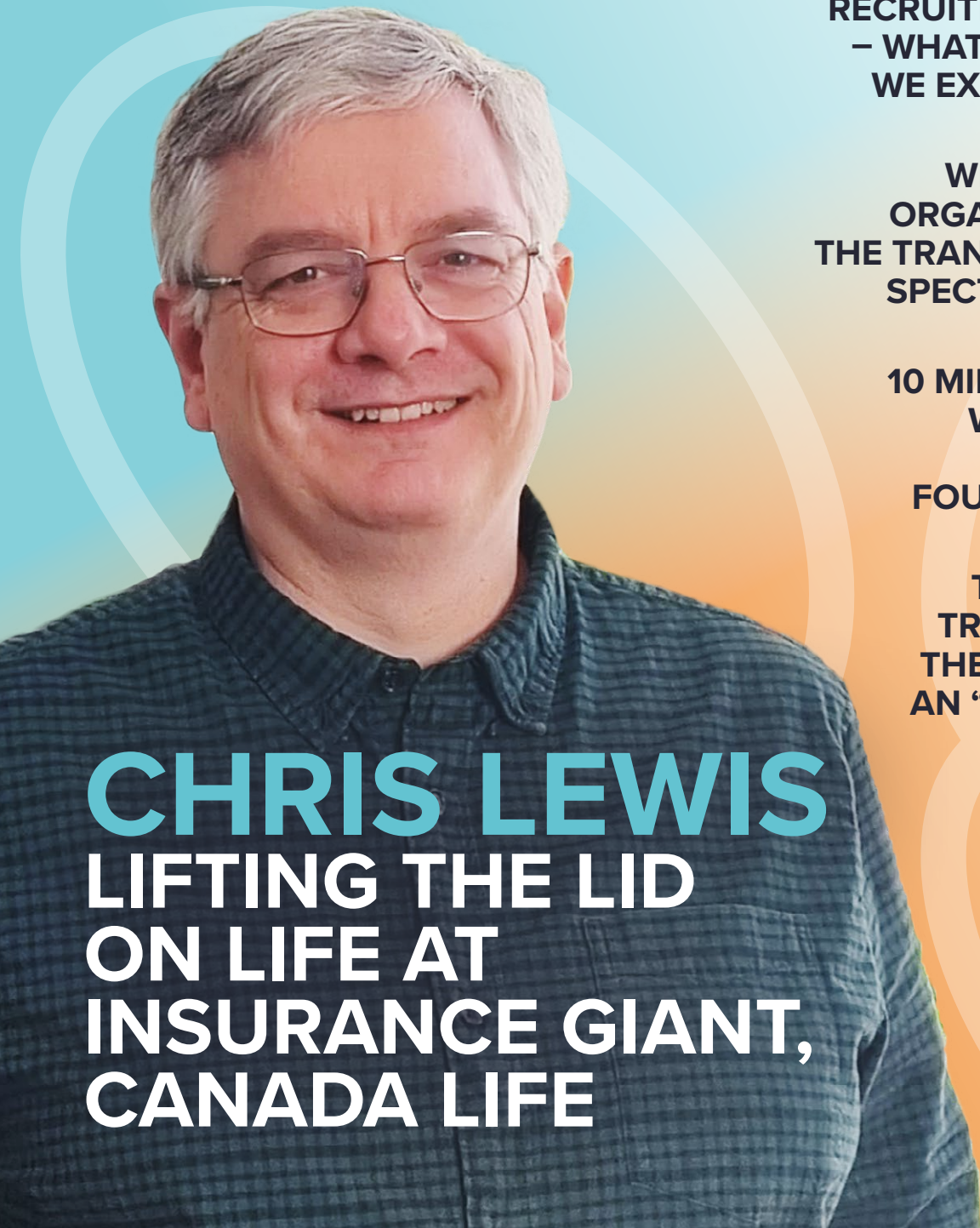


INSPIRING GREAT ACHIEVEMENTS

Q1, 2023



CHRIS LEWIS
LIFTING THE LID
ON LIFE AT
INSURANCE GIANT,
CANADA LIFE

**RECRUITMENT IN 2023
– WHAT TRENDS CAN
WE EXPECT? *PAGE 4***

**WHERE IS YOUR
ORGANISATION ON
THE TRANSFORMATION
SPECTRUM? *PAGE 8***

**10 MINUTES WITH...
WILL BOLIVAR,
KYC LOOKUP
FOUNDER *PAGE 12***

**TECHNOLOGY:
TRANSFORMING
THE WORLD INTO
AN “AUTOMATED”
GENERATION
*PAGE 14***

INSPIRING GREAT Q1, 2023 ACHIEVEMENTS

WELCOME

Hello and welcome to the fifth 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 experienced consultants 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.

Throughout this edition we explore the key theme of technological advancements and discuss the main challenges and major recruitment trends that we can expect to see in 2023. We caught up with Ann Swain, Founder and Global CEO of APSCo for some fascinating insights into the professional services recruitment sector. Chris Lewis, Chief Actuary at Canada Life UK also tells us more about the current challenges and ongoing change within the insurance and actuarial market.

As part of our series of IGA Change and Transformation events, we hear from Transformation Directors Ken Leung and Emer Wynne who offer up an interesting model to help organisations think about the transformation that they are pursuing. Stuart Brooke, Lead Recruiter of our Financial Crime division talks with Will Boliver from KYC Lookup to discuss the ever evolving danger that financial crime poses to our economy and Bradley Parker, Business Unit Manager of IGA Tech discusses current advancements in technology automation and the possibilities these open up for businesses.

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.

CONTENTS

- 4** RECRUITMENT IN 2023 –
WHAT TRENDS CAN WE EXPECT?
BY KATIE THOMPSON, TALENT
SOURCING MANAGER

- 6** LIFTING THE LID ON LIFE AT INSURANCE
GIANT, CANADA LIFE – AN INTERVIEW
WITH CHRIS LEWIS, CHIEF ACTUARY
BY PETER KNOWLES, MD AND OLIVER
HOWLEY, SENIOR ACCOUNT MANAGER

- 8** WHERE IS YOUR ORGANISATION ON THE
TRANSFORMATION SPECTRUM?
BY MARK STANTON, BUSINESS UNIT MANAGER

- 10** IGA CORK GETS A NEW OFFICE
AND A NEW TEAM MEMBER!

- 11** FINANCIAL CRIME - INTRODUCING
THE IGA FINANCIAL CRIME TEAM

- 12** 10 MINUTES WITH... WILL BOLIVAR,
KYC LOOKUP FOUNDER
BY STUART BROOKE, LEAD RECRUITER

- 14** TECHNOLOGY: TRANSFORMING THE WORLD
INTO AN “AUTOMATED” GENERATION
BY BRADLEY PARKER, BUSINESS UNIT MANAGER

- 16** TEAM NEWS



RECRUITMENT IN 2023 WHAT TRENDS CAN WE EXPECT?

BY KATIE THOMPSON,
TALENT SOURCING MANAGER



The Association of Professional Staffing Companies – APSCo is an international trade body representing the professional recruitment sector, delivering expert support and market intelligence to members of APSCo around the world.



We caught up with Ann Swain, the founder and Global CEO of APSCo to discuss the biggest trends in the recruitment market right now and the key challenges that professional services will be facing in 2023.



HI ANN,
THANK
YOU FOR
TAKING
THE TIME
TO SHARE
YOUR
INSIGHTS
WITH

US. AS APSCO MEMBERS
WE REALLY ENJOY READING
YOUR RECRUITMENT
TREND SNAPSHOTS.

WHAT WERE THE MAJOR
RECRUITMENT TRENDS THAT
YOUR MEMBERS REPORTED
IN 2022? WHAT WERE THE
KEY CONTRIBUTING FACTORS
DRIVING THESE TRENDS AND
WHAT IMPACT DID THESE
HAVE ON THE MARKET?

Ann: Perhaps the biggest trend APSCo's members reported last year was a demand for talent on a significant scale while supply remained low. We saw repeated reports of record-breaking vacancy numbers from the Office for National Statistics (ONS) which, despite falling towards the end of 2022, still remain high. The post-Covid impact on hiring activity continued to play out for the first half of the year with skills shortages remaining rife across a range of sectors.

This dearth of talent has been the culmination of a number of factors. The pandemic certainly played a significant role, with the likes of the Great Resignation exacerbating the spike in recruitment that was already happening once lockdown restrictions were lifted. However, we can't ignore the impact that Brexit and Off-Payroll legislation has had, particularly for the professional recruitment sector.

Since the UK left the Bloc, access to valuable international resources including highly skilled contract professionals has been limited. The country's attractiveness as a place to work for non-UK citizens has been damaged – a situation that won't be easy to reverse unless the legal landscape makes it a more viable route of employment for international talent.

The rollout of Off-Payroll legislation into the private sector has also exacerbated skills shortages. A report published by HMRC in December on the impact of Off-Payroll estimated that around 250,000 workers moved from being paid through their own PSC payroll to another organisation's payroll between October 2019 and March 2022. That's a significant proportion of the flexible workforce lost during a crucial time for skills.

With so many businesses hiring at the same time at the start of last year, competition for talent remained tough for every staffing firm.

As PwC chairman, Tim Ryan, said back in October, "The war for talent is over. Talent won." In this environment, our members have increasingly reported having

to manage a re-education of what will support talent attraction. While salary inflation may have been an obvious go-to – particularly as the cost-of-living crisis grew – we saw a battle between businesses and candidates around benefits and flexible working.

The number of employers that were reducing the scale of remote working options for staff began to grow, and as a result recruitment firms have had to manage a disconnect between what candidates want and what employers are offering. While we recognise that there are positive outcomes from being in the office in person together, when the cards are in the hand of candidates, failing to address what people want from a job will be detrimental to successful recruitment strategies. Our own Global Strategic Partner, LinkedIn, documented the demand for remote working last year, highlighting that candidates were increasingly seeking work from home jobs while employers were scaling back on flexibility.

“THE WAR FOR TALENT
IS OVER. TALENT WON”

WHAT ARE THE KEY CHALLENGES THAT FINANCIAL AND PROFESSIONAL SERVICES SECTORS WILL BE FACING IN 2023?

Ann: Skills shortages will remain a key challenge for the coming year. While there has been a notable slowdown in hiring, the demand for top skills is still significant. What will become increasingly difficult to navigate is attracting talent without breaking the bank. The cost-of-living crisis is impacting businesses too and naturally with an uncertain economic landscape across the UK, firms are streamlining budgets. At the same time, people are looking for better pay themselves and are arguably more confident to command higher salaries while skills remain in short supply.

For staffing firms, this will not only put growing pressure on the solutions they provide for clients, but also their own attraction and retention strategies. The cost-of-living crisis will continue to influence job moves across the staffing sector as well, and firms will need to create a competitive package for their own hiring too, including offering access to career development opportunities and other benefits beyond good pay. Our recent Salary Survey showed a lack of training and development opportunities that is hindering staff retention across the sector. Less than half (47%) of recruitment firms indicated that they grew their own staff through training and development. This presents both a challenge and an opportunity for staffing businesses to bolster their competitive standing from skills development in the coming months.

HOW DO YOU ANTICIPATE THE UK RECESSION WILL IMPACT ON PROFESSIONAL SECTORS? WHAT DO YOU THINK THE IMPACT WILL BE WITH CONTRACT VS. PERM ROLES?

Ann: Any economic downturn is usually pre-empted by significant job losses and hiring freezes, but this recession is different. While there are some signs of a slowdown in hiring, the latest ONS labour statistics show that the number of jobs are still at historic highs across the UK. The recruitment market isn't contracting as it did in the Financial Crash of 2008, but rather stabilising, meaning we're facing an employed recession. In this environment, the professional recruit-

ment sector will see continued demand for its solutions, however, with skills in short supply, we do expect to see a greater demand for consultative services as employers increasingly rely on the sector knowledge of recruiters to address the dearth of talent.

We are predicting an increased demand for contingent workers as those firms that are nervous about committing to the costs associated with permanent recruitment rely more heavily on the flexible workforce. However, as I mentioned earlier, the impact of IR35 and Brexit has meant that availability of these resources is lower than we would like.

EQUITY, DIVERSITY AND INCLUSION CONTINUES TO BE AT THE FOREFRONT OF SUCCESSFUL TALENT ACQUISITION STRATEGIES AND DIVERSE TEAMS ARE KEY TO ENSURING COMPETITIVE ADVANTAGE, DRIVING CHANGE AND INNOVATION AS WELL AS LEADING TO A HAPPIER AND MORE PRODUCTIVE WORKPLACE.

- WHAT DO YOU THINK ARE THE KEY ED&I INITIATIVES THAT WE WILL SEE PROFESSIONAL SECTORS EMPLOY IN 2023?
- ARE THERE ANY SPECIFIC ED&I APPROACHES THAT HAVE STRUCK YOU AS BEING PARTICULARLY INNOVATIVE?

“THE NUMBER OF EMPLOYERS THAT WERE REDUCING THE SCALE OF REMOTE WORKING OPTIONS FOR STAFF BEGAN TO GROW, AND AS A RESULT RECRUITMENT FIRMS HAVE HAD TO MANAGE A DISCONNECT BETWEEN WHAT CANDIDATES WANT AND WHAT EMPLOYERS ARE OFFERING”

focus is on talent, not skills. Specific attributes can be learnt, so on-the-job training is becoming more commonly sought after over specific education. Our members and those firms actively involved in APSCO's Embrace Forum (our dedicated ED&I hub)

“THE RECRUITMENT MARKET ISN'T CONTRACTING AS IT DID IN THE FINANCIAL CRASH OF 2008, BUT RATHER STABILISING, MEANING WE'RE FACING AN EMPLOYED RECESSION”

have been incredibly vocal around social mobility as an ED&I focus and we expect this to continue throughout 2023.

Generally speaking, the gender balance is in a pretty good place for the

recruitment sector, though improvements are still needed at C-Suite level. We are finding that the focus for many staffing firms at the moment is on race, LGBTQ+ and neurodiverse equality. An increasing number of staffing firms are launching campaigns targeted at these groups. Lucy Morgan of Pod Talent, for example, recently launched "Campaign" – a peer-to-peer network group for LGBTQ+ recruiters and those who work in the recruitment industry. It was born from the belief that it should be much easier for LGBTQ+ people, at all levels, to build successful careers in the recruitment industry. APSCO is supportive of any initiatives such as this that members are involved in and will always help promote campaigns like this where we are able.

In terms of innovation in ED&I, I don't believe that innovation should really be the focus of any diversity activity. What works well is if the diversity isn't shoehorned in for the sake of appearances. Instead, having people at the top of the business who are truly passionate about and genuinely believe in ED&I is what drives an authentic inclusive culture across the entire business.

WHAT CHANGES DO YOU THINK WE WILL SEE IN RELATION TO THE FUTURE OF WORK IN 2023? DO YOU ANTICIPATE THE ECONOMIC DOWNTURN WILL HAVE AN EFFECT ON POST-COVID WORK TRENDS? HOW DO YOU THINK THIS WILL IMPACT ON CANDIDATES NEEDS IN TODAY'S MARKET?

Ann: It is difficult to predict what the future of work will look like in 2023 as we're in a climate like no other. The power will very much remain in the hands of candidates for some time yet, and while that is the case we expect to see demand for flexible working and better pay remain high. However, where salary inflation isn't available, access to better training and development opportunities will become a greater incentive for job moves.

The ability to be adaptable and flex with the changing demands of candidates will be a key competitive advantage for staffing companies and employers alike for 2023.

LIFTING THE LID ON LIFE AT INSURANCE GIANT, CANADA LIFE

Canada Life UK's Chief Actuary, Chris Lewis, & Senior Talent Acquisition Partner, Andrew Price, sat down with IGA Co-Founder Peter Knowles & Senior Account Manager, Oliver Howley for a virtual coffee...

Chris Lewis – Chief Actuary, Canada Life UK

Andrew Price – Senior Talent Acquisition Partner, Canada Life UK



WELCOME CHRIS – CAN YOU START BY TELLING US A LITTLE BIT ABOUT YOUR BACKGROUND?

I've been in the insurance industry for around 30 years now.

I started my actuarial career at Friends Provident. I qualified there, and have had two stints in consultancy at WTW and as a Principal at Milliman, as well as spending around 15 years at Aviva, before joining Canada Life as Chief Actuary six years ago.

LOOKING INWARDS TO YOUR ACTUARIAL TEAMS, HOW HAS THAT ENVIRONMENT CHANGED IN YOUR TIME AS CHIEF ACTUARY?

Over the past few years, our team has grown stronger through various changes, including acquisitions, disposals, and entering new business lines. This has required us to be adaptable and agile, leading to a more capable team that is ready for any challenges. The industry and world are rapidly adopting new technologies, and our ability to adapt has become crucial.

Everyone's in the same position, but given the amount of change that we're going through whether it's of our own making or due to external influences, we need to be able to adapt to it in order to be successful.

THE INDUSTRY AND WORLD ARE RAPIDLY ADOPTING NEW TECHNOLOGIES, AND OUR ABILITY TO ADAPT HAS BECOME CRUCIAL.

WHAT ARE THE BIG CHALLENGES THAT YOU AND YOUR TEAM NEED TO BE PREPARED FOR?

Canada Life has ambitious growth plans. It's going to be challenging for the company but you want good stretching plans to keep everyone busy, interested and motivated. We have to make sure that we compete in the market.

FROM AN ACTUARIAL VIEWPOINT, WE NEED TO CONTINUE EVOLVING, PARTICULARLY IN THE USE OF TECHNOLOGY.

This will benefit both the company and individuals in terms of better work-life balance, more interesting work, less number crunching, and more insightful analysis. We should make the best use of technology to get insights instead of just producing the numbers.

WHERE DO YOU SEE THE GROWTH COMING FROM AND HOW ARE YOU CAPTURING THOSE OPPORTUNITIES?

We're a player in the bulk annuity space and that market is big and growing. We are also

in the individual annuity market and the interest rate environment has changed significantly in the past nine months. This

...THE AMOUNT OF CHANGE THAT WE'RE GOING THROUGH WHETHER IT'S OF OUR OWN MAKING OR EXTERNAL INFLUENCES, WE NEED TO BE ABLE TO ADAPT TO IT IN ORDER TO BE SUCCESSFUL.

has made annuities more attractive, and we need to be ready to capitalize on growth in that market.

On the group protection side, we are a big player and want to maintain our position as either the #1 or #2 in group life and group

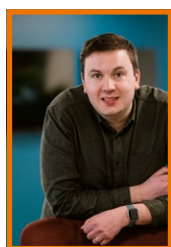
income protection. We must ensure we remain at the top in terms of market share and profitability.

TELL US MORE ABOUT YOUR VALUE PROPOSITION IN THE TALENT MARKET. HOW DO YOU SELL CANADA LIFE TO POTENTIAL NEW JOINERS?

This is a fantastic place to work, with so many opportunities to get involved in different areas of the business. Our company size is just right, making it easy for everyone to collaborate and get involved in other parts of the company.

We like to rotate our employees around to give them more experiences and growth opportunities, and we recently introduced a new scheme for qualified actuaries.

And let's not forget, being part of a global group means there are always opportunities outside of the UK if someone wants to explore them.



ANDREW, WHAT INITIATIVES ARE IN PLACE TO ATTRACT TALENTED PEOPLE IN SUCH A COMPETITIVE HIRING MARKET?

We have a big focus on sustainability, with a serious sustainability strategy. We look very carefully at our asset management and we published a detailed climate report recently. We've further developed people policies, increased bias awareness, and enhanced smaller things like recycling in the office.

It all adds up and people want to know that you're taking these things seriously – 2022 was a big focus on these initiatives and we will continue to do more.

We offer great benefits and a new rotation programme for qualified actuaries to give them wider experience and a more flexible, accomplished team. We also have a top-notch actuarial student scheme with rotations and mentoring every 18 months. It's crucial for their professional development to give people broader and wider exposure.

We have a big focus on diversity, equity, and inclusion, with various committees providing representation for groups considering gender, sexual orientation, ethnicity and religion. It's up to each individual if they want to get involved, but there are opportunities available.

The HR team also focuses on celebrating events like Diwali, Hanukkah, Christmas, and New Year. DE&I is a priority for the company, not just in recruitment, but also for employees to feel comfortable and welcome.

Our CEO, Lindsey Rix, is a female leader within the industry. She's very proud of it, and we want to ensure that anyone joining Canada Life feels comfortable, welcome, and able to do great work in a secure environment. Role models like Lindsey are so important to people.

“ WE LIKE TO ROTATE OUR EMPLOYEES AROUND TO GIVE THEM MORE EXPERIENCES AND GROWTH OPPORTUNITIES, AND WE RECENTLY INTRODUCED A NEW SCHEME FOR QUALIFIED ACTUARIES. ”

WHAT ARE CURRENT TRENDS IN THE INSURANCE MARKET AND THE IMPACT ON ACTUARIES WITHIN IT?

The industry faces an uncertain outlook in terms of the economy and the regulatory environment. A higher interest rate environment has made some insurance products more attractive, but the industry must adapt to this change and balance it with other economic pressures, such as higher inflation.

We also have to consider the investment community's perception of it all, and how this impacts company strategies.

The implementation of IFRS 17 is a monumental effort for companies and the industry must understand how it affects listed companies and shareholders.

Whilst the S2 reforms are not clear yet, the proposed changes are positive for annuity writers. We're going to see a reduction in the level of the risk margin. Also, removing some of the restrictions around the matching adjustment and particularly the assets are that are permitted to be held in the matching adjustment, and relaxing some of the liability rules as well are all welcome changes.

FINALLY, WHAT EXCITING OPPORTUNITIES CAN ACTUARIES FIND AT CANADA LIFE IN 2023?

People joining us can be a part of some very ambitious plans and make a lasting impact. They can contribute in many different ways and we can offer rotation routes to ensure they can become a very well-rounded actuary with a broad skill-set.

Whether someone has a passion for new business pricing, entering new markets and more commercial projects, or getting involved in more technical projects our programmes around change, process improvements, efficiencies and systems, we have opportunities to suit various interests that will allow you to grow and challenge yourself.

We thoroughly enjoyed sitting down with Chris and Andrew. It is always a pleasure to gain insight into the market, and it was warming to hear such an optimistic outlook for the future at Canada Life UK.

If you, or your organisation, would like to feature in our next edition, please contact our inhouse editor **Katie Thompson**: kthompson@igatalent.com

WHERE IS YOUR ORGANISATION ON THE TRANSFORMATION SPECTRUM?



By Mark Stanton, Business Unit Manager

IGA Talent Solutions are excited to partner with Change Leaders [Emer Wynne](#) and [Ken Leung](#) to host another round-table session, asking the question:

Where is your organisation on the transformation spectrum?

The event took place in the Pan Pacific Hotel, London on 9th Feb and explored the question posed in the article below



Authors: Ken Leung and Emer Wynne, Interim Transformation Directors

In this article, the authors offer up a simple model to help organisations think about the transformation that they are pursuing and reflect on whether what they're doing meets the demands of their ecosystem.

We introduce the idea of a *transformation spectrum* which considers the range of possible strategies for business transformation. These range from transformation strategies that take an internal perspective to achieve operational efficiency through *structure*, all the way, to those that take full account of its *ecosystem* to achieve operational resilience through *structure*, culture, and a deep appreciation of relevant *macro-environmental factors*.

INTROSPECTIVE STRUCTURAL TRANSFORMATION

We'll start with *Introspective Structural transformations* that aim to achieve *operational efficiency* through structure change. Here we use the term, *structure*, to cover processes, technology, and formal structures. At this end of the spectrum, the transformation is driven by the paradigm

that new technology is the key lever. The belief is that improved technology will significantly improve process execution and people augment technology. People fill in the gaps that machines cannot reach by following dogmatic processes that have little room for human judgement. The aim is to create a well-oiled machine, with high levels of automation operating within an efficient hierarchy. Whereas this is, arguably, the simplest approach to transformation, its focus on structure is likely to achieve modest improvements in operational efficiency, gained at the expense of disengaged employees whose work is often reduced to disconnected tasks that are not feasible to automate. In addition, these structure changes often miss out on more holistic opportunities to realign behaviour and achieve more significant and meaningful gains.

This 'old mindset', where the organisation operates through functional silos and where the core operations activity is often seen as the modern equivalent of factories, may also constrain its ability to apply new technology to transform its operating model. Instead, new technology primarily serves to reinforce the current operating model. Furthermore, the internal focus means that the transformation does not consider the implications of the wider ecosystem. For example, the impact of new technology on the marketplace and

the impact of geopolitical changes on supply chains. This may be fine, if the organisation operates in a very stable environment, but in a rapidly changing world it may lead to organisations attempting to transform in a bubble.

INTROSPECTIVE STRUCTURAL AND CULTURAL TRANSFORMATION

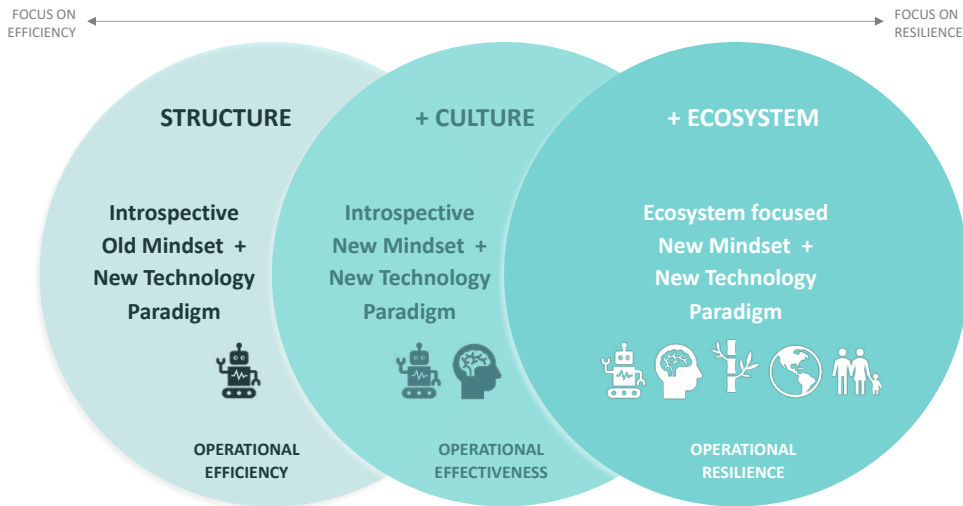
Next, we consider transformations that aim to achieve *operational effectiveness* through structure and culture change.

Here we use the term, *culture*, to cover norms, values, and behaviours. On this part of the spectrum, the organisation recognises that it takes more than new technology to deliver a transformation – it also requires culture change. The paradigm here is that transformation is not just about changing what people do, but

“THE BELIEF IS THAT IMPROVED TECHNOLOGY WILL SIGNIFICANTLY IMPROVE PROCESS EXECUTION AND PEOPLE AUGMENT TECHNOLOGY”

also how they think, feel, and behave. The outcome of this type of transformation tends to be improved operational effectiveness, where people are more engaged because the new operating model recognises the distinct roles that people, and machines perform. People no longer fill the gaps left by machines, but their 'human-ness' is encouraged and leveraged to apply judgement and to make use of the informal social networks, within and between organisations, to collaborate

TRANSFORMATION SPECTRUM



and innovate. Transformation through the simultaneous lenses of structure and culture can also unlock new and innovative ways to think about technology. It enables the organisation to leverage a 'new mindset + new technology' paradigm to transform its operating model (here we use the term operating model to encompass an integrated design that aligns structure and culture). This contrasts with a sole focus on the structural component of its operating model as outlined previously in the Introspective Structural transformation. However, the lack of an ecosystem perspective, may still render the transformation ignorant of wider environmental changes.

ECOSYSTEM FOCUSED, STRUCTURAL AND CULTURAL TRANSFORMATION

Finally, we come to the transformation strategy that aims to achieve *operational resilience* through structure, culture, and deep insight into the ecosystem in which the organisation operates. Here we use the term, *ecosystem*, to cover macro-environmental factors, including technology, geopolitics, environment sustainability, and the wider stakeholder community that make up the ecosystem. At this end of the spectrum, the organisation recognises that it takes more than internal levers to transform the organisation. The

paradigm here is that transformation is about creating an efficient, effective, and resilient operating model that can flex and respond to changes in the external ecosystem.

“TRANSFORMATION IS NOT JUST ABOUT CHANGING WHAT PEOPLE DO, BUT ALSO HOW THEY THINK, FEEL, AND BEHAVE”

For example, the transformation strategy needs to fully consider the implications of a 'technology tsunami' that is unleashing a torrent of new technology, not just by considering how it might enhance the

operating model for the business that they're in now, but how it might transform it into the business that they should or need to be in.

Then there is the shifting geopolitical landscape, where the relative global stability, under a US-led world order, is now being challenged by an emerging Eurasian supercontinent led by China. Understanding the implications of this evolving geopolitical polarisation will be essential to the redesign of supply chains as well as understanding the impact on the access to markets and natural resources.

Finally, there is the on-going 'sustainability crisis' where organisations need to understand the impact of depleting natural resources, and/or restricted access to

these due to the shifting geopolitical landscape. But beyond natural resources, sustainability is also becoming a predictor of financial and investment performance. In an increasingly interconnected world, there's a greater need for organisations to foster relationships across all stakeholder groups – employees, customers, communities, and shareholders. This has been emphasised by Larry Fink, CEO of Blackrock, in his letter to CEOs in 2022:

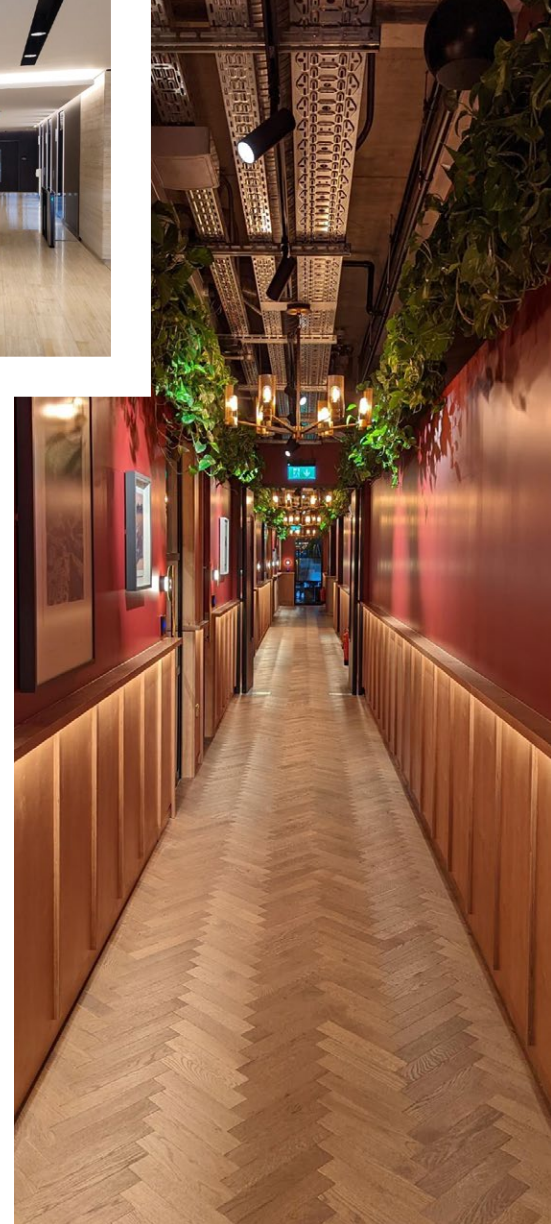
“a company must create value for and be valued by its full range of stakeholders in order to deliver long-term value for its shareholders.”

“TRANSFORMATION IS ABOUT CREATING AN EFFICIENT, EFFECTIVE, AND RESILIENT OPERATING MODEL THAT CAN FLEX AND RESPOND TO CHANGES IN THE EXTERNAL ECOSYSTEM”

Transformation, at this end of the spectrum, takes a holistic, whole-system perspective to create a new operating model, that leverages technology and the perspectives of all stakeholder groups to face the challenges presented by a changing environment to yield an operationally,

efficient, effective, resilient, and sustainable organisation that can thrive in its ecosystem.

SO WHERE IS YOUR TRANSFORMATION ON THE SPECTRUM?



IGA CORK GETS A NEW OFFICE AND A NEW TEAM MEMBER!



It's been a hugely productive quarter for IGA's Irish branch in Cork. The team grew to three, as Becca

and Mark welcomed Harry Cocking to the team. Harry has joined us as an Account Manager for the IGA Change and Transformation Team. He comes with previous experience in both London and Cork. He will be supporting recruitment across the UK and Europe.

Bringing great experience to our team, he prides himself on quality of service. Having previously worked in the hospitality sector he always puts the candidate and client needs to the fore.

He arrived in December, just in time to attend not one, but two IGA Christmas parties! The first in Cork where the Irish team welcomed the Directors and Managers from the Change Team to Cork. The second was in the UK, where team Cork flew to Leeds to join the rest of the business in the festivities.

This quarter also saw IGA Cork move to a new office at Navigation Square, NSQ2. The fabulous co-working space is run by Iconic Offices, who chose Cork as the company's first location outside of Dublin - which fits well with the IGA story as well. NSQ2 is a LEED Gold Standard building. It was designed with health and well-being in mind, with temperature and air control, natural and ambient lighting from floor to ceiling windows and modern fixtures. IGA have taken up a private office to support the expansion of our Irish team.



Finally, IGA are delighted to report that we have been accepted as new members to the Cork Chamber of Commerce for 2023. This is a prestigious organisation has been championing businesses in the city since it's foundation over 200 years ago on 8th November 1819. IGA are proud to be part of the tradition of commerce in the city and look forward to supporting the city's ambitious growth plans into the future.

FINANCIAL CRIME

INTRODUCING THE IGA FINANCIAL CRIME TEAM

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.

We cover all levels of fin crime professionals and place skilled compliance and operations specialists in contract and permanent positions such as assurance and monitoring, operational change, policy and procedure, and supply chain and procurement.

We recruit for a wide range of roles in this area, including:

- Advisory
- AML & KYC
- Anti-Bribery & Corruption
- CDD & EDD
- Compliance Reviews
- Technology
- Conflicts
- Fraud
- General & Strategic
- MLRO
- Monitoring & Surveillance
- Regulatory Affairs
- Regulatory Oversight
- Sanctions

ROSS IMRIE JOINS AS BUSINESS DEVELOPMENT MANAGER



We are thrilled to welcome Ross Imrie, Business Development Manager to the IGA Financial Crime team. With

7 years of experience in the financial crime industry, Ross brings a wealth of knowledge and expertise to our team. He has a proven track record of placing skilled professionals in consultancies and financial institutions, protecting our clients against financial crime and helping them overcome challenges.

Specialising in contract recruitment with a focus on Financial Crime and Compliance, Ross is dedicated to working with professionals and partners who are interested in making a difference in preventing money laundering, terrorist financing, and other criminal activities. His extensive understanding of the industry and vast network of tried and tested candidates will be a valuable asset to our clients.

As a financial crime industry expert, Ross is well-versed in the challenges facing businesses operating in highly regulated environments. He is committed to helping our clients navigate these challenges and

providing them with the best solutions to protect themselves against financial crime.

We are excited to have Ross on board and are confident that his experience and expertise will be a great benefit to our clients. We look forward to the valuable contributions he will make to the IGA Financial Crime team and helping our clients to protect their businesses against financial crime.

To discuss how IGA Financial Crime can support your business, please contact Ross Imrie, Business Development Manager at rimrie@igatalent.com

“THE IGA TEAM HAVE PROVEN TO BE A GOOD BUSINESS PARTNER. THEY HAVE BEEN A GREAT SUPPORT FOR CHALLENGING SITUATIONS AND WHEN PROBLEMS HAVE ARISEN, THEY ALWAYS FIND A SOLUTION TO ANY PROBLEM. I FEEL CONFIDENT THAT I CAN PROVIDE IGA, AT TIMES VERY LITTLE DETAIL OR A COMPLICATED ROLE AND THEY DELIVER – EXCEPTIONALLY.”

JEMMA PEEL,
HEAD OF CONTINGENT HIRE AT LIBERTY GLOBAL

10 MINUTES WITH... WILL BOLIVAR, FOUNDER OF KYC LOOKUP



BY STUART BROOKE,
LEAD RECRUITER

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, Stuart Brooke, Lead Recruiter – IGA Financial Crime, caught up with Will Bolivar to get the lowdown on KYC Lookup, an entity search engine to help AML /KYC analysts of any level find useful information on registered legal entities and funds from around the globe.



HI WILL, THANK YOU FOR TAKING THE TIME TO CHAT WITH US, CAN YOU TELL US A BIT MORE ABOUT YOUR BACKGROUND?

Having spent my teenage years in Colombia, I was able to see first-hand the impact which money laundering and the drug trade has on society and the economy. So since a young age I have always felt an appetite for all things Anti-money laundering and trying to understand the rationale behind the causes of Financial Crime.

With 15 years' experience in the Financial Crime industry and having started as a Know Your Customer (KYC) analyst translating documentation from Spanish to English. I have been able to grow professionally within the industry while at the same time see the gap in the market for comprehensive online training for new analysts entering the industry or those who simply need a refresher on certain topics.

SO FOR THOSE WHO DON'T KNOW, WHAT DOES KYC LOOKUP DO AND WHAT WAS THE INSPIRATION FOR STARTING THE BUSINESS?

KYC Lookup has evolved over time but we now concentrate on providing online courses across a variety of topics all related to AML and Financial Crime. All of our courses are self-paced with a digital certificate provided once completed.

The inspiration for KYC Lookup was to bring to market a business that offered online courses with the participants in mind. There are big professional bodies which provide AML qualifications in the market however in most cases they require employers to sponsor their employees at the time of taking them due to their high price tag. At KYC Lookup our courses are designed with the analysts in mind, whether it's a seasoned professional in the industry or someone looking to break into their first role in a regulated sector, our courses will help them build their knowledge in a logical and practical way.

We also provide free educational tutorial videos on a weekly basis where we breakdown a different topic to make it easy for the viewer to digest and understand a complex subject, this is another way of us at KYC Lookup being able to share with the community and reach a new audience who may not be aware of what AML involves.

WE'RE DELIGHTED WITH THE PARTNERSHIP BETWEEN KYC LOOKUP AND IGA TALENT, HOW CAN THE PARTNERSHIP BENEFIT PROFESSIONALS IN THE MARKET?

The partnership is a great opportunity to merge recruitment and training. Professionals will be able to benefit from a partnership which puts the candidate first, we believe in being able to bring to market a concept which will help candidates improve their knowledge without breaking the bank while at the same time provide clients the comfort that candidates have the credentials required for the role.

FINANCIAL CRIME IS AN EVER EVOLVING DANGER TO OUR SOCIETY AND ECONOMY AND THAT WON'T CHANGE ANY TIME SOON

IGA Talent has the experience and track record in the recruitment sector and having met some of the members of the Financial Crime department at IGA, I have no doubt we will be able to develop a partnership which will benefit all parties involved as well as the industry.

WHAT DO YOU SEE AS BEING THE KEY INDUSTRY CHANGES IN FINANCIAL CRIME OVER THE NEXT COUPLE OF YEARS?

Financial Crime is an ever evolving danger to our society and economy and that won't change any time soon. Over the years we have seen around the world money laundering rules and regulations becoming stricter and being extended to other sectors outside of the Financial Services, which means there are companies operating without the full understanding of what money laundering regulations they have to comply with. Ongoing AML training for relevant employees is mandatory in some countries, so as a critical component of any AML program the demand for training will increase, while at the same time candidates will want to stand out so we will continue to see a need for sensibly priced training to be provided to keep the diverse and dynamic pool of AML professionals up to date and most importantly help to keep employers in compliance with the regulations.

THERE ARE COMPANIES OPERATING WITHOUT THE FULL UNDERSTANDING OF WHAT MONEY LAUNDERING REGULATIONS THEY HAVE TO COMPLY WITH

FINALLY, WHAT GOALS DO YOU HAVE PERSONALLY AND PROFESSIONALLY FOR 2023?

On a personal note, the goal is simply to be able to spend more time with my family and travel a bit

during the summer, I also have a 7 year son who is starting his football journey so just seeing him train and play at matches fills me with joy, so I definitely want to share more of those moments. From a professional perspective it would be successfully launch the partnership with IGA Talent by offering a new variety of courses and services.

I am firm believer in the law of attraction so we will continue to scale up KYC Lookup by finding the right partners and clients who would share our values and will want to grow with us. As a small firm having sensible goals in our mind helps us stay motivated and focused on our path to success.

If you're looking to benefit from KYC Lookup's search technology or you want to brush up on your skills & training using the online courses, visit the KYC Lookup website www.kyclookup.com

TRANSFORMING THE WORLD INTO AN “AUTOMATED” GENERATION



By Bradley Parker, Business Unit Manager – IGA Technology

EVERYONE is talking about the latest technologies and how they will change the world. But if we were being honest, where are they in their progression? Is it what they expected at this time? Is it still not scratching the surface of what it can do at this moment in time?

I wanted to share with you a little insight to the technologies we are seeing in the world and in our clients' plans to be ahead of their competitors. One of the areas IGA Talent Solutions' Tech team is seeing growth within is IoT (Internet of Things), with customers using it to gain better data and real-life feedback from their product.

EXCITING ADVANCEMENTS FOR TECHNOLOGY

Technology is constantly evolving and advancing, providing us with new ways to stay connected, entertained, and productive. From artificial intelligence (AI) to augmented reality (AR), the latest technologies are transforming how

we interact with the world around us. In this article, we'll look at some of the most exciting new technologies in tech today.

Artificial Intelligence (AI): AI technology has been around for decades but it's only recently that its potential has been realised in consumer products such as virtual assistants like Alexa or Siri. AI can now be used to automate mundane tasks such as scheduling appointments or ordering groceries online, freeing up time for more important activities. It can also be applied in fields like healthcare where AI-driven diagnostic tools are helping doctors make more accurate diagnoses faster than ever before.

Intelligent Automation (IA): Intelligent automation is the application of artificial intelligence (AI) and machine learning

capabilities to automate processes, tasks, and workflows. It relies on AI algorithms that can analyse data sets, identify patterns, make predictions, and provide

recommendations for actionable insights. Intelligent automation allows organisations to streamline their operations by automating mundane tasks such as data entry or customer service inquiries. Additionally, intelligent automation provides a layer of security against human error by allowing machines to

detect potential risks before they become problems. By leveraging AI-powered technologies such as natural language processing (NLP), computer vision (CV), speech recognition (SR), and robotic process automation (RPA) organisations can optimize their operations with increased accuracy while reducing manual labour costs associated with repetitive tasks.

Augmented Reality: AR technology superimposes digital images onto our physical environment so that users

can interact with them in real-time using their smartphones or specialised glasses such as Microsoft HoloLens 2. This opens up an array of possibilities from gaming experiences to industrial applications like remote maintenance and repair workflows which allow technicians to see what they need without having to physically visit a site.

Internet of Things (IoT): IoT refers to devices that are connected via the internet allowing data transfer between them without needing any human intervention. This means you could potentially control your home appliances from anywhere using your smartphone or even set up complex automation systems within your house itself! IoT is revolutionising how people manage their day-to-day lives and offering unprecedented convenience

along with enhanced security features thanks to added layers of encryption on all communication channels

Virtual Reality: VR gives users an immersive experience by simulating realistic 3D environments through head mounted displays (HMD). With VR headsets

becoming increasingly affordable, users no longer need expensive hardware setups and instead just have access

“**TECHNOLOGY IS CONSTANTLY EVOLVING AND ADVANCING, PROVIDING US WITH NEW WAYS TO STAY CONNECTED, ENTERTAINED, AND PRODUCTIVE**”

“**AI CAN NOW BE USED TO AUTOMATE MUNDANE TASKS SUCH AS SCHEDULING APPOINTMENTS OR ORDERING GROCERIES ONLINE, FREEING UP TIME FOR MORE IMPORTANT ACTIVITIES**”

through their phones making this technology accessible for everyone! Businesses across industries ranging from engineering design firms all the way down retail stores are taking advantage of this technology by creating interactive customer experiences while reducing costs associated with physical setup/demos etc.

Blockchain Technology: What started out as a secure ledger system behind Bitcoin cryptocurrency has become much more since then – blockchain offers businesses robust solutions for data integrity, security & privacy issues along with high levels of transparency. Companies use blockchain based applications for operations ranging from supply chain tracking, financial transactions & identity management

Autonomous Vehicles: Self driving cars powered by advanced sensors & computer vision algorithms have taken off over recent years – these vehicles offer safer roads while drastically reducing emissions due to improved efficiency when compared against traditional vehicle models. Automakers are investing heavily into this space hoping not only reduce traffic congestion but also tap into ride sharing opportunities offered by autonomous vehicles.

These areas are **transforming the world into a “automated” generation**. It will be interesting to see how and when they develop and come into fruition.

At IGA, we have committed ourselves to be ahead of the curve when it comes to the latest technologies and making sure we understand what our clients want in these ever-evolving areas.

We can provide a talent acquisition strategy across the full Technology function ranging from Support, Development, Testing, Data, Data Science, Cyber Security, Architect and Senior Appointments.

For more information on how IGA can support you with your talent acquisition needs, please contact Brad at bparker@igatalent.com



INTRODUCING OLLY WHEELER, PRINCIPAL CONSULTANT, TECHNOLOGY

HI OLLY, WELCOME TO THE IGA COMMUNITY. WE'RE DELIGHTED TO HAVE YOU ON BOARD! HOW HAVE YOU FOUND YOUR FIRST FEW MONTHS IN THE BUSINESS?

The first few months have been great, and I have had the opportunity to bed in over the festive period which meant there were plenty of socials to meet the teams from the other offices. Everyone was very welcoming and offered support and helped me with introductions to their existing clients to expand our offering to them.

WHAT IS YOUR BACKGROUND IN RECRUITMENT AND HOW DID YOU GET INTO THE INDUSTRY?

I started recruitment 7 years ago and I have always been focused on Tech, mainly Software Engineering and QA. For 6 of those 7 years, I have been working for agencies but I also worked in an in-house role last year which helped me a lot when it comes to new business and the true understanding of the relationship between companies and agencies. The main reason I got into recruitment is I had a lot of friends in the space at various companies and they always talked highly about the opportunities you can get from being in the sector.

TELL US MORE ABOUT YOUR NEW ROLE AT IGA AS OUR PRINCIPAL CONSULTANT IN TECHNOLOGY AND WHAT IS IT THAT YOU COVER?

I focus on Software Engineering across a large number of my clients and candidates in London, but I am also slowly building out our offering to companies in the US and have had some success in this space already since joining IGA. The main aim for my role here is to partner with top software companies and become their sole provider when it comes to engineering talent.

WHAT DO YOU THINK ARE THE BIGGEST CHALLENGES THAT YOUR CLIENTS FACE WITHIN DATA AND SOFTWARE ENGINEERING AT THE MOMENT? HOW CAN YOU SUPPORT YOUR CLIENTS WITH THESE CHALLENGES AND WHAT SOLUTIONS CAN YOU OFFER?

Despite the layoffs and the number of candidates that are currently on the market it is still hard to find the right talent for your organisation when it comes to niche technologies. My main offering is my network from the last 7 years and having a pool of passive engineers who have tasked me to identify the right opportunities for their next move, meaning I will always have good candidates for my clients as and when they need me.

DO YOU HAVE ANY KEY MARKET INSIGHTS INTO TALENT ACQUISITION WITHIN DATA AND SOFTWARE ENGINEERING THAT YOU WOULD LIKE TO SHARE?

The market has a lot of job seekers at the moment and there are some really great people that unfortunately have left some large organisations. Despite the number of candidates that are looking for new roles within engineering, there are still a lot of opportunities and some great companies that are hiring. My aim is to help these candidates find the right business that offers the best opportunities for them.

TELL US A BIT ABOUT YOURSELF AND WHAT YOU LIKE TO DO IN YOUR SPARE TIME.

In my spare time I am very active, and I am a regular gym goer. I also play football and occasionally go to a boxing gym which I intend to pursue more this year.

TEAM NEWS

IGA'S NEW OFFICES IN CORK AND LONDON

With our ever expanding teams in Cork and London it was time for an upgrade of our office spaces. The Cork Change & Transformation Team are now based at Navigation Square, NSQ2, a fantastic flexible working and well being space. Whilst somewhat quirky, the new London office in Blackfriars embraces modern working and is perfectly set up for a more collaborative approach. We're excited for more safari and star trek themed meetings in 2023!



OUR TEAM OF PROFESSIONALS HERE AT IGA IS RAPIDLY EXPANDING. A VERY WARM WELCOME TO OUR NEW IGA COLLEAGUES WHO HAVE RECENTLY JOINED US!



Olly Wheeler,
Principal Consultant – Technology

Olly has joined the IGA Tech Team as Principal Consultant, specialising in the Data and Software Engineering market. With over 7 years' recruitment experience, Olly joins us from an embedded talent consultancy where his passion has always been to support, develop and maintain the highest possible service to his clients and candidates.



Dan Dawson,
Director

Welcome to the team **Dan Dawson!** Dan has joined **IGA Talent Solutions** as Director helping to grow our offices in London and Reading and will also be providing wider strategic support to the founders in growing the IGA business.

WE'RE REALLY EXCITED THAT DAN HAS JOINED IGA - HIS APPOINTMENT IS CRITICAL TO THE BUSINESS REALISING IT'S VISION OF 100 CONSULTANTS IN 5 COUNTRIES BY 2026. DAN BRINGS A WEALTH OF LEADERSHIP EXPERIENCE ACROSS OUR CORE MARKETS HAVING LED MULTI-SITE OPERATIONS GENERATING IN EXCESS OF £25M TURNOVER. WE SEE SIGNIFICANT GROWTH OPPORTUNITIES ACROSS BOTH OUR LONDON AND READING OFFICES AND LOOK FORWARD TO HAVING DAN ON BOARD TO HELP DRIVE THIS EXPANSION.

*PETER KNOWLES, CO-FOUNDER/
MANAGING DIRECTOR.*

JOINERS



Ross Imrie,
Business Development Manager – Financial Crime

Ross has spent his career to date in Contract & Interim Financial Crime recruitment. He prides himself on providing a first-class service to his contractors and clients, building meaningful and lasting relationships. Ross works closely with individuals to find them the best opportunities in the market and uses his experience and knowledge of business cultures and operating models to help his clients attract top tier talent by delivering bespoke solutions to meet specific needs.

ARE YOU AN EXPERIENCED RECRUITMENT PROFESSIONAL LOOKING FOR YOUR NEXT OPPORTUNITY TO GROW AND DEVELOP WITHIN A FORWARD-THINKING AND FLEXIBLE COMPANY?

IGA Talent Solutions are rapidly expanding within the professional services, legal and finance markets and we are looking for values driven Talent Specialists to partner with and support our clients with their talent acquisition needs.

To learn more about **IGA Talent Solutions** and the exciting opportunities we can offer you for your career, please contact **James Craven** at jcraven@igatalent.com or **Peter Knowles** at pknowles@igatalent.com



Harry Cocking,
Account Manager – Change and Transformation

Harry has joined our Irish office in Cork and with previous recruitment experience in both the UK and Ireland he brings great experience to the growing team. Harry prides himself on providing an excellent quality of service and having previously worked in the hospitality sector, he always puts the candidate and client needs to the fore.

IGA PROMOTIONS IN 2023

WE ARE THRILLED TO ANNOUNCE THAT WE HAD A WHOPPING 7 PROMOTIONS FOR OUR IGA COLLEAGUES IN JANUARY. WHAT A FANTASTIC WAY TO START THE YEAR!

Congratulations to our brilliant team members on their incredibly well deserved promotions...

- | | |
|--|--|
| Daniel Wright Associate Director, New Business | Oliver Clark Senior Consultant, Investments & ESG |
| Lana Furey Associate Director, Operations | Hayley Payne Senior Account Manager, Technology |
| Mark Stanton Business Unit Manager, Change & Transformation | Nitin Rao Operations Executive |
| Stuart Brooke Lead Recruiter, Financial Crime & Contract | |

Thank you for all of your hard work so far and we can't wait to see what you achieve throughout 2023!

TEAM NEWS

WORK ANNIVERSARIES



GARTH DAVSON

has made a huge impact at IGA since joining us just over a year ago. With one promotion down and several fantastic clients bought on to the Change and Transformation team, he has built up his own team and developed strong relationships throughout the business internally and externally. Thank you Garth! We're lucky to have you and are really looking forward to seeing what the future brings for you here at IGA.



HAYLEY PAYNE

celebrated her 1 year anniversary with us at the beginning of December. Hayley is an instrumental part of the Technology team and IGA as a whole and has shown a huge amount of dedication to her role. Thank you Hayley for all of your hard work and continued efforts in contributing to the success of the business.



OLLIE CLARK

Congratulations to Ollie Clark on his 2nd year anniversary with IGA. Since joining the business, Ollie has delivered an excellent experience to clients in the institutional investment sector – consulting firms, asset managers and fiduciaries – and has built an international portfolio of clients in the Sustainability market. Clients come to Ollie time and time again for his market knowledge, always available approach and speed in action. He's developing a great career here at IGA and is a valued part of the team – even if he does talk about cricket too much! Congrats Ollie and here's to the next 2!

2022 WAS A PHENOMENAL YEAR FOR IGA TALENT SOLUTIONS WHICH YOU CAN SEE IN OUR END OF YEAR WRAP VIDEO [here](#)



FOLLOW IGA TALENT ON LINKED IN!

Thank you so much for reading the latest edition of our magazine.



You can also follow our LinkedIn company page for available roles, market updates and further industry news [here](#)

FLEXIBLE WORKING GOES INTERNATIONAL!

At IGA we're really passionate about flexible working and we actively promote a happy work-life balance. We support all of our staff to individually tailor their working hours and patterns to best suit their situations.

Garth started 2023 in South Africa spending time with his family whilst working remotely.



Garth had this to say:
FAMILY IS SO IMPORTANT TO ME AND THE OPPORTUNITY TO BALANCE WORKING, WITH SPENDING QUALITY TIME WITH THEM, IS SOMETHING THAT I'M EXTREMELY GRATEFUL FOR. THE FLEXIBLE WORKING CULTURE AT IGA ALLOWS ME THIS AND IT'S ALWAYS NICE IF YOU CAN DODGE A FEW WEEKS OF BRITISH WINTER



Ross mentioned
IT'S GREAT TO WORK FOR AN ORGANISATION THAT FOSTERS SUCH A POSITIVE WORK CULTURE!

Ross Has recently spent a few weeks working from Singapore and has just finished celebrating the Lunar New Year with his partner and her family. Working UK hours on the other side of the world comes with its challenges, but starting work in the evenings allows Ross to spend the afternoons exploring the city, eating good local food and meeting family and friends.