging in this cautious yet competitive environment.

Whilst not radically new, I would recommend the following to organisations who are currently active in the labour market:-

- **Face-to-Face Final Interviews:** While virtual interviews are convenient, in-person interactions can build genuine relationships and boost candidate buy-in.
- **Highlight Non-Monetary Benefits:** Tell a compelling story around the intangible perks of joining your company. Think beyond just compensation, communicate your unique company culture, growth opportunities, and approach to agile working.
- **Invest in Coaching:** Invest the time to coach your interviewer panel on how to conduct interviews and in particular, conveying your company's Employee Value Proposition (EVP). ■



# TEAM NEWS

## SMART WORKS FUNDRAISING PARTNERSHIP

We are delighted to announce that **IGA Talent Solutions** have been shortlisted for the “Company of the Year” Award by Smart Works Leeds ahead of their upcoming “Fashion as a Force for Good” ball in November!

Smart Works is an amazing charity that provides women with the clothing, coaching and confidence they need to succeed in interviews and get the job. In the past decade, they have opened 11 centres across the UK and helped more than 30,000 women ahead of their interviews.

Best of luck to the other nominees and we look forwards to celebrating with you on the night!

### COMPANY OF THE YEAR – NOMINEES

Burberry

Gordons LLP

High Speed Training

IGA Talent Solutions

Thrive Law

#### Force for Good: Company of the Year

This will be an organisation based in Yorkshire who have gone above and beyond to support the work of Smart Works Leeds. Perhaps they have fundraised, offered support and advice, hosted events, volunteered, or all of the above.



FASHION

#### Company of the Year

- ★ Burberry
- ★ Gordons
- ★ High Speed Training
- ★ IGA Talent
- ★ Thrive Law

## YORKSHIRE 3 PEAKS

Congratulations to our Leeds based colleagues who completed the Yorkshire 3 Peaks in aid of Smart Works Leeds in September.

It was an amazing effort from the team who covered 24 miles and 1600m of vertical ascent on one of the hottest days of the year!

The collective fundraising efforts of the team raised over £850 taking the Leeds Team total to over £1500 for the year. A fantastic effort all round!

At IGA we are passionate about helping people from all backgrounds succeed at interview and achieve their true potential and we are proud to be partnering with Smart Works into 2024 and beyond!



## RECRUITER AWARDS

We had a wonderful time attending The Recruiter Awards 2023, hosted by comedian Richard Ayoade in London in September.

**IGA Talent Solutions** were nominated in the “Best Contractor Service” category and shortlisted for the award for “providing exemplary care, compliance adherence, and treatment of contractors.”

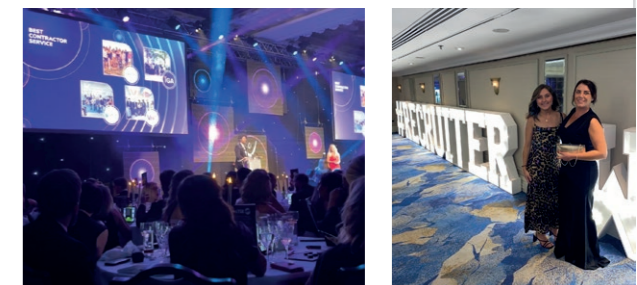
At IGA, we recognise that the service provision for contractors often isn’t good enough. We set out to raise standards by developing our Contractor Aftercare Programme to work alongside our day-to-day quality contractor support.

We didn’t go home with the big prize but to have made the shortlist was a reward in itself.

The IGA Contract Team have worked exceptionally hard, and their dedication has played an integral role in the business being recognised for its aftercare service.

Thank you to the Recruiter Awards for a brilliant evening! The team enjoyed the dressing up, dinner and dancing and the opportunity to celebrate their well-deserved recognition.

**Congratulations to VHR Global Technical Recruitment on their win!**



## TEAM PERFORMANCE INCENTIVES

Our London and Leeds teams recently enjoyed a relaxing afternoon out of the office to celebrate a strong month of performance in August.

The London team opted for an afternoon of wine “tasting” in the sunny vineyards of Bolney Estate whilst the Leeds team enjoyed an afternoon of guided meditation followed by a 6-course tasting menu at Six By Nico.

Thank you all for your hard work and congratulations on achieving your team incentives.