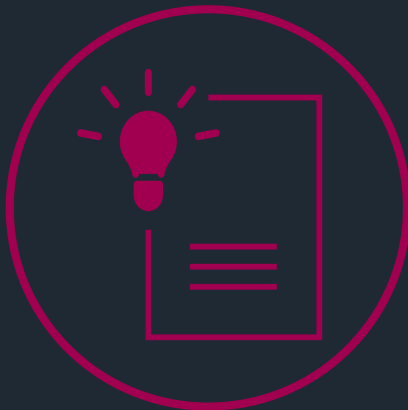


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WELCOME



SIMON KENT
EDITOR

The Global Recruiter Industry Awards 2022 are now open for entries. Whatever your recruitment business – big, small, specialist, general, overseas, national – we want to celebrate your successes and achievements. This year there are 17 Award categories this year including the newly introduced Best E,D & I Strategy for a Recruitment Business. With this, and indeed with all our Awards, we want to reflect the ongoing progress of the industry, keying into the themes and successes of the industry.

Whatever your achievement this year get in touch and tell us about it. Just go to <https://ukawards.theglobalrecruiter.com> and register your entry. Everything's online and you can return to the entry multiple times before you need to submit.

On 9th June The Global Recruiter's UK Summit will also bring you the knowledge, leading edge thinking and initiatives you need to push your recruitment business further. Making Your Next Move is a one day event in London featuring presentations and discussions on the current state of play in the recruitment market, technology and talent search.

You can sign up to attend here: <https://www.summit.theglobalrecruiter.com> and naturally we look forward to seeing you there!

The Global Recruiter has always been here to support the staffing industry, providing it with a voice to share, comment and develop best practice, while also reflecting the challenges and successes of the industry. We look forward to finding out more about your success and enabling you to do more.

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The Summit is free of charge to attend. Limited space is available, so early registration is advised. If you are a supplier to the industry or R2R, there is a £1,500 fee to attend.

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PERMANENT DEMAND

More employers look to hire permanent staff despite economic worries

The latest JobsOutlook survey from the REC has found that while employers' confidence in the UK economy took a turn for the worse during the first quarter of 2022, the appetite for hiring is still strong. As inflation reached its highest for 30 years, January-March 2022, saw employers reporting worsening expectations for the UK economy. The REC's measure of business confidence in the economy improved slightly in the New Year but then fell back to net: -11 in January-March, the same level as in October-December 2021.

Even so, more employers remain positive than negative about their ability to hire. The REC's

JobsOutlook survey has found that UK businesses' confidence in hiring was at net: +8 in January-March 2022. This was one percentage point lower than in the last quarter of 2021.

In particular, employers' intentions to hire permanent workers have spiked over the past three months, diverging from the economic outlook, perhaps reflecting challenges in filling vacancies. Hiring intentions for permanent staff in the short term increased by nine percentage points to net: +28, quarter-on-quarter. Medium-term hiring intentions also rose by seven points to net: +26. "Businesses are seeing tax

rates and uncapped energy costs rise, as well as pressure on salaries from staff who are seeing their own bills go up," said Neil Carberry, chief executive of the REC. "Businesses are seeing tax rates and uncapped energy costs rise, as well as pressure on salaries from staff who are seeing their own bills go up. So it is no surprise that firms are more concerned about the outlook. But British firms are resilient and investment in staff and growth remain on the agenda when employers think about their own business. We expect to see employers' hiring plans decouple further from their

economic outlook over the coming months as they face a tight labour market. Firms will need to find new, creative ways to attract candidates, as well as keep hold of the talented staff they have. Recruiters will play a vital part in helping them to do so.

Carberry added: "More employers are switching their hiring intentions towards permanent staff, as the urgent need for contingency staff to cover Covid absences decreases. But temporary workers remain vital to managing uncertain and fast-changing markets."



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WELLBEING CONCERNS

One in six workers worried that mental health concerns could result in job loss

The Employee Mental Health and Remote Working report from virtual events and in-person team building company Wildgoose has found one in six UK employees feel worried that raising mental health concerns with their company could put them at risk of losing their job. Throughout the UK, 86 per cent believe that their workplace is not a safe space for employees to be open about mental health. Over the last 12 months, two in three employees have experienced worse mental health at work, compared to the previous year. As remote and hybrid working environments continue to be adopted by more UK businesses, evidence suggests that companies have struggled to adapt their mental health support processes. One in three employees feel less able to raise mental health concerns during remote meetings, often causing issues to go unnoticed. The report asked employees from 129 different UK companies whether their mental health at

work had improved or worsened over the past year. It also asked whether these employees felt comfortable raising any mental health concerns with their employers and what they believed would happen if they did. Just over one in eight companies in the UK don't have a process in place for remote workers to report mental health concerns. This is most prevalent in SMEs, where this figure nearly doubled to one in five not having a process in place. With worsening employee mental health a growing concern, the change most desired by employees is for companies to offer more regular in-person meetings (36 per cent) and for managers to receive better training on identifying signs of poor mental health (36 per cent). Just under a third of respondents (32 per cent) state they would like to see a process policy of reporting mental health concerns, which is not currently offered, followed by assurances of job security after reporting. "As remote and hybrid working

practices become more widespread, companies need to start doing more to ensure that employees are still receiving the same levels of mental health support," said Wildgoose managing director Jonny Edser. "With less regular in-person meetings and casual catch-ups in the office, it can be much harder to spot the signs of poor mental health. "For this reason, it's essential that employers communicate with their staff, finding out how they would like to be supported. Perhaps they'd appreciate more regular workload reviews, weekly face-to-face meetings, or even the creation of better mental health policies. The most important aspect is that employees feel comfortable and safe to discuss any concerns. "At Wildgoose, we continue to offer both in-person and virtual team building experiences, helping companies to encourage colleague relationships and improve employee wellbeing." "Whilst working from home comes

with many advantages, there is no doubt that for some people this isn't the case," comments Kristen Keen, founder and owner of Cluer HR. "Working remotely has meant that we haven't been able to see our colleagues in the flesh on a daily basis, making it much harder to read those subtle signs shown when someone isn't coping. "Unfortunately, there is still a stigma that surrounds mental health issues and a lack of education on the subject," Keen adds. "To help improve employee wellbeing at work, both managers and the entire workforce should receive training, so that everyone can recognise and understand mental health issues. Plus, having 1:1 meetings with employees is a great way to encourage people to safely discuss any problems they are having."

RECRUITMENT RISING

Demand for contract professionals spikes as employers turn to flexible workers

The latest Recruitment Trends Snapshot report from The Association of Professional Staffing Companies (APSCo) has shown that the first quarter of 2022 ended with significant increases in white collar recruitment, while contract professionals are in particularly high demand as skills shortages remain rife. The data, provided by the global leader in software for the staffing industry, Bullhorn, revealed that while permanent vacancies were up 12 per cent on February's data and 17 per cent year-on-year, demand for contract professionals reported the biggest uptick, increasing 22 per cent month-on-month and 24 per cent year-on-year. This is indicative of businesses turning to the flexible segment of the workforce as a means of tackling the on-going talent

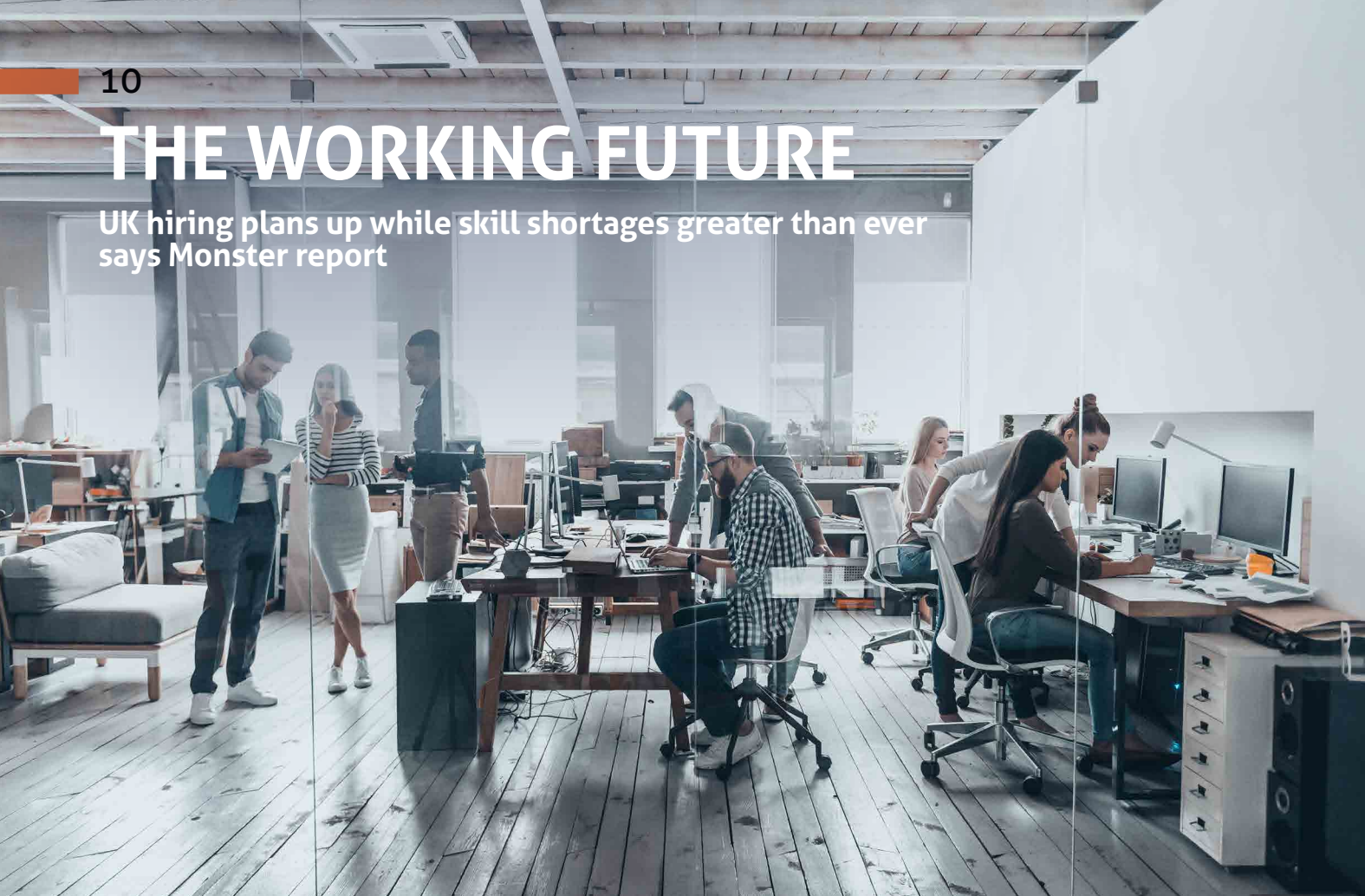
shortage that many employers are facing, with the Office for National Statistics (ONS) revealing that unemployment levels dropped in Q1 2022 as vacancy numbers rose. According to APSCo, already dwindling talent pools are being further diminished as the number of new hires increases. Across permanent roles, placements were up 16 per cent month-on-month in March, but the annual comparisons showed the greatest spike, up 45 per cent when compared to the same month in 2021. Contract placements saw similar upticks, increasing 27 per cent month-on-month and 11 per cent year-on-year. The annual comparisons are even more stark given that 8th March last year signalled a pivotal moment for the UK, with Covid restrictions easing following the success of the

vaccination programme. At this time in 2021, APSCo's data showed that vacancy and placement numbers soared as confidence returned to the recruitment market – marking the beginning of a hiring spree across the UK last year. To see such an increase on these figures a year later suggests the pressure on the UK's recruitment sector isn't slowing. "The latest data shows that the hiring crisis across the UK is continuing, with vacancy numbers spiking once again," commented Ann Swain, CEO of APSCo. "While this appears positive on paper, the continued shortage of skills combined with an increase in the cost of living is making the employment market more competitive. Just last month, Microsoft's second annual Worker Trend Index revealed that 43 per cent of global staff are considering

a job change this year while the Office for National Statistics (ONS) also reported yet another increase in vacancies in March. If this level of uncertainty, change and demand continues, the UK's labour market will struggle to meet the needs of the economy." Joe McGuire, sales & strategy director, Analytics at Bullhorn added: "Demand remains extremely high across the board and agencies are having to be more strategic about how they work with candidates. It's never been more important to ensure that candidates are interviewing with multiple clients, not just one. Historically we have seen demand dip slightly as we move into the new financial year but it will be interesting to see if this rings true in 2022."

THE WORKING FUTURE

UK hiring plans up while skill shortages greater than ever says Monster report



A report from Monster has suggested that the hiring outlook in the UK for the remainder of 2022 is positive, with 90 per cent of UK employers planning to recruit this year, up from 66 per cent in 2021. However challenges, including skills shortages, threaten to disrupt the future of work. Monster believes that this reflects an adjustment to a country no longer bound by Covid regulations and growing optimism in the economy, despite current uncertainties.

Monster's annual Future of Work survey, undertaken in conjunction with independent research firm Dynata, is this year split into three volumes. This first report, "Flexible Future: UK Hiring Outlook 2022" focuses on the hiring outlook and the return to work in the UK in 2022. The survey of over 400 UK recruitment, talent acquisition, and HR professionals aims to understand their current situation and their plans for the future across a range of sectors and shows that almost half of medium size businesses are planning to hire. The survey covers every generation of workers, decision makers and users.

"The survey highlights some important lessons for recruiters," said Claire Barnes, Monster's chief human capital officer. "The COVID-19 pandemic has transformed how, where and when we work, and recruiters need to catch up." Flexible Future: UK Hiring Outlook 2022 lays bare the reality that flexible work is here to stay. Regardless of sector or specialty, the survey shows that there

are five things every recruiter needs to put into practice to succeed:

- Employers are having to change how and where they advertise, interview and recruit to attract new talent. Increasing workplace flexibility, upping wages and expanding location searches are all strategies they anticipate will help them secure the staff they need
- Improve recruitment offers by providing flexible working options where possible
- Increase the attractiveness of roles by adding extras, including training and development, bonuses and benefits
- Embrace the opportunities provided by flexible working and cast your net wider by opening up opportunities to those outside your immediate area
- Highlight willingness to consider transferable skills in job adverts, and develop mechanisms to assess them

Recruiters need to accept that recruitment will take longer and cost more, but should be assured that the talent is out there."

The new jobs will be split fairly evenly between those replacing staff (47 per cent) and those hiring for new roles (43 per cent).

One hundred per cent of company decision-makers are very confident (60 per cent) or somewhat confident (40 per cent) that they will secure the talent they are searching for. Unfortunately, that optimism isn't shared by those

who post the positions, with only 43 per cent very confident – interestingly, there is a disconnect between the attitude of actual users of recruitment services – those who post the jobs and search the CVs – compared to that of the company decision makers.

"It could be that decision makers have a more strategic and longer-term view, or, on the other hand, it may be that the end users are at the coalface and are ahead of the curve in understanding the market," commented Barnes.

2021's top hiring challenge "finding candidates with the skills that I need" remains, but has risen significantly from 34 per cent of employers in 2021 to a majority (51 per cent) in 2022. This is closely followed by the challenge of meeting candidates' work-life balance expectations increasing from 28 per cent to 50 per cent between last year and this year. However, both have been overtaken by recruiters finding it difficult to get people to work in-person and on-site, suggesting candidate demand for remote work may outstrip supply. Those planning to offer fully remote work (76 per cent) have the greatest confidence, while those hiring for onsite work are only "somewhat confident" (63 per cent).

Claire Barnes explained, "This may reflect the fact that companies offering remote work have a much bigger talent pool to draw from, both nationally and internationally, but may also reflect an

increased preference by employees for remote work."

The Future is Hybrid
Monster UK's research shows that 68 per cent of candidates want to work flexibly, with 43 per cent wanting hybrid work and 25 per cent wanting fully remote working. In response, 76 per cent of companies are offering hybrid or remote positions. Across all those questioned, some 60 per cent will continue with hybrid working this year, while 16 per cent will be fully virtual and just 21 per cent will require their employees to be fully on-site. The survey found that 76 per cent of recruiters advertising for fully remote roles are confident of hiring the right talent, while 63 per cent of recruiters are "somewhat confident" of filling full-time on-site roles.

57 per cent of employers surveyed say working some days from home is negotiable, rising to 70 per cent in the technology sector. 48 per cent of employers believe that flexible work options help them to retain talent and that allowing employees flexible working schedules has worked well. 47 per cent of companies hiring in the UK believe that offering flexible work options gives them a recruiting advantage.

More details of Monster's research can be downloaded here <https://bit.ly/FlexibleFuture22>

PAY UP

A quarter of office workers have their business expenses disputed



Almost a quarter of office workers regularly have their business expenses disputed or are asked to provide further clarification upon submitting them, a new survey has revealed.

The Inconvenient Expenses study, from Just Eat for Business, surveyed the nation's office workers to discover how their organisation handles expenses, what the reimbursement schedule is like, and what workers wish they could improve about the process. The survey found that among one of the biggest annoyances for 23 per cent of workers was that their expenses are often called into question, causing delays in reimbursement.

On top of this, some workers are asked to spontaneously cover expenses, with 15 per cent of respondents stating that this has occurred to them at a work event. Furthermore, 14 per cent of surveyed workers said they'd intentionally avoided covering an expense on their own card. For some, this may be due to the difficulty of keeping track of the documentation required to clarify an expense – given that two fifths of workers admit to losing an expense receipt. And while almost a quarter have had to justify their

expenses, some have had their requests refused entirely, with 8 per cent having their submission rejected, denied or ignored. This inevitably poses a concern for employees who are money-conscious; especially given that the survey found rising petrol and diesel costs account for a fifth of all expenses (21 per cent). With many of us dealing with the stress of the rising cost of living and trying to navigate a return to the office, it's crucial that employers look to streamline their expense processing procedures, in order to retain employees and reduce time spent on unnecessary admin.

Although expense admin isn't a major part of the majority of workers' weekly tasks, a third of workers find the task to be annoying, while 28 per cent wish it wasn't their responsibility. Mike Chappell, co-founder and COO at Formspal, speaks on the often lengthy process of expense processing, and how this admin time could deter workers from submitting their expenses: "Concerning expenditure reporting, employees and finance teams alike must deal with a lot of tedious and time-consuming manual labour. It's impossible

to send a request to finance unless it has been reviewed and approved by management, and the finance team must first process the claims and balance the transactions before issuing refunds.

In addition, it doesn't take into account any exchanges before the final step between the parties. This means there'll be a delay in reimbursing employees, exacerbating the already existing financial stress for both parties. As a result, employees could be deterred from submitting expenses in the first place, for the wasted time and effort."

So, how can employers look to quickly reimburse regular expenses – such as food or drinks, which account for 31 per cent – while reducing admin time on both sides?

Lucy Cantan, sales and partnership director at Just Eat for Business, weighs in on the polls: "Completing and processing admin for expenditures such as lunch or work dinners can be time consuming for all involved – whether you're an employer or employee. However, it's really important that everyone receives what they're owed and continues

to benefit from paid-for meals and travel costs.

"That's why we encourage businesses to take advantage of schemes like Just Eat Pay, which reduces the hassle of completing and processing expense forms, and means employees and employers alike can focus their efforts elsewhere."



A SAFE PATH TO WORK

Denis Pennel, Managing Director, World Employment Confederation on how private employment services can build a bridge to work.

The Covid-19 pandemic has provoked a profound societal reorganisation affecting the way we work and live. From one day to the next, workers across the world ceased their daily activities. Those who could were asked to work from home, others were laid off. Although essential workers soon found their way back to their workplace, it has now been two years since home-working fully began.

We can trace many of the questions that dominate current discussions on the labour market and worker rights, such as a four-day week and hybrid work, back to this monumental shift. More than anything, it has seen many workers reevaluate the role that work plays in their lives and question whether a more flexible approach or a reduced working hours may suit them better.

Thanks to the tremendous efforts of our scientists and governments progressively reducing Covid-19 restrictions, workers are once again returning to the office regularly. The very possibility of that choice existing demonstrates how profoundly our relationship with work has changed. The forced surge in remote working across the globe – which peaked with a 46 per cent increase in remote working in Europe during the early stages of the pandemic – has brought about a revolution in our relationship with work.

Flexible work is now here to stay and the available talent landscape has fundamentally shifted with studies showing that over 20 per cent of the workforce could work remotely three to five days a week as effectively as they could if they were working from an office. This means that the talent pool available to companies has exponentially

increased, but it also means that workers can now easily apply for a wide array of opportunities and identify those which best match their needs.

Keeping workers safe

Yet, workers do not want flexibility at all costs. They value the protection and safeguarding of their rights. Recognising the importance of this, the EU recently proposed measures that would regulate platform work and ensure the chances for workers to fall through the cracks are minimised. With over 41% of employees currently considering leaving their employers and 69% of employers reporting difficulties in hiring, global talent shortages and an increasingly stark mismatch between employers and jobseekers expectations have, in no small part, led to what has been dubbed the Great Resignation.

This has only added to the churn in our economy and resulted in significant labour shortages in many sectors that are reopening after the pandemic.

It is critically important that skill shortages are addressed and the process of matching workers and employers is made as easy and efficient as possible. While this is undoubtedly a challenge, it also presents an opportunity to re-humanise the labour market and address the driving factors of what should have been called the Great Mismatch rather than the Great Resignation.

Innovative solutions

Private employment services offer innovative and dynamic solutions to problems affecting the workforce and the labour market through their expertise and the tools they can deploy – including digital solutions such as blockchain and artificial intelligence. During the pandemic, the industry was a crucial asset in addressing glaring gaps in the workforce by placing workers operating in essential sectors such as healthcare and the construction industry.

Studies have shown that during periods with tight employment markets, such as the one we are currently experiencing, employers de-emphasise degrees and focus instead on the demonstrated skills and competencies. This is a perfect opportunity for workers making use of private employment agencies' training and reskilling programmes to transition into new roles and industries. With their key insights on the labour market, employment agencies can help identify many underlying trends and challenges that need to be overcome.

In France and Belgium, half a million agency workers received some form of training in 2020. Globally, these figures peaked in the USA and Japan with approximately 84% and 100% of agency workers trained in 2020: over 18 million people! The career management segment of the private employment services sector has also been in high demand during the pandemic. Career management services providers offered vital support to companies who needed to restructure and workers who needed guidance to land new opportunities during periods of transformation and uncertainty.

A safe pathway

The Covid-19 pandemic has impacted every person across the globe and changed society forever. In many regions, it has reinforced the desire for more flexibility and a better consideration for work-life balance. In others, it has exacerbated dangerous realities and highlighted the inherent vulnerabilities of many workers.

With estimates that over 60% of all workers worldwide are working in the informal economy – which means they may be unable to avail of their full rights – private employment agencies can provide the necessary layer of protection from those at risk of forced and bonded labour. By acting responsibly and upholding ethical standards, they provide a safe pathway to employment.

The very nature of the private employment sector has helped ensure it quickly adapted to the new realities brought about by the pandemic and the industry's flexibility and expertise has helped workers and employers identify workable solutions in a changed economic landscape.

Today, more than ever before, we have the opportunity to develop policies that address the root causes of issues affecting the entirety of the labour market. That is why the private employment industry will continue to offer its expertise to policymakers and work with them towards the development of a fair and resilient labour market for every worker across the world. ■

WHAT'S NEXT?

Following Covid and Brexit Noura Dadzie, VP Sales UK & International Markets at talent.com looks to the future.

While the UK has experienced a tight labour market in the past, the employment landscape has been put under extreme strain since the pandemic and Brexit. With vacancy growth now surpassing the fall in unemployment and the scales tipped in favour of applicants, many hiring managers are anticipating what trends will emerge in the coming months in an attempt to get ahead of the curve in what is an extremely competitive labour market.

In order to help recruiters best plan in an uncertain environment, Talent.com has conducted new research in association with labour economist Morgan Raux; 2022: Adapting to the New Normal. The report combines official data from the Office for National Statistics with data from Talent.com to analyse how the job market has been affected by Covid-19 and Brexit, how labour market tightness has increased in the last two years and how it's projected to keep evolving in 2022. The analysis of the UK's labour market 'tightness' – which is calculated by the comparison of the jobs posted and the number of professionals available for work – highlights how the recruitment market has flipped to a candidate-led environment, with April 2021 marked as the time that vacancy growth surpassed the fall in unemployment, tipping the scales in favour of applicants.

So what does the data reveal for the UK recruitment market?

Covid-19, Brexit and the workforce

The Covid-19 pandemic affected numerous aspects of people's everyday lives across the globe. The UK workforce has had no choice but to make changes to work schedules and habits, with some employers and employees permanently doing away with office life. Many career plans were also affected by the pandemic, as the number of unemployed workers in the UK increased by 30% in 2020 and while the effect of Covid-19 on the British labour market took longer to emerge, it has lasted much longer in comparison to other countries. It's worth noting that the number of job openings in the UK saw a 60% decrease at the beginning of the pandemic, between February and May of 2020. As recruiters have witnessed, this number has increased steadily since then and continues to grow. While the Covid recovery has no doubt led to this spike in hiring activity, we can't ignore the other major factor which has influenced the recruitment market: Brexit. Since the UK's exit from the Bloc in January 2021, the country has faced a dearth of resources that's left many roles unfilled.

Regardless of which phenomenon affected workers and employers more, there is one thing that is certain, both added to the increase in labour market tightness experienced in the country – a tightness that was felt across a wide range of sectors.

Transportation, logistics and warehousing

While labour market tightness increased in high-skilled jobs, it is the mid to low-skilled sectors that experienced the biggest increases. Prior to Brexit, the transportation industry as a whole was responsible for employing more than 400,000 migrant workers. As recruitment teams will attest, finding overseas staff has become more difficult since Brexit, leading to soaring labour costs and delays across the logistics sector. It's perhaps no surprise, then, that transportation and material moving occupations saw an 80% increase in labour market tightness last year.

Looking forward, this talent competition is only going to increase as the skills shortage is exacerbated by the sheer spike in demand that's being felt across transportation, logistics and warehousing. The UK is now well adjusted to shopping online for groceries, takeout meals and clothes and most people have come to enjoy the comfortability and convenience of doing so. As such, we're expecting to see demand for delivery drivers and warehouse workers increase throughout 2022.

Hospitality

Similarly, the hospitality industry has historically employed a large number of international workers. As such, with the challenges of Brexit combined with the aftermath of Covid-19, it follows that the food preparation and the serving related sector saw an increase of 120% in labour market tightness last year. Unless the UK government can quickly agree on an appropriate immigration pathway scheme to alleviate some of the recruitment pressures on the sector, this trend will likely continue through to the end of the year.

Healthcare

The shortage of workforce availability in the healthcare sector has been widely documented across the UK and, in 2021 alone, the market tightened by 50% for these jobs. This is a significant rise,

especially when considered in relation to the already large increase in labour market tightness that took place in 2020 during the initial months of the pandemic. As this sector contains a mix of high and low-skilled jobs, Brexit has also undoubtedly had an impact, on top of pandemic burnout which resulted in a high number of resignations across the industry. With Covid-19 numbers continuing to rise and a backlog of treatments to work through, this pressure will only intensify over the next year.

Addressing the skills shortages

There's no doubt that the recruitment sector is going to face increasing challenges over the coming year as skills shortages reign rife. While there are a number of elements out of the hands of recruiters – such as the post-Brexit immigration challenges – there are steps that can help alleviate some of the pressure facing hiring teams.

1. Easy application process:

In a candidate-led labour market, applicants must be able to apply for jobs in a few clicks (or even taps, since most applications are sent through mobile devices). Recruiters must also make sure that adverts are engaging and easily readable to ensure that visibility is maximised. And with speed of the essence, the ability to automate will become increasingly critical.

2. Source passive candidates:

Competition between recruiters is now rife and it is proving difficult to get ahead when talent pools are running dry. For this reason, it's important to take some time to widen your existing candidate pools by adopting a proactive strategy towards sourcing passive candidates. Reach out to new connections through different platforms and channels and utilise your social media presence to expand your networks.

3. Enhance DE&I strategies:

Diversity, equity and inclusion (DE&I) in recruitment is no new topic for hirers, but it is arguably now more important than ever. The best

talent have more options and more choice today than they have had for some time, and they want to ensure a new position matches up with their culture and values. Now is the time for recruiters to be the strategic partners businesses need and guide on how to improve diverse hiring strategies. Many technological tools can help you improve your diversity initiatives, from job description editor tools to comprehensive diversity recruitment platforms, and recruiters need to be utilising these.

4. Selling the company culture

With record numbers of vacancies, the company culture can be the make or break for a candidate. But with the pandemic altering working cultures, recruiters are facing not only a growing need to sell the company's values, but also to work with the end client to define what that culture looks like today. That will likely mean having difficult or challenging conversations with employers, but without this, hiring success could be limited.

5. Salary transparency

While there is no legal requirement for recruiters to be transparent about pay in the UK, candidate scarcity is likely to prompt an increasing number of companies to need to disclose salaries directly in job adverts. Doing so has many advantages: it gives an edge over the competition, it shows transparency, it aligns with candidate expectations, and saves everyone's time. Despite this, employers are still requesting that adverts don't include this critical information. It will be down to recruiters over the next year to change client views on salary transparency. The coming year will be interesting for recruiters. We're likely to still feel the impact of both Covid and Brexit for some time to come, but those that can thrive as labour market tightness increases will be the ones to come out on top.

The Global Recruiter's UK Summit: Making Your Next Move, held in London on 9th June is set to provide further insight into the opportunities and trends recruiters need to know. Be sure to register your attendance now at <https://www.summit.theglobalrecruiter.com>

SPRING FORWARD

Joanne Harris, Head of Technical, Compliance and Payroll at Parasol Group discusses the 2022 Spring Statement.



The Spring Statement was more highly anticipated than usual this year, with the Chancellor's latest budget decisions again coming at a crucial time for businesses and the self-employed, with the cost of living continuing to rise at pace.

Ahead of the statement, there were numerous calls for Rishi Sunak to announce more support for businesses and employees alike. Although it seemed unlikely that we would see the announcement of any major packages akin to those seen during the pandemic, such as the Coronavirus Job Retention Scheme, the Self-Employed Income Support Scheme and government-funded loan schemes like the Bounce Back Loan, it was hoped that the Chancellor may delay some of the planned tax changes, including the significant change to National Insurance Contributions.

Following the statement, the headlines were taken up by confirmation that the government would be pressing ahead with the introduction of the health and social care levy meaning National Insurance will rise by 1.25 per cent as of April 6 2022. This means a rise in rates for everyone, including employers and subsequently a necessary increase in charge out rates, to ensure the employers NI increase is not absorbed by the contractor.

Those operating through a Personal Service Company set up don't escape the increased contributions, as the health and social care levy is also applicable to tax on dividends as a 1.25 per cent increase in the rate of tax. While some measures were taken to mitigate the impact of the rising cost of living, such as a reduction to fuel duty and a cut to tax on home insulation, there were few welcome surprises.

Some backing for businesses and workers was rolled out, with the Chancellor seeking to limit the impact of the NI rate increase by increasing the National Insurance threshold. The significant increase applies to the primary threshold only, so while employees will see a reduction in employees NI deductions, there will be no change to the threshold at which employers pay employers national insurance contributions.

There was also some good news for small businesses with an increase of £1,000 to the Employment Allowance, as well as a 50 per cent business rate discount for retail and hospitality.

Any rumours of an update to IR35 were quashed for the time being, with no move to extend off-payroll reforms to small end hirers, which will come as good news for those contractors with a personal service company

(PSC), and indeed small companies that engage these contractors. For recruiters, the Spring Statement announcements indicate a series of changes that must be communicated clearly to end hirers and umbrella employees, particularly around the changes to National Insurance thresholds and contributions.

National Insurance Contributions rise goes ahead

The 1.25 per cent rise in National Insurance Contributions (NICs) is set to go ahead, as part of government plans to raise funds for health and social care services, despite calls for this to be delayed in recognition of the rising cost of living.

This increase means National Insurance will now be taxed at a rate of 13.25 per cent, up from 12 per cent previously. These contributions are deducted from each working person's salary to fund state services and benefits from the NHS to maternity and sick pay, as well as the state pension.

National Insurance is mandatory for most people earning a wage, and payments will stop at the state retirement age, currently set at 66 and scheduled to rise to 67 from 2026.

This increase will be wrapped into the existing NIC element of an employee payslip, but next April, the additional 1.25 per cent will be listed as a separate deduction and labelled as the Health and Social Care Levy, with the original rate of National Insurance being restored at this point. The deductions won't be made until employees are earning above £190 per week, however this is set to increase to £242 per week from July meaning some lower earners will pay less NI, despite the rate increasing. Since April 2020, employment businesses must issue a Key Information Document (KID) to all work seekers before they sign terms. The KID must list all deductions, including national insurance, and demonstrate how this affects the agreed assignment rate. The legislation also requires that KIDs are reissued within five working days when the information contained within them changes. In light of the new changes, these should be updated and reissued.

Threshold rise means some savings on tax

In an effort to help mitigate the impact of the rise in National Insurance, the

Chancellor announced he will raise the NIC threshold, which is the point at which people begin making contributions. It is going up by £3,000, from £9,880 to the new level of £12,570, bringing it into line with the income tax threshold. Perhaps further welcome steps towards the simplification of the tax system.

In real terms, this means lower-earning workers will pay less and higher-earners will contribute more than the previous tax year.

For PAYE employees, the changes to National Insurance impact their annual salaries as follows:

- Employees earning £20,000 will pay £178 less
- Employees earning £30,000 will pay £53 less
- Employees earning £34,300 will pay the same as the previous year (£0 difference)
- Employees earning £50,000 will pay £197 more a year
- Employees earning £75,000 will pay £509 more a year

This means the first £12,570 an employee earns will be completely tax and NI free, which the Treasury says will save the average employee around £330 per year – but it won't come into force straight away. Instead, the previous threshold of £9,880 will remain in force until July 6, meaning the higher rate will continue to be paid for the next three months.

According to the treasury this delayed implementation is to give payroll software providers time to update systems and software before July.

However, this has been widely criticised by the software developers, many of whom feel the delays are unnecessary.

The threshold rise comes as welcome news to many employees and the self-employed, but it won't bring tax savings for everyone. It's calculated that those earning more than £34,261 per year will still pay more, with earners of over £50,000 paying almost £200 extra compared to 2021/22.

Employment Allowance increased

There was no change to the employer threshold for National Insurance, which is a secondary contribution by businesses on top of employees' wages, but help was made available by an increase to the Employment Allowance in the Spring Statement.

The Chancellor announced an increase to this allowance, seeing it grow from £4,000 to £5,000 from April 2022, and it is open to businesses that

paid less than £100,000 in National Insurance during the previous tax year. Registered employers can claim, including sole traders and limited companies provided they meet the criteria.

Recruiters should note that the allowance does not apply to contributions made where IR35 applies, so off-payroll workers should not be included in calculations as they won't count towards the £100,000 threshold.

This will come as welcome news to small businesses, which can reduce their employer NI bill by £5,000 in the year.

Future plans to grow business

The Spring Statement also included glimpses of plans for future budgets to come. Proposals were made for a cut in basic rate income tax in 2024, down to 19 per cent from 20 per cent, offering some comfort to those impacted by the changes to NICs and are seeing a decrease in their take home pay. In addition, plans are being worked on to offer relief to businesses on storage of vital data and pure maths research from April 2023, in a change to the old research and development tax credits which encouraged innovation and enterprise.

The recruiter's angle

For recruiters, the most significant impact off the back of the Spring Statement is the changes made to National Insurance, not just in terms of the changes that will come in from April 2022, but those that will arrive in July also. There will also be changes in April 2023 when the Health and Social Care Levy will be removed from national insurance and appear as a separate line on the payslip.

There is an opportunity to use this time to plan for the changes it will bring for businesses, particularly around outlining this change on an employee payslip and communicating this to them in plenty of time.

The statement also showed that there are no hurdles to hiring umbrella employees for businesses, who can have the peace of mind that pay and deductions will be taken care of without added technicalities. As umbrella employees are 'on payroll' they aren't impacted by IR35, the demand for umbrella employees looks set to remain high across a number of sectors. ■

GOING THE EXTRA MILE

Alex Shapland-Howes, CEO, ridetandem.co on how transport can help the recruitment crisis.

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In 2018, I met a group of dads who lived just outside Rochdale. They were looking for work and there were lots of options nearby – most just a 20 minute drive. But none of these dads could drive and nor could they afford to. Even worse, after cuts to local bus services, there were no public transport options available. At the time, I'd lived in London for over 10 years and I found it mind-blowing that transport could be a barrier to people taking on work.

I started researching the problem further and – it will be no surprise to many readers – this is a problem replicated up and down the country, particularly outside the biggest cities.

To learn more about the nature of the challenge, we also talked to employers and recruiters and found that the issue wasn't only affecting the dads and other potential workers, but was also making recruiting more difficult. This was particularly the case for those looking to hire large volumes of blue collar workers into warehouses and factories on out-of-town industrial estates.

The people choosing where to build these vast sites pick locations where the land is cheap and not far off the motorway. They aren't the same people who are then tasked with finding the workers to staff the jobs inside. They might think again if they were. While these locations are easy to drive to and convenient for the movement of goods, they're often completely unserved by public transport and are impossible to access without a car.

In early 2019 - we set out to fix this problem – and RideTandem was born. We're the first transport solution developed from the ground up with employers and recruiters to help people get to work.

Shuttle in partnership

We run smart shuttle services to pick people up near where they live, take them to work for the start of their shift and bring them home at the end. We're also unusual in that we're a transport company who doesn't have any vehicles or drivers. All of our services are delivered in partnership with existing local, licensed coach, minibuses or taxi operators. This means we can launch services anywhere in the country, often in as little as 48 hours.

Employers and recruitment agencies contact us to set up dedicated

transport links to locations with roles they're finding hard to fill – whether all year round or just for particular peak periods. We start by identifying and vetting the best value local operators to provide the service.

Our passenger app enables each worker to book and pay for their seat on board, meaning that costs to the employer can be offset – sometimes to zero – without concerns around minimum wage compliance, as might be the case with deductions from their wages. The app works alongside a dashboard where administrators within the employers or recruitment agencies can monitor who's booked journeys for a particular shift, track the vehicle on its way to site and receive live data as to how many passengers have boarded so they know maybe an hour earlier than they otherwise would if they're short of staff for that shift. In the case of temp agencies that means knowing before their client tells them!

With up to 80 staff on the same vehicle, there's high pressure to make sure the vehicles are on-time every time. Our local operators are first class, but occasionally a driver will oversleep ahead of a 5am bus journey. That's why we have a team monitoring our services live 24/7. If a driver doesn't press 'Start Journey' on their Tandem driver app when we know they should be leaving the bus depot we kick into gear to find out why and, worst-case, put an alternative in place. We aim to do this before passengers even notice there's an issue.

Along with the rest of the world, we were pretty worried in March 2020 – for the world, our community and our families – but we also feared the worst for our fledgling shared transport startup.

As the audience of The Global Recruiter knows only too well, Brexit, the pandemic and other forces have led to the biggest pressure on the UK labour market in living memory. Yet the last two years have seen us grow by a factor of ten in both 2020 and 2021. More and more employers and agencies are looking at how transport can help solve their recruitment challenges. Since 2019, we've enabled workers to earn over £10m wages in roles they'd have had no way of getting to without our work.

Providing transport for workers is not new, but in 2022 it's becoming a necessity, not a 'nice-to-have'. That's why we built RideTandem. ■



INDUSTRY AWARDS 2022



The recruitment industry is one of the most important, valuable and life changing sectors in the UK. We're giving it the recognition it deserves.

The global economy is still recovering from the pandemic. Talent is scarce and mobile. Employers have faced and continue to face talent challenges as never before. The recruitment industry has responded, it has been there to deliver.

For 2022, we are pleased to confirm the Awards will once again take place at East Wintergarden in Canary Wharf on 17 November 2022. The portal will be open for entries on 4 April and is free to enter. Whether you are a large, well established business, or a brand-new start-up agency, our 17 Awards offer something different to suit you.

The Global Recruiter Awards are a chance to look back on your achievements and get the recognition you deserve. Created to identify best practice in all aspects of recruitment practice, these are the industry's own awards, a place where newcomers can compete on a level playing field with more established companies. A place where innovation, value and commitment are truly appreciated alongside financial achievement and business acumen.

From the newest recruitment business to the largest, from marketing to candidate attraction, from innovation to international, The Global Recruiter Awards 2022 use clear criteria and are judged by a panel of experts drawn from the industry itself.

Entries now open – Free to enter

Entries close: 27 June 2022

Shortlist announced: 27 July 2022

Awards Ceremony: 17 November 2022

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DIVERSITY BOOST

JobAdder announces Diversely partnership to boost diversity in recruitment



Global recruitment software provider, JobAdder, is partnering with bias-free hiring platform, Diversely, to roll out a new integration which will help hiring teams source and secure diverse talent. With UK vacancies showing no signs of slowing down and employers struggling to source skills, rethinking recruitment approaches and ensuring diverse and inclusive recruitment practices has become a necessity for hiring managers and recruitment teams. Once the new integration is rolled out, users will be able to track a number of demographics during the hiring process: gender, race, ethnicity, age. Diversely primarily focuses on

the sourcing stage such as job board selection, diversity and inclusion goals and short-listing. This way, customers will be able to self-report on who is being hired, enabling full life cycle reporting. The integration also helps clients with rewriting job ads for cultural sensitivity and identifying job boards that address socio-economic divides. While some platforms offer blind CV hiring, Diversely completely rewrites CVs, with only the most relevant elements of the profile retained. The solution also enables employers to see if there are traditionally underrepresented elements in the profile. The algorithm is also able to pull skills out of the profile and use them to rank applicants

when there are hundreds or thousands of candidates. "As a recruitment management platform, it's our main goal to help our audience achieve their goals and while there is no easy fix when it comes to solving the UK's dearth of talent, it's clear that change is a necessity," commented Martin Herbst, CEO of JobAdder. "While reskilling and upskilling are both extremely important in overcoming the ongoing skills shortage, businesses should also acknowledge the fact that interviewing and onboarding can be very different experiences for minority applicants. Taking action on this will not only diversify application pools but also encourage more people to

apply, increasing the number of candidates and producing immediate results for hiring teams." "In a bid to help hiring firms take action," he continued, "we have partnered with Diversely, who share our goal of saving teams time and money when it comes to finding talent and increasing the amount of diverse talent appearing on shortlists. The experts are also committed to helping recruiters to be recognised across their industry as leaders of equality, diversity and inclusion – making this a perfect partnership for us and our clients."

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PERFORMANCE & DEVELOPMENT SUPPORT

Personio launches Performance & Development solution to help SMEs tackle the talent crisis

HR software provider Personio has launched a new Performance & Development solution to empower organisations to better develop their people, reward them fairly, and maximise overall performance. The new solution automates manual, time intensive performance processes to help HR teams focus on keeping and nurturing top talent – at a time when retaining great employees has never been so important. According to Personio's latest research nearly half (45 per cent) of employees in SMEs in the UK and Ireland are planning to look for a new job in the next 12 months, with three in 10 (30 per cent) citing a lack of career progression opportunities as one of their top reasons for leaving. It's clear that

both retention and performance management need to be priorities for SMEs, however 68 per cent of HR decision makers at SMEs say they don't have enough time to manage people development as effectively as they would like. By enabling businesses to digitise time-intensive performance workflows, while managing and unifying all their people data, HR operations and talent management in one central solution, Personio's new Performance & Development solution makes talent management easier and more efficient. And, in doing so, it frees up HR departments to focus on what matters most: supporting HR teams and managers to engage, retain and develop their people. Key features of Personio

Performance & Development include Automated Performance Cycles, High-Impact Reviews & 360 Degree Feedback, Clear Goal Tracking and Centralised Training Management, and Personio will continue to develop this solution to meet businesses' needs. "Employees are the single greatest asset of any company," comments Ruth Thomas, head of people & organisational development at Personio. "But now, as many businesses struggle to recruit the people they need, and risk losing valuable talent to competitors, it's more important than ever for employers to focus on retaining and developing their people. And, as employees look to progress their careers post pandemic, and businesses look to get back

on track, getting performance and talent management right is crucial. With the right tools employers can cut out unnecessary admin and friction and spend more time developing and rewarding their people, helping to drive performance across their organisation." The new Performance & Development solution complements Personio's existing people management capabilities across the employee lifecycle, including recruitment, onboarding, HR management and, payroll processes – all of which can be automated across tools and teams thanks to People Workflow Automation.

FLEX SPACE

Start-up Tech platform will 'unlock' unused office spaces

Tech startup, Jarvo, is readying itself to become the UK's largest flexible workspace platform, opening up to users to allow them to list their private workspaces ahead of the official launch this spring.

Jarvo, is a new flexible workspace platform, set to launch within the next three months. It claims to offer a hassle-free alternative for the work-from-home market that uses private homes and unused spaces to fuel workers' productivity and creativity.

With a distributed network of flexible and diverse design-led workspaces across the UK, spanning residential and public realms, such as unused galleries and theatres, Jarvo is set to disrupt the flexible working market with a focus on previously unused private and residential workspaces. The trailblazer already has more than 4,000 people on the waiting list for launch to use the platform, with over 600 homeowners now signed up to list their space on the platform, with set targets of onboarding more than 20,000 workspaces in the next 12 months, including an expansion

across Europe.

The platform will be the first of its kind to offer out private residential workspaces and will turn unused creative spaces, free from distractions and without lengthy commutes, into new places for its users to work. As Jarvo doesn't rely on flexible office space usually found in large city centres, users in any region will always be able to find a unique space close to home. As well as the benefits to the remote working community, the new platform will help users to generate extra income by listing their spare rooms as potential work-ready spaces, at a time when people are feeling the effects of rising inflation and utility costs.

Each space or private home put forward for the platform must be design-led, to encourage creative workers from around the UK to thrive. Before public listing, each new space will be carefully vetted by the Jarvo team to ensure it's an aspirational working environment, which includes super-fast WiFi, power outlets, ergonomic chairs and

plants, and each user will have the opportunity to leave a review of the space and host after use. Workspaces can be booked on-demand, with daily bookings available, flexible terms and rates to suit every budget. People can book a workspace via online payment, in less than 60 seconds, with plans to incorporate crypto payments via Coinbase in the near future. Founded at the height of the pandemic, in 2021, after CEO Daniel Hillman's frustration at a lack of flexible workspaces outside of big city centres, Jarvo is evolving the future of remote work with a sustainable solution for the global workforce.

Daniel Hillman, Founder and CEO at Jarvo, commented: "Jarvo has been 8 months of hard work and dedication to get the platform off the ground and I'm looking forward to embarking on our ambitious growth journey. What started out as a solution to my own problem, as a consumer with no access to a flexible workspace close to my home, has since grown into an

exciting opportunity to revolutionise the entire sector with a trusted, sustainable, and community-driven platform.

"One of our aims with Jarvo is to ensure everyone is free from those lengthy commutes with access to a workspace that's just a 15-minute walk or cycle from their own homes. We are experiencing the biggest shift in the way we work since the industrial revolution, and our vision going forward is to create a way of working that is decentralised, diverse and truly sustainable." Marilee, an early Jarvo host who signed up and listed her home workspace said: "Deciding to put our spare workspace on Jarvo was a no-brainer, it meant others within the local community who were struggling to work from home had the opportunity to work somewhere and I earned extra income. Win-win!"

Everyone who signs up to Jarvo's waiting list ahead of launch will receive token rewards, which will provide future financial utility benefits for the early members.

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ALL ABOARD

Joshua Wohle, CEO and Co-Founder of Mindstone, describes a tech led onboarding process.



NEW JOB

Onboarding is extremely important. We've all started new jobs and had introductions to companies of varying degrees of quality. When done right, an employee quickly understands their new role but also identifies with the company's culture, its mission, vision and idiosyncrasies. When it's handled poorly, new hires take much longer to settle into the company, or worse, leave to find something more suitable. Beyond the anecdotal, research has shown that organisations with a strong onboarding process can improve retention rates by 82 per cent and productivity by over 70 per cent. So why is it that onboarding can be a real hit and miss process, especially at companies growing quickly?

Establishing any new training process requires time and effort and this is especially true for incorporating complex tools which the employee may be unfamiliar with. But when it's integrated smartly into the onboarding experience with a well defined purpose, technology can be a real game changer. That's why 83 per cent of employers use some kind of employee onboarding solution.

No matter who you are, a new hire going through the onboarding process, a hiring manager in charge of getting new employees up to speed, or even a recruitment professional for whom receiving commission is dependent upon candidates successfully completing a probationary period, getting onboarding right is crucial. A great deal of time and effort from all sides can be quickly undone if bringing new hires into the mix isn't done well.

Time is money

Too often businesses will look to technology as a quick solution for ingrained issues which need a more holistic approach to resolve. The general consensus among HR professionals is that the onboarding process should take a minimum of three months, and that any less than this will hurt companies in the long run. This consists of two elements: practical, role-critical learning and the wider, cultural understanding of a business. The first is where the tech can play a major role - the second is more of a 'people game'. With 90 per cent of new employees making a decision about whether or not a company is a good fit in the first six months, training must strike a balance between being thorough enough to give a new employee the confidence to execute their role, and not having a detrimental impact on other business operations through lost time.

At Mindstone we've worked with a variety of companies to help them simplify and organise their onboarding process more effectively for new hires. One of the biggest challenges we hear about time and again is how difficult it is to ensure onboarding materials are kept up-to-date. In a scenario that will be familiar to those who are responsible for guiding new employees through the onboarding process, the task of keeping track of organisational knowledge, company culture and processes is complex. This is especially true in fast-growing companies where things change rapidly as the business scales. Key knowledge can quickly disappear if employees leave and it is not integrated into official training materials. This is one place where incorporating technology into the onboarding process can save time, money and effort. You may rightly be asking yourself though, am I not already using technology to onboard new hires?

Current solutions are often as limited as a spreadsheet or a presentation deck with links to resources, perhaps on a company's internal drive or intranet. These documents and materials are often static, not kept up-to-date and only amended by a few individuals - likely within a HR department. Important organisational knowledge

and practical information is stuck with various stakeholders across the company, presenting a risk if they walk out the door at any point.

The solution is that onboarding and training materials must be 'living' resources that are continually updated and iterated upon. Each new employee should have access to knowledge derived from across the business on day one. It also means that should an important team member leave, their wealth of knowledge about the business is not lost. This can be achieved by using tech that has in-built discussion, question and answer systems, reducing the time constraints on updating resources and creating a perpetual feedback loop within all training and onboarding materials.

Take a company's hiring policy as an example. Not only will new employees in charge of recruitment be able to understand current company processes, they will be able to see how they may have evolved over time, where updates to the policy have been made and why. By seeing how these developments have been made as well as the conversations and decision making processes around them, a much deeper level of comprehension is possible. At the same time, the resource is automatically up-to-date as the discussion and decision points live right inside the document - without the need for a particular individual to replace them.

Learning is the key to good onboarding

Different companies will naturally take a different approach to onboarding with the complexity of the company or the role itself being just a few of the factors taken into consideration. Good onboarding should actually demonstrate that knowledge has been acquired, meaning employees start with their best foot forward, meeting the team and understanding the business. In addition, implementing multi modal content in training can be of enormous benefit: there is a wealth of evidence to show that through using a variety of learning sources, such as podcasts, videos and articles, we learn faster and remember more. The best onboarding programmes also recognise the power of connections. By communicating with other colleagues to ask questions or allowing them to input their own experiences to further improve the process - a stronger network effect can be created.

A sign that onboarding has been effective is when an employee demonstrates a rigorous understanding of the company's goals and vision and contributes to business goals. The value of this is simple: employees equipped with an understanding of 'the bigger picture' make better decisions when carrying out their job. Without a thorough grounding in the 'why' new employees will take longer to get up to speed to make decisions that are aligned with the company ethos and direction, ultimately making worse decisions in their day-to-day jobs due to lack of context.

A good onboarding experience is crucial to the future success of any new employee. Technology can play a role in this in order to contextualise the vast amount of information that comes with modern day companies and their jobs - but it is not simply about automation. The technology used in the onboarding process should be easy-to-use, actively engaged with by people of all levels across the company and continually iterate and grow with the business. Learning should be built into the foundations of onboarding, empowering new employees and improving retention.

By thinking beyond the simple tick box exercises, any company can be smart in its use of tech to create an optimal onboarding experience that does wonders for its employer brand and also motivates new hires to stay for the long term. ■

FIGURING IT OUT

Rob Brodie, Head of Corporate Sales, JobAdder argues for the use of metrics in creating an effective hiring process.

The recruitment landscape is becoming increasingly complex. Demand for talent has never been greater, leaving hiring managers scrambling for talent in a candidate-scarce, skills short market. In times like these, recruitment firms need to equip themselves with the right technology, and the right data-driven recruitment strategy to avoid unnecessary human errors during the hiring process.

What is a data-driven recruitment strategy?

Traditionally, recruiters have relied on human intuition to assess an individual or situation and while our instinct is sometimes accurate, it is not always guaranteed, occasionally resulting in bad hires or administrative mistakes, costing firms much needed time and money. Comparatively, data-driven recruitment comprises of measuring, collecting and analysing candidate data that recruitment firms can utilise to more accurately analyse their talent pools and quickly identify qualified candidates. The analytics aim to aid in decision making, increasing the likelihood that your teams put the right person forward for the job from the get-go. But does it really work? In order to find out, we recently conducted research to determine the difference in time to hire when job posting natively versus using a database to assist in the hiring process. In this Global Recruitment Industry Report, we found that users of the right technology were

seeing big differences in time to hire when placing candidates. Across the globe, the benefits of taking a more proactive, candidate centred approach bolstered by technology are clear to see. For Australian users filling permanent roles, the average time taken to place candidates using data-driven hiring processes was 25.9 days in the final quarter of last year. In comparison, having recruiters natively post jobs to external sources took an average of 38.8 days. In New Zealand, users filling permanent placements took 35.8 days when posting to external sources and just 20.8 days through tech-driven solutions. Here in the UK, it took 33.3 days to fill a perm role when recruitment teams were posting to external sources themselves, compared to 32.3 days using data-driven processes that analyse the best places to place ads. During what is a highly competitive time for recruitment firms, it's clear that taking as little time as possible to place a candidate will be crucial in getting ahead of competitors and keeping high-in-demand individuals engaged. While a data-driven recruitment strategy is a good starting point, the correct integration of the right tech and data analysis tools will also be needed for the information to improve a company's recruitment processes. What this looks like will differ from firm to firm and role to role. However, the right recruitment metrics will provide predictions, consistency, comparability and internal performance standards to support quicker and more efficient hiring.

How to implement data into the recruitment process

While it may seem obvious, an effective data-driven recruitment approach can only be implemented once teams are tracking the right data. First and foremost, the information that is being collected needs to reflect the objectives and goals of your business and its end clients. Simply recording contact details and current role won't provide the analytics to drive truly informed decisions. Noting elements such as skills, passions and demographic, for example, will provide more informative data to guide hiring strategies. However, it's important to add that this data will only be effective if recruitment firms perform regular reviews of what's being recorded and how it's being used. Doing this will enable hiring teams to better understand the successes and failures of their recruitment objectives, reacting and adjusting accordingly. Conducting these regular evaluations will also ensure that you're always focused on specific data that reflects your current recruitment objectives, which, as the last two years have shown, can pivot at a moment's notice.

Using data to inform hiring decisions

As we have seen, data can make a big difference in time to hire, but it can also deliver wider benefits. For recruiters faced with a plethora of ways to attract talent – from advertising on wide-ranging job boards to utilising various social networking channels – data-driven strategies can ensure firms are channelling marketing and advertising spend into the right resources. As a case in point, having the right information to hand to see where the best quality of hires are coming from – LinkedIn or a certain job board, for example – can better help recruiters adjust their hiring strategy to reduce unnecessary or inefficient spend. It can also help enhance the candidate experience, allowing firms to assess what tactics are delivering the best feedback from applicants, information that can be fed back into the strategy to improve processes. Regardless of how you decide to use data in your recruitment strategy, the value of harnessing the right technology to help recruitment teams hire quickly must not be underestimated. In a candidate-driven market, being strategic may just be the differentiator between securing top talent or losing them to the competition. ■

AWAY AT WORK

Beth Leng, Partner in the employment team at SA Law considers WFH abroad.

Over the last two years we have become accustomed to the flexible working model. For office-based businesses, workers have proved that not only can it work, it can work well or, in some cases, even better than the traditional office based model. As a result, a style of working that was once regarded as a luxury, has now become the norm. Therefore, it isn't surprising that, as we find ourselves comfortably settled into our new hybrid routines, some of our minds have begun to wander further afield. Opportunities to work abroad for a limited period are now being considered, and indeed offered, by a number of employers. Studies suggest we're just as (if not more) productive working remotely as we are in the office. If physical proximity to colleagues is not necessary for effective teamwork and success, what is to say that the same model cannot be just as effective over a greater distance? However, geographical changes do give rise to a number of other issues that employers should consider before committing to more even more remote, remote working arrangements.

Health and Safety

Firstly, employers need to consider how they will fulfil their health and safety duties. Whilst few employers are currently conducting remote work station assessments in person (most are done via Teams or Zoom), the opportunity to make adjustments is far easier when staff are close by. Delivering chairs, monitors, adjustable desks becomes more of a logistical challenge, the further away staff are. Employers will also need to consider domestic law and health and safety rules in the jurisdictions their employees wish to work. Questions arise such as:

- Will existing insurance policies cover staff working in certain locations?
- Who will bear the responsibility for ensuring appropriate levels of cover are in place?
- Recent events in Europe demonstrate how quickly security challenges can arise. How do employers protect their staff and relocate them quickly if the political, economic or environmental situation changes overnight?
- Who bears the cost of any relocation costs?

Employers will encounter additional obligations and challenges in respect of any sponsored employees who wish to return to their home country to undertake their 'UK role'. Whilst it is not uncommon (and entirely permissible from a UK-Immigration Law perspective) for Skilled Worker and ICT visa holders to travel back to their country of Nationality and/or residence for both leisure and business purposes (including temporary periods of working from an overseas office and/or at home overseas), employers will need to think carefully before agreeing to any prolonged periods of overseas remote working. UK Sponsor Licence holders are subject to strict reporting and monitoring obligations in respect of any sponsored workers. Whilst some of these obligations have been relaxed temporarily if the reason for any (ordinarily notifiable) changes to a sponsored employee's circumstances (including work location) is directly linked to COVID-19, these exemptions will certainly not extend to sponsored individuals who would simply prefer to work remotely in their home country. Employers who sponsor migrant workers will need to consider the following before agreeing to any overseas remote working requests (even if short-term):

- How will the individual's attendance and competence be monitored if they are overseas (and how will any absences for any reason be notified and properly recorded)?
- Is it actually possible for the individual to undertake the specific role for which they are sponsored (i.e. the role detailed on their Certificate of Sponsorship (CoS)) overseas (from both a technological and practical perspective)?
- If it's possible to undertake the role from overseas on a long-term basis, how can the business justify/evidence that the UK role, in respect of which the individual is sponsored, remains genuine?
- Will the sponsored individual continue to receive the same salary (consistent with the salary cited on the CoS)?

In addition, any skilled worker visa holders who wish to apply for Indefinite Leave to Remain (ILR) in the UK, will ultimately need to evidence that they do not have excessive absences from the UK during any rolling 12 months within their five years' continuous residence qualifying period. Days working abroad are counted as

absences from the UK and it's important to monitor continuously absences to ensure that the individual accrues no more than 180 days' absences (which includes any whole days spent outside of the UK, whether for business or leisure purposes) in a consecutive 12-month period.

Separate tax advice will need to be taken by both the employer and the employee if longer term arrangements are contemplated.

The data question

Another key consideration for employers will be the data protection implications of cross-border transfers of data. The rules surrounding international data transfers to outside the UK requires an 'adequacy decision' confirming a certain level of safeguarding is achieved by the laws and regulations of that jurisdiction, without which additional safeguarding measures must be put in place in order to transfer data outside of the UK (such as the use of standard contractual clauses or binding corporate rules). For example, data transfers from the UK to the EU are typically more straightforward as the UK have now been granted an adequacy decision from the EU (post-Brexit), confirming that transfers between the UK and the EU meet the required standards of the EU GDPR (which largely mirrors the retained UK GDPR for the time being). By comparison the previous mechanism to transfer data to the US via the 'privacy shield' is now considered invalid so additional safeguards would be required for a UK-US data transfer. Data sharing is a high-risk area and is not something that should be taken lightly so it is important that employers have due regard to the arrangements/rules that are relevant to the particular jurisdiction from which the employee wishes to work before agreeing to any change.

Inevitably, the challenges will differ depending on where employees wish to work. The antiquated model of the CEO spending the summer working from his second home in the South of France with only a PC and a landline, presented few challenges for HR and IT departments seeking to manage the legal, logistical and technical challenges. As employees venture further afield in their agile working

arrangements, they will need to be responsible for conducting a degree of due diligence regarding facilities, wifi and equipment in their host locations. Employers will also need to consider who should bear the cost of any travel to and from such locations. Will employees be required to return on demand?

Employers should also be aware of making uninformed judgments about the infrastructure in the countries and regions in which employees wish to work. There is ample scope for race discrimination complaints related to decision making based on the locations employees wish to travel to.

One of the biggest challenges for employers allowing employees to work abroad, is the potential discord this may sow within the business, when office-based colleagues perceive a disparity in treatment. Any existing (or old grudges) are likely to fester and grow when employees see each other's backdrop and one is a tropical beach whilst the other is another day of torrential British rain (in August). There is a risk that decision making as to who gets to work where, will lead to a two-tier workforce and culture of them and us. These problems will only be exacerbated by challenges of working across different time zones and national holidays etc. If office based staff find themselves picking up work for colleagues who, due to time zones, are still sleeping, mutiny could easily follow. Therefore, having a fair and even-handed approach to decision making, is critical. One approach is to pass all on all the cost of remote working to the employee. However, this is likely to exacerbate the situation, as only those who are senior enough to be able to afford such arrangements will be able to apply.

Linking opportunities for (subsidized) remote working to performance is another option that some employers are considering.

It is important that employers do the right thing for their business and with an eye to their competitors. However, whatever you decide, having a clear policy on conditions for applying, accountability in the host location, the distinction between remote working and holiday (which must be pre-approved in the usual way), risk management and compliance with domestic requirements, will be key to ensure that working abroad is as successful as home working has proved to be. ■

KEEP THEM KEEN

In the face of 'The Great Resignation', Breedon Consulting highlight six ways to help retain staff.

Founded by managing director Nicki Robson in 1999, Leicestershire HR consultancy Breedon Consulting has received an influx of enquiries from SME owners looking for guidance on how to retain employees and help prevent staff from being poached by the competition amid 'The Great Resignation'.

During 2021 it was reported that 1 in 4 workers left their jobs in search of better benefits, flexibility, and higher salaries as the last two years propelled employees to reevaluate their work and personal values. The large scale of employees resigning and moving elsewhere has posed a huge threat for businesses reliant on their skilled workforce – therefore, it is becoming increasingly evident that competitors are actively seeking to poach staff due to such a limited pool of candidates. To help navigate 'The Great Resignation', the HR experts at Breedon Consulting believe that retaining employees is of the upmost importance and will prove a lot less costly than hiring new talent in the long term. "The volume at which people have been changing roles is unprecedented, alongside a large spike in business hiring for new positions," says Bev Brady, operations director at Breedon Consulting. "Quite simply, the talent pool just isn't large enough, especially in specific industries. Therefore, it's extremely important businesses seek to retain staff where possible, which is also a much cheaper alternative than the recruitment process. Businesses must adapt to the changes propelled by the pandemic, otherwise they'll be at risk of losing their best workers. "Whether it's providing new career development opportunities, financial relief perks or other incentives, the key is to understand the different motivators for your employees. An employee engagement survey is a good way of encouraging teams to express any areas with which they are not happy," she says. "Addressing minor concerns before they become big issues is always better than trying to act after the horse has bolted."

Six steps to boost employee retention:

1. Recruitment process

Retaining talent always begins with the recruitment process. Although advertising a job vacancy is straightforward, hiring the right people is one of the most challenging tasks employers face. It's important to not over promise to candidates at the first stage without the intention to carry forward those promises once the employee has been hired. Setting transparent expectations of the role and their responsibilities is a must. Asking the right questions is also essential when recruiting. It is easy to ask the same interview questions out of habit but to find the right person, employers need to start asking those challenging questions to ensure the applicant has researched the business, the position and holds the correct skills. Although employers should remain vigilant of gaps in applicants' knowledge, identifying candidates who exhibit research abilities, will fill those gaps when the need arises. Carrying out profiling exercises is a great way to improve your likelihood of recruiting the right person who will fit your business.

2. Incentives

With the battle between the cost-of-living rising and some SME's remaining unable to compete with larger businesses to increase salaries, considering alternative incentives can ensure you are supporting your employees in a meaningful way whilst helping to relieve them financially. Examples could include paying for parking permits or transport, offering

remote working to save expenses or signing up to employee benefit and reward platforms such as Perkbbox, for employees to receive discounts on retail, entertainment and travel. Incentives such as gym memberships, health insurance, dental plans are all becoming an expectation.

3. Company culture

The way an organisation operates and communicates its values helps to attract and retain talented people who want to be part of a great place to work, and who will in turn thrive in the business. The key to retaining talent is enjoyment and satisfaction – if the employee enjoys and feels proud to be a part of your vision, they will remain engaged and feel a sense of community. Organising opportunities for staff to interact is key for establishing a healthy and positive company culture. Lunches, after work drinks or volunteer opportunities are a great place to start.

4. Wellbeing programmes

It was reported that 822,000 workers suffered from work-related stress, depression or anxiety (new or long-standing) in 2020/21 in the UK, with 449,000 of those attributed to the effects of the pandemic. Looking after employee mental health and wellbeing should be of paramount importance to business owners, along with open communication in the workplace to ensure workers feel supported. In response, Breedon Consulting has partnered with health and wellbeing coaches Wellbeing4life, to offer the Breedon Workplace Wellbeing Programme, to provide SMEs the opportunity to access a variety of content such as first aid for mental health awareness training, manager check-ins, 1:1 coaching and workshops. This holistic style approach can translate to reductions in sickness absence, presenteeism and staff turnover and increases in productivity and creativity.

5. Flexibility

Office-based staff have become accustomed to the benefits of working from home, such as financial relief from travel costs and avoiding the added commuting time. Flexibility will continue to remain crucial when retaining staff, as employees request remote working days to remain part of their working life, despite the government lifting all restrictions. Employers should agree what the expectations are for working from home and flexible working, whilst keeping in mind that the more trust and freedom you can give employees to find the right hours and right working location, the more chance you have to retain them.

6. Invest in upskilling and personal development

According to Challenger Hiring Survey, 70 per cent of employers who are actively hiring report a skills shortage. It is essential to communicate the vision and direction of the company with your employees. On an individual level talk to them about how they will play their part in this and how their career could develop within this plan. Offer employees budgets for training and books, to help expand their knowledge. By promoting continuous learning and development, by using tools such as skills gap analysis, employers can boost employees job satisfaction, remain competitive, and bring out the full potential of its existing workforce as part of its company culture. ■

CULTURE OF CHANGE

Nicole A Simmonds-Jordan, a global account director at diversity and inclusion training consultancy PDT Global, part of Affirmity, says a corporate workspace does not need to share the cultural norms and impact of white supremacy.



No matter how well intentioned a company's diversity efforts are, they will always fail to retain people of colour unless they eliminate their cultural bias towards white supremacy. Even if an organisation manages to have more equal representation, people of colour are still likely to end up feeling like outsiders.

The 'inclusion' element of diversity and inclusion (D&I) is where many companies falter. As a result, they often struggle to retain people of colour and those from other under-represented groups. And one of the main issues that can make a workplace toxic for people of colour is a cultural bias towards white supremacy.

It is easy to march for the marginalised. But to stand against a system of supremacy takes grit, authenticity and power. White supremacy serves the leaders at the top of the corporate hierarchy – mainly white men. At present, they remain silent and hope to profit from allyship routines masked in fear of the loss of power and privilege. But organisations striving to drive inclusivity while repositioning equity must recognise how their cultural norms reflect and align with white supremacy – and recruiters have a crucial role to play in helping to eliminate this cultural bias.

The framework

The image of a knee on the neck of dying Black man George Floyd shook corporate leaders enough to speak out and take a stance against racism. But what about the system of white supremacy that has promoted their position? Becoming an ally and amplifying a marginalised voice with your platform is not the same thing as deconstructing the racist roots of a business. It's time for business leaders to act with humility and stand as silent sponsors rather than misaligned allies.

White supremacy is an ideological framework that constructs, preserves and exploits the privilege and clout of the white male. White supremacy has shifted its influence over the years and, although it may not always look like white hoods, its culture still strongly exists in preferential systems. White supremacy culture and its organisational impact make no space for any culture outside of its own.

Paternalism, power hoarding and perfectionism are three main elements of white supremacy culture that corporate leaders and recruiters can examine and eradicate:

- Paternalism exists in the structures that hold the potential for promotion. It says that someone's position is to be respected only because they hold a certain title or authority – no matter what their contributions are. Paternalism distinguishes power and says to steer clear of decision makers.
- Power hoarding is built on the misalignment of control and grants few the opportunity to excel.
- Perfectionism limits potential and allows for inequitable offerings to existing parties of privilege.

These accepted workplace norms make up the corporate culture and deny the presence of any culture-shifting principles. Business leaders must be sure to apply the appropriate guardrails around their company's culture to retain inclusive practices and behaviours, while refuting elements of white supremacy culture. Here are some practical guardrails that will drive the greatest change:

- When confronted with paternalism, it is important to immediately change promotion processes and routines to expand their reach. Employees at all levels must be aware and engaged in opportunities for promotion.

- If power hoarding is identified, it must immediately be dismantled. An inclusive work environment enables all employees to feel empowered with their own respective power alignment in the firm. Power must be equitable.
- Perfectionism exists in the expectations of results. This idea of exceeding the benchmark of 100 per cent and having your value being determined by this weighting is unrealistic. Allow for proper scorecard alignment to be based on capability.

Recruiter's role

Recruiters are in a unique position to drive the inclusion agenda and ensure organisations not only recruit more people of colour but also create workplaces where they can thrive. Here are some practical tips to drive change:

- Challenge assumptions in a strategic talent conversation: Recruiters must be ready to challenge illogical assumptions about how talent is seen, what it looks like and how 'top performance' is defined. Specifically, they are required to debunk traditional conceptions of the 'preferred candidate' that position whiteness and white attributes as the norm, further perpetuating the influence of white supremacy.
- Broaden out attraction pools: Redraw the lines where candidates are sourced, moving away from traditional candidate pools that are made up of majority white candidates. At entry level this means moving beyond schools, colleges and universities that are overpopulated with white students and partnering with institutions in black majority areas. Further up the ladder, it means partnering with specialist recruitment partners in posting adverts where non-white applicants are more likely to be exposed to them.

- Question the measurement approach/tools: Take time to critically analyse the assessments used for adverse impact. For example, does the presentation you ask candidates to do give an advantage to white candidates who naturally present in the desired style, whilst non-white candidates may have to code-switch and thus experience extra pressure? What about the questions used at the interview? Do they assume experience that is more easily drawn on by white candidates and is it causing an uneven playing field?
- Non-white representation in calibration meetings: Are your eyes wide open? Are you noticing not only who is or isn't present within calibration meetings but also who is and isn't being heard? In both cases, the presence and voice of non-white colleagues must be front and centre in these meetings, providing a much-needed non-white lens on the decisions and conclusions being reached.

Now is the time for those who benefit from white supremacy culture to stand out against the very system that determines their value. Corporate leaders who claim to be inclusive whilst fostering a diverse workforce must look beyond their footprint to examine the impact of their influence. To say no to white supremacy is to say no to a system that hoards power, craves perfectionism and fears paternal preference. ■

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