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# Miller Insurance Services

Case Study



  
**Miller**



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## Company Background

Founded in 1902, Miller focus on the delivery of exceptional service to their clients.

A strong team ethic means that all areas of the business work collaboratively together, delivering a professional, consistent and integrated service. Today Miller is a leading specialist (re)insurance broking partnership, head quartered in London with more than 600 colleagues across UK and international operations.

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## The Inclusion Journey - Priorities and Challenges

Talent is high on the agenda at Miller, with a busy HR team and regular recruitment activity.

The team at Miller recognised the importance of inclusive recruitment and talent management processes in their drive to continue to stand out as an employer of choice and set standards within the insurance and financial services sector.

In 2015, Miller signed up to the Inclusion@Lloyd's charter, a public commitment to promote diversity and inclusion within the specialist insurance market. This partnership approach led to Miller becoming more aware of the progress Lloyd's of London had made towards dismantling barriers in recruitment and talent management.

In 2016, Miller formed their own Inclusion@Miller committee with the purpose of formulating and executing their diversity and inclusion strategy, driving their identified core priorities and ensuring an ongoing focus on fostering greater diversity and inclusion within Miller.

In order to successfully build on this progress and further implement meaningful change the HR team decided that the next stage of their diversity and inclusion journey was to commission an external, objective view of their processes and policies. They were aware of the Clear Company and their audit and training work with Lloyd's of London and in 2017 they asked the Clear Company to audit their middle and senior level recruitment policies and processes.

As a leading diversity auditor in the insurance sector, the Clear Company already understood the pressures and challenges of the market. Their audit process challenges internal mindsets and processes as well as providing organisations with achievable, innovative solutions.

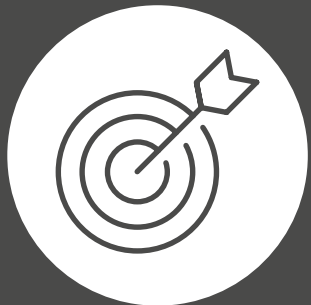
The first step was for both teams to work together to scope the project. This provided a clear picture of priorities for Miller and made sure they could get the right people involved and use the audit to help engage and energise everyone involved in the hiring and selection processes.

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## Project Objectives



To broaden the pool of talent,  
particularly for senior hires



To embed best practice into  
the Miller recruitment process



To remove any barriers to the  
attraction of diverse talent



# Methodology

The audit was undertaken by the Clear Company's highly experienced team which included specialist D&I practitioners and organisational behavioural psychologists.

A three-stage quantitative and qualitative review model was used to assess recruitment methods rigorously and uniformly against inclusive best practice models.

"The Clear Company took a very collaborative approach that focused on ways to improve the inclusiveness of our recruitment process going forward without providing judgement on past processes. This meant that all stakeholders were very engaged with learning how to remove potential barriers and to create an objective process"

**Susan Downey**  
Head of HR, Miller

This approach to assessing recruitment and talent management policies and processes has been continuously refined during 15 years of practice to ensure it continues to analyse all the barriers and opportunities that can influence diversity of hire.

- Desk research (quantitative findings) - analysis of policy and process documentation for all aspects of recruitment and selection.
- Qualitative research - supportive, constructive interviews with key stakeholders to assess the appetite for change and where the opportunities lie.
- Combined analysis - a detailed accurate reflection of recruitment practice showing the many different angles that could impact diversity. This was followed up with innovative, practical recommendations, realistic actions and tools to provide support at each stage of Miller's journey.

"This was very different to anything we'd done before. Working with an external partner gave us and other people the confidence that we were getting objective, constructive feedback. The interview process was extremely positive as it engaged people across the business with what the HR team were doing, and made people feel valued because they had the opportunity to talk about what they did and why."

**Nicky Dodds**  
HR Manager, Miller

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## Findings and Feedback

The findings from each research element were combined to deliver a set of conclusions and recommendations that enabled Miller to develop a road map of activity to support change over the short, medium and longer term.



There were three feedback sessions, firstly with HR, secondly to the Group Executive Committee (as key supporters and drivers of change). A final presentation was given to the Inclusion@Miller group.

The report showed the many different angles that impact diversity and inclusion. These included elements such as the initial job description and interview process, training needs, ongoing career paths and also highlighted the importance of relationships with recruiters and their approach to inclusive hiring.

“In each case the Clear Company delivered the presentation, this was an important part of the process as it maintained external objectivity. Each presentation was tailored to the needs of the group keeping it relevant and constructive.”

**Nicky Dodds**  
HR Manager, Miller

# Benefits of the Audit

The audit findings gave the team at Miller a straightforward roadmap of what needed to happen next.

Recommendations, actions and suggested timeframes were all included in the report and provided the basis for an ongoing strategy.

During the 10 months since the audit Miller have used the recommendations to put the following actions in place:



Develop a new career pathway and simplify their competency framework - this included having more objective criteria which made it more user friendly and easier for people to see how they progress.



Review training for hiring managers. Feedback from the audit showed a need to focus on hiring inclusively, to improve disability awareness and to use this to make reasonable adjustments.



Write and agree a bank of competency questions.



Design and agree a dignity at work and reasonable adjustments policy.



Re-write all role profiles making them more consistent and an accurate reflection of the Miller values.



The new website is built using inclusive design principles that put people first.



Set up a working group to look at how to get a broader pool of talent at a senior level.

“Overall, the audit from the Clear Company provided us with the catalyst and buy in to review our recruitment processes to ensure they support our aim to drive greater diversity at Miller. It demonstrated the need to have inclusive recruitment channels and objective processes to eliminate bias. The work also had a broader reach, providing food for thought and practical guidance that we have been able to apply to our broader Inclusion@Miller work.”

**Susan Downey**  
Head of HR, Miller

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