

Client Case Study – Lloyd’s of London

Lloyd’s of London employs circa 1,000 people across the globe, with the vast majority based in London England. It has a history of providing insurance services around the world for 300 years and is deeply proud of the fact that tradition remains a key feature of working in the market. The Liberty Bell (the bell from the first insured shipping disaster) takes pride of place on the trading floor, itself a bastion of tradition and accepted behaviours.

Against this backdrop of staunch tradition, Lloyd’s recognised that its recruitment process was not delivering a broad diversity of talent to the market and that, if this state prevailed, they would fall behind in the delivery of innovative services that reflect the changing needs and dynamics of the modern world.

In 2015 Lloyd’s of London commissioned the Clear Company to undertake a review of their recruitment process to help identify barriers facing diverse talent. The three stage review encompassed all of Lloyd’s recruitment streams and involved a wide range of stakeholders including the CEO, Inga Beale, and the executive team.

The first phase involved a complete review of all recruitment policy and process, covering:

- Competency Framework
- Linked Question Bank
- Job analysis and job description development
- Person specifications – competency development and assessment criteria
- Shortlisting matrices
- Provision of tools to support inclusive recruitment
- Recruitment advertising
- Assessment methodology and implementation
- Offer and onboarding management
- Induction to the organisation

The second stage involved behavioural analysis and examination of the ‘real life’ experience of recruitment stakeholders using these policies and processes. In other words, an analysis of how the people doing the job interpret and implement policy and process and what impact that has on diversity of talent

Taking four months to complete, the findings from the research stages were combined to deliver a set of conclusions and recommendations with the intention of developing a road map of activity to support change over the short, medium and longer term. When we deliver the findings to any client, we always tell them things they are not expecting to hear and some of those messages are not comfortable listening for the organisation. We use careful, supportive language to get these messages across, but we never hide the reality of current state. **Communicating openly and honestly** is at the core of our partnership with all clients.

Two and a half years later and the Clear Company is still as active as ever with Lloyd's, having delivered solutions for Lloyd's and then expanding our focus to the broader market with Inclusion@Lloyds (a diversity group made up of 75 market providers including Aon, Aecom, Markel International, XL Catlin etc.).



Our commitments

Inclusion@Lloyd's has a five-year roadmap and enrolled a significant (and growing) proportion of market firms in its D&I charter.

Road Map for Change

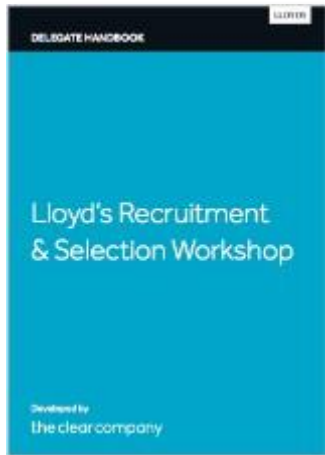
The starting point was a complete overhaul policy and process tools at Lloyd's covering everything we reviewed in the initial stages of the partnership. Every element needed development to support best practice.

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As we developed new tools, frameworks and policies, the organisation needed to educate the hiring manager population to support development of competence and confidence to recruit inclusively.

The next step was to retain the Clear Company as a Lloyd's Trusted Partner, a programme that sees a small number of external suppliers dedicated to supporting the internal HR and Resourcing Functions at Lloyd's in **genuine collaboration**. Clear Company staff engaged on the programme are not treated as 'visitors' to Lloyd's having their own security passes to enter the Grade One Listed Lloyd's building without supervision.

Next followed the development and delivery of a bespoke training and development workshop - the Lloyd's 'Qualified to Hire' programme, accredited by the Clear Company.



<p>Contrast / Comparison Effects</p> <ul style="list-style-type: none"> Comparing candidates to each other rather than the role criteria can distort the selection process. <p>Order Effect</p> <ul style="list-style-type: none"> Limited to the point above, over or under emphasising someone's performance by comparing them with the person that came immediately before them also distorts the selection criteria, so if someone gave a very poor interview and the next person is better you may think that one was brilliant by comparison, alternatively a good candidate may appear average if they follow a particularly outstanding candidate. <p>Stereotyping</p> <ul style="list-style-type: none"> This is a process by which someone from a particular group is attributed supposed characteristics of that group, irrespective of what the individual is like. Stereotypes can be negative and reinforce prejudice. Stereotypes can also be positive and lead you to assume a person is competent, or will perform well. Everyone needs to be aware of the dangers of prejudice over such issues as race, sex, disability, or age. <p>Negative Information Bias</p> <ul style="list-style-type: none"> Research shows that we naturally place more emphasis on a negative answer, than a positive one. <p>Central Tendency</p> <ul style="list-style-type: none"> Some assessors, especially those who are nervous and inexperienced, will tend to apply the mid-point score even if they have no supporting evidence, rather than use the full scale of ratings when evaluating a candidate's response. <p>Like Me / Not Like Me</p> <ul style="list-style-type: none"> Being drawn to someone who displays a similar personality to ourselves and mentions hobbies, values and attitudes to line with our own can influence the assessor to apply inflated ratings based on 'likeability', rather than the role criteria. However, the reverse is true if a candidate is not similar to the assessor and the assessor may judge someone harshly just because they feel 'I wouldn't do it too, but'. <p>Enthusiasm for Competence</p> <ul style="list-style-type: none"> Assessors can confuse confidence and enthusiasm for capability if the candidate presents themselves in an engaging, passionate and enthusiastic way. 	<p>Cloning / Prototyping</p> <ul style="list-style-type: none"> This is where we use our view of what a role requires, rather than the criteria set down for it. We will tend to form judgements around what we think are good qualities for the role. <p>Personal Appearance</p> <ul style="list-style-type: none"> A tendency to draw inferences based on physical appearance, e.g. All rehearsed people are impulsive, short men are aggressive, etc. This can also include clothing (short skirts, cartoon tie), tattoos etc. Studies show obese people earn less, especially if they are female. <p>Fundamental Attribution Error</p> <ul style="list-style-type: none"> We tend to place the cause for actions, or behaviour within the individual and ignore the context and situation that the individual is in and which could be affecting their behaviour, e.g. If a candidate talks about a missed deadline and the assessor sees it as a negative, assuming the individual is at fault, without exploring the full context. <p>Non-Verbal Influences</p> <ul style="list-style-type: none"> Studies have shown that successful applicants differed from the unsuccessful in their non-verbal behaviour. They were seen as maintaining greater eye contact and having more facial expression. These two differences led to the applicants being seen as more interesting, relaxed, strong, successful, mature, enthusiastic, pleasant, dominant, sensitive and honest. Be aware that in some cultures people are discouraged from making direct eye contact - so these candidates may be misperceived. This will also impact negatively on some disabilities. 
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The Lloyd's Qualified to Hire Recruitment and Selection Workshop – accredited by the Clear Company

Inclusive Hiring Workshops

Following the work of Lloyd's in 2015, Inclusion@Lloyd's, in partnership with the Clear Company, carried out an in-depth audit of the current issues and barriers to recruitment practices across the market. The audit found many good intentions but varied capability gaps, including talent sourcing being limited to traditional pools, and a lack of rigour and transparency in interview and shortlist practices.

From these findings, a framework of practical, easy-to-use solutions was created that works to remove hidden barriers to talent and to develop capabilities across market companies.

Inclusion@Lloyd's has so far supported 15 market organisations through inclusive recruitment training and carried out a series of workshops that resulted in 25 accredited participants. A new toolkit is planned for release in 2017.

Article from last quarter Inclusion@Lloyd's news bulletin

The Clear Company has so far trained almost two hundred hiring managers and recruiters at Lloyd's and there is a waiting list through 2018 and beyond. We have sustained in excess of 99% 'total satisfaction' with the course outcomes since we started the delivery in September 2016. The Lloyd's partnership with the Clear Company has greatly enhanced their ability to **invest in and support their colleagues**.

Lloyd's then turned their attention to the broader market through the activity of Inclusion@Lloyd's, the company's commitment to drive change and **make a difference** to the whole market.

The Clear Company was commissioned to develop and deliver of a 'market wide' inclusive recruitment review, that replicated the process we undertook for Lloyd's, across six organisations from the market. The results formed the basis for the current diversity and inclusion road map for Inclusion@Lloyd's members. Lloyd's is now sponsoring the development of inclusive recruitment best practice by **investing in and supporting** their market providers through the development of training courses, toolkits, an industry benchmark to show progress (this is the new Clear Assured assessment and development framework) **empowering** whole organisations and **prioritising** activity.

Implementation of Clear Talents in Recruitment – an online system that manages the identification, provision and implementation of reasonable adjustments for candidates going through recruitment processes at Lloyd’s – in 2015 Lloyd’s had zero requests for adjustments from disabled candidates. In 2016 they had 248 requests for graduate recruitment alone. Currently they receive twenty per week. The system advises recruiters of the appropriate solutions and then tracks implementation, creating a full audit trail. 98+% of adjustments made are ‘soft’, no cost solutions.

The screenshot shows a dashboard titled 'My Organisation - Lloyd's' with three navigation buttons: 'Vacancy Summary', 'Edit My Organisation', and 'User Guide'. Below the buttons is a table with two columns of statistics:

Organisation Contact	██████████	Total applicants	394
Organisation Email	██████████@lloyds.com	Applicants in the last week	48
Applicant Limit	100000	Applicants in the last month	87
Expiry Date	30 ██████████ 00:00	Applicants in the last year	394
Admin Users	3	Current Vacancies	114

Image shows how candidates applying for roles at Lloyd’s are requesting adjustments by creating a ‘profile of needs’ on the Clear Talents in Recruitment system. 48 in the last week, all administered by a maximum of 3 people. The Clear Talents in Recruitment system makes the provision of reasonable adjustments an easy process and provides a full audit trail of everything that is done for a candidate.

Report Summary VIEW ALL RETURN TO LIST

Name	Ele████████ken
Applied For	1022158 - Senior Development Manager
Company	Lloyd's
Changes Required	Adjustments required
Date Last Updated	27th September 2017

Progress candidate to a new stage

SHORTLIST

I confirm previous stage adjustments were met

Progress

or ...

Mark Unsuccessful

APPLICATION

- SHORTLIST 🔒
- INTERVIEW 🔒
- ASSESSMENT 🔒
- OFFER 🔒

Certain days or times it's difficult to receive phone calls

For some candidates scheduling phonecalls at times that are difficult for them can significantly reduce their performance or the level of attention they can give. There may be many reasons including caring responsibilities, culture and religious belief or perhaps related to a disability. This candidate has indicated there may be certain times of the day or particular days they would not be able to make or receive phone calls. Please see below for details. If you're in doubt it might be advisable to check first before calling. Unless they have stated on this page that they cannot receive texts feel free to text, or you could email after first

Image shows that the report is available to recruiters at every stage of the process and introduces new information only when the candidate is formal moved to the next stage. This prevents recruiters being able to allow the nature of adjustments to influence assessment decisions and provides a watertight legal compliance trail to support the employer.

Implementation of Clear Talents at Work, sister to the in Recruitment system, this manages the provision of triage and support for all employees at Lloyd's. 766 employees from a population of 867 in the UK, have created profiles of their circumstances and how they impact on their ability at work. The system covers everything from dietary requirements, health, mental health, disability, gender, age, sexual orientation, religion, belief systems, maternity, paternity all nine protected characteristics as defines by the Equality Act 2010 and more. Their results are shown below:

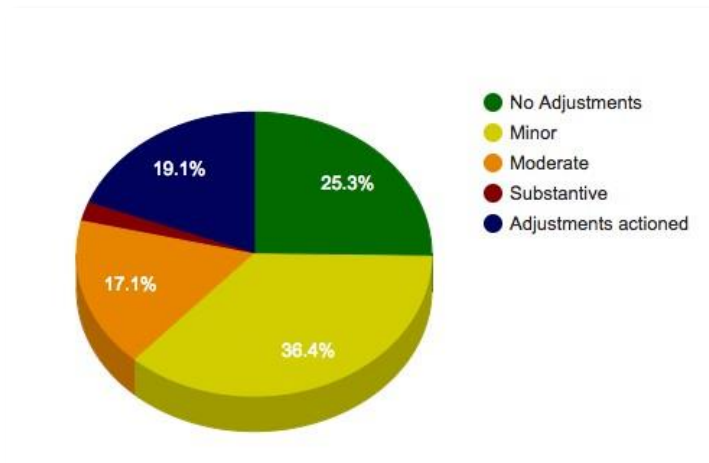


Image shows statistics on a quarterly basis, indicating how adjustments are being delivered.

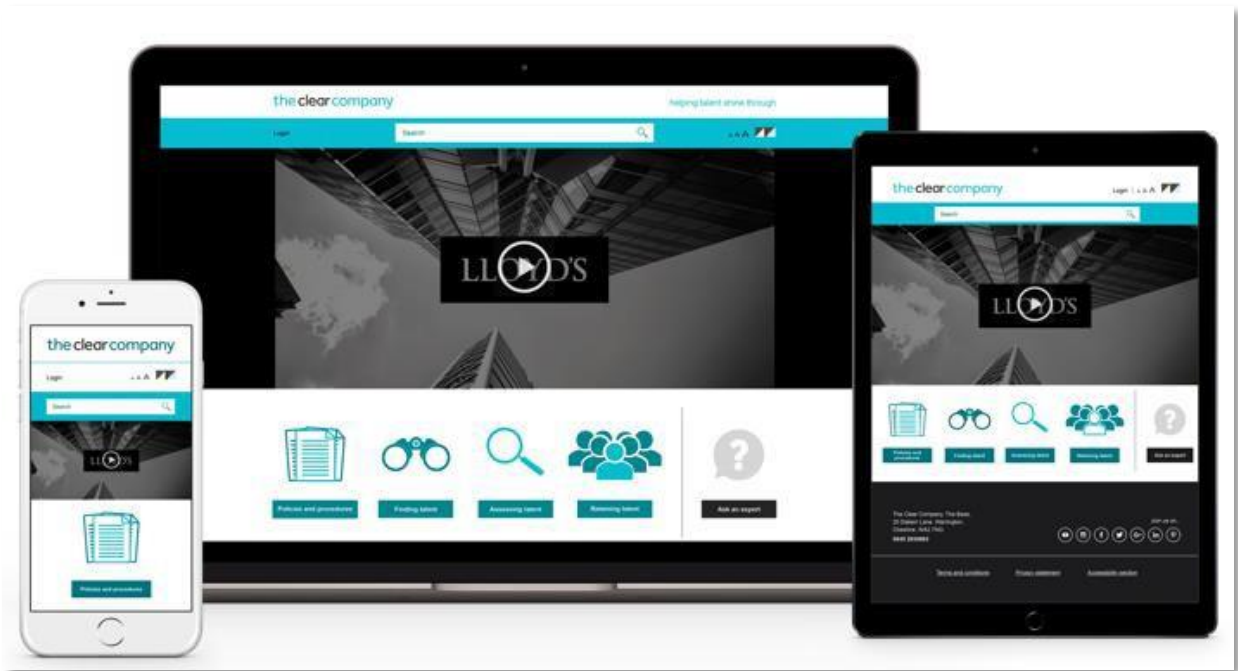
My Organisation Dashboard - Lloyd's of London

My Organisation Dashboard - Lloyd's of London									
User Guide		Export Organisation Data		Take the Questionnaire		Organisational Statistics		Referrals	
Organisation URL	cleartalentsatwork.com/o/lds	Total users		766					
Organisation Contact	[REDACTED]	Active users in the last week		27					
Organisation Email	[REDACTED]@lds.com	Active users in the last month		84					
Employee Report Limit	1,000	Active users in the last year		560					
Expiry Date	31 Aug 2018 at 00:00	Reports created		728					
Admin Users	1	% Reports requiring adjustments		48%					

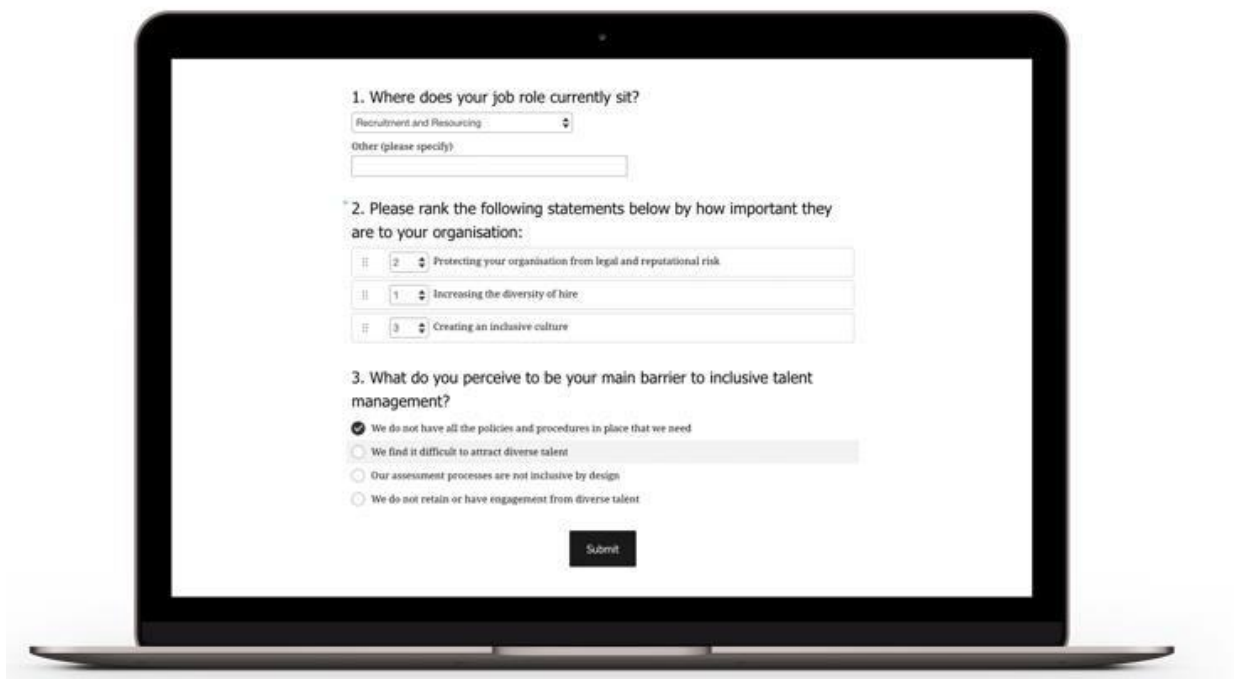
Current statistics for the Lloyd's organisation in the UK. Every employee is invited to take part in the process of creating a 'profile of needs' and there is an exceptional level of uptake and engagement. Previously, Lloyd's were making reasonable adjustments at work for fewer than 50 people a year. N.B. 728 people out of a cohort of 766 have created a 'profile of needs' and 48% of those required some form of adjustment, the rest were helped by our 'Self Help Guides' provided to users who have simple adjustment needs like changes to computer settings, all of which are managed by the system with the individual user.

The Clear Company has developed an innovative continuous development solution for all organisations in the Lloyd's market to adopt and use as part of their mainstream recruitment. Unlike all other standards, the Clear Assured system is not based on a single assessment repeated annually or bi-annually. Rather, the system rewards actual activity with recognition of performance. Changes are made in real time, based on effort and evidence of change submitted through the system or by completion of system suggested activities. The system also signposts a host of expert organisations who can provide specific support for development

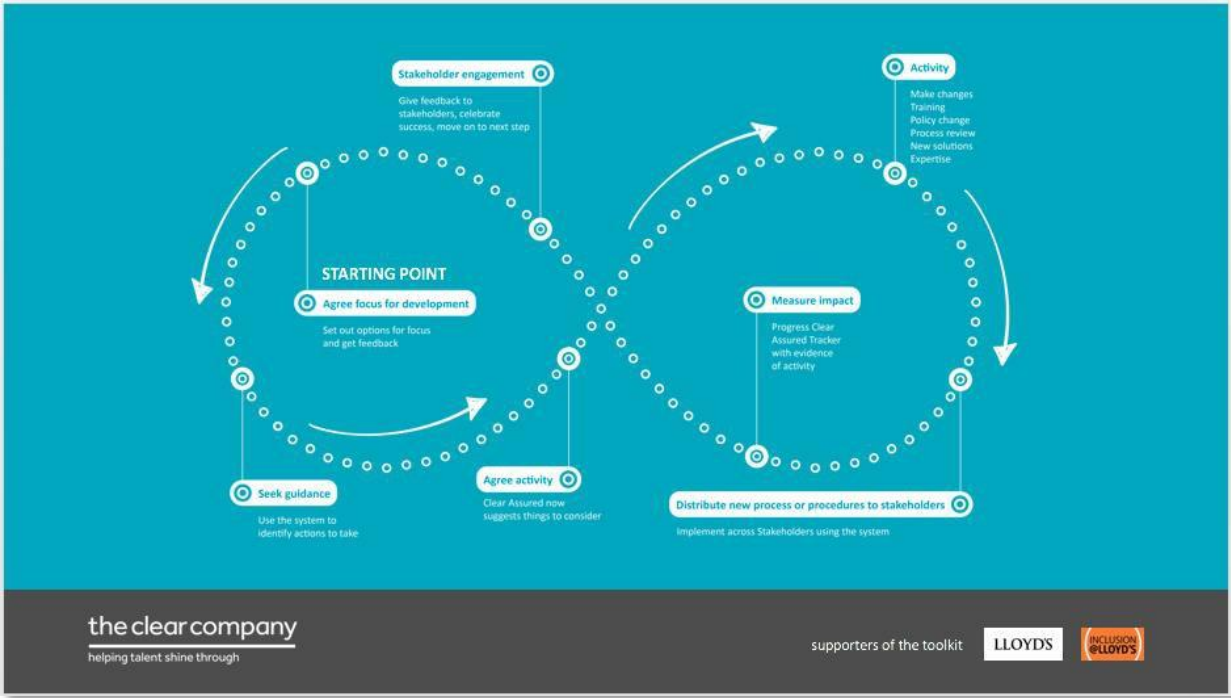
The launch of the Lloyd's Market Clear Assured assessment and development toolkit for recruiters



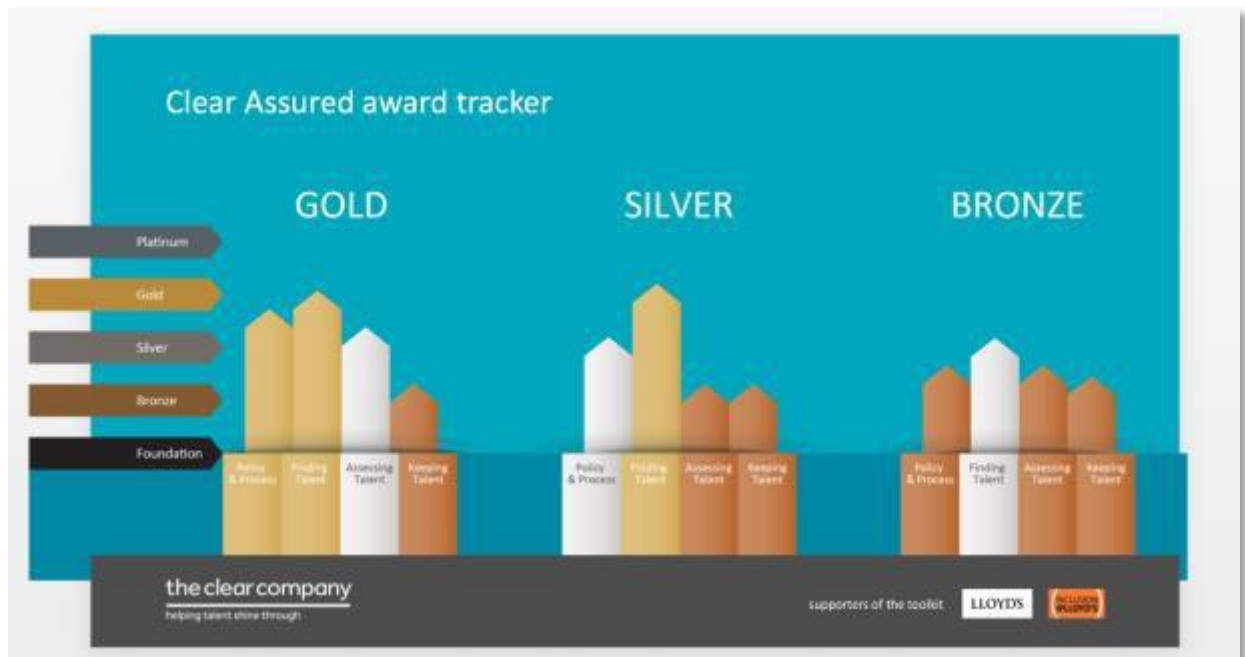
The system works by first engaging all recruitment stakeholders (internal and external) in a survey to determine what are the biggest perceived current barriers to diverse talent.



This data capture is reported as a consensus opinion for the prioritisation of approach, which then becomes the starting point of a continuous journey of development, measurement, assessment and review. Each area of priority activity, across four broad topic areas (Policy & Process, Finding Talent, Assessing Talent and Retaining Talent) produces a requirement for change but also suggests other issues to explore that will have an impact on the organisation's opportunity to improve practice. Implementation is then supported through the Clear Assured system and then measured for impact. The system then makes suggestions of other issues to consider, gives guidance on activities to undertake and so the chain of development continues and progress is made consistently.



As impact is recorded, Clear Assured changes the status of the organisation on the live award tracker as below.



Stakeholder management, through the system, maintains focus, commitment and a sense of importance for D&I in recruitment.

In summary, the Clear Company and Lloyd’s have developed a highly valued partnership by both parties, based on continuous support for the development of best practice in inclusive recruitment.

Both parties are committed to sustained innovation through the development of new tools and services to support the attraction and retention of diverse talent. Every area of human capital beyond skills and experience is taken into account to ensure inclusion is deep rooted in everyday activity.

Tools, training and easily accessible solutions ensure that Lloyd’s, and now the broader market, have everything they need to support the development and maintenance of appropriate competence and confidence of the hiring population.

The market is committed to openly displaying its progress and celebrating its achievements through the Clear Assured assessment and development framework.

Most importantly, this partnership is just one example of evidence based progress measurements

Highlights include

Lloyd's department head reporting 25% reduction in headcount cost as a result of the improved quality of hire following team success on the Inclusive Recruitment & Selection 'Qualified to Hire' two-day Workshop

- Changes to the gender balance of emerging talent recruitment from 36% female to 54% female
- 47 requests in one week for adjustments to recruitment process to accommodate candidates with protected characteristics, from a previous base of 0 in a whole year.
- Market wide training reaching 15 organisations and realising 25 newly accredited hiring managers and a waiting list for future courses
- Lloyd's have developed their own version of the Clear Assured assessment and development solution and embedded it within talent procurement. Supply chain partners have to undertake this and provide evidence of continuous development in order to supply talent to Lloyd's
- Resource Solutions (MSP) have commenced their development programme at Lloyd's and are making headway, they have adopted certain elements of the toolkit already and will be continuing with their activity from now on.