

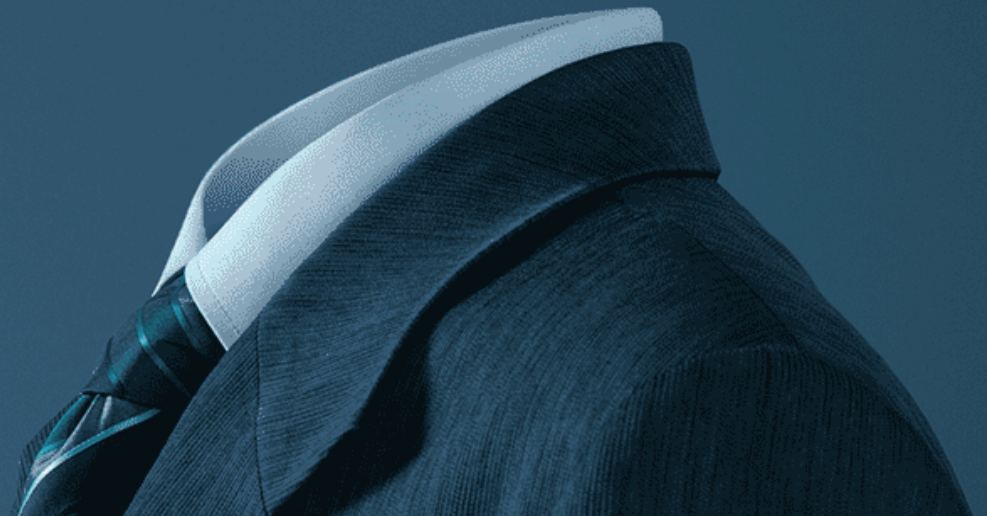
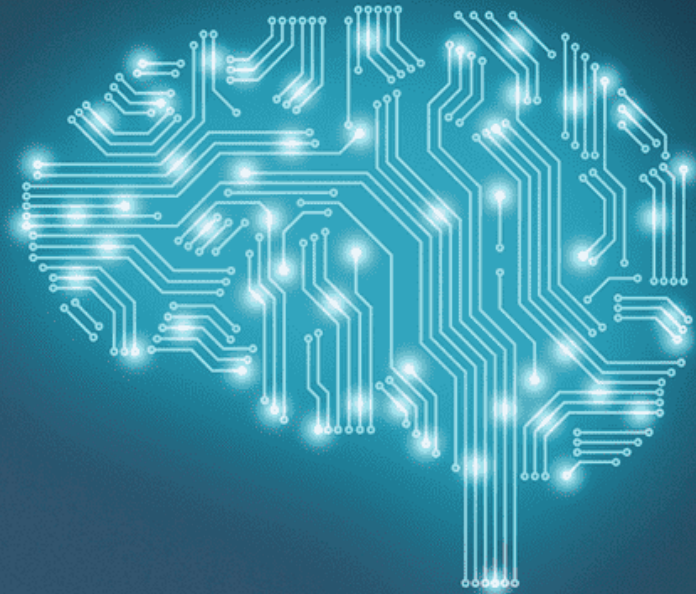
The big come back

Flexible finance to lead the way
Leading for longevity

The voice for the global staffing industry



THE GLOBAL RECRUITER

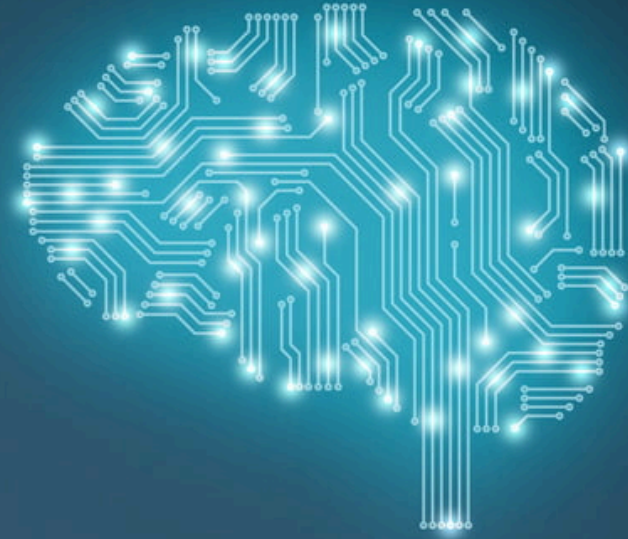




A New Kind Of Protection And Support For Your Agency Payroll

The role of technology

From the editor





**Technology is a tool we use
to be better.**

Simon Kent, Editor,
The Global Recruiter



There is currently a huge amount of talk around technology. AI is driving a level of discussion about the role of technology in people selection and management and beyond which is stirring concern and excitement in equal measure. But whatever the technology under discussion we need to remember it is just that – technology – and as such it is a tool we use to be better.

In the case of fintech and flexible finance, technology is a tool which can give recruiters and their clients a clear competitive edge. At this month's Global Recruiter Summit with Sonovate, we learned that as the trend towards hybrid and a more remote workforce continues (wherever the talent is, that's where we'll engage them) technology can play a critical role in ensuring workers get paid accurately. Indeed the technology can even enhance the payment experience by offering a choice of currency for that remuneration and increased information about when it happens. If your talent search is expanding globally, or even if it isn't, take a look at the Summit and find out how you could incorporate this leading edge technology into your business.

Recruitment businesses need technology knowledge and skills as much as any other business. Working within the people industry, and often at the leading edge of companies – helping with business development plans, helping to find new skills for that business – means they need to be ready to use the best and almost appropriate systems going forward. It can sometime seem impossible to keep up with the pace of change, but doing so will always give you and your business a competitive edge.

Simon Kent
Editor





INDUSTRY AWARDS 2023

• ENTRIES ARE OPEN •



recruiter moves.

we connect recruitment **all-stars**
with the best recruitment agencies.

showcase your business to **attract top-talent.**

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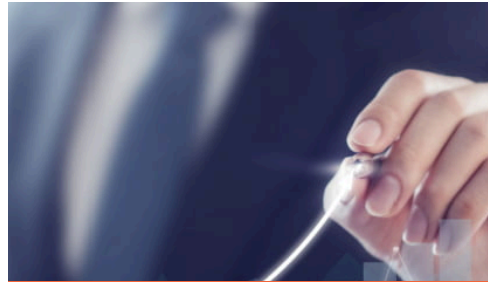
News

- > Better Offers Required
- > Employer confidence in hiring bounces back
- > No Cover for Tech
- > AI Obstructing New Hires
- > Marketing Game Changer
- > Migrant restrictions fail to encourage worker investment
- > ChatGPT and AI for Good Recruitment
- > Trans Employee Challenge



Better Offers Required

Monster UK research shows UK recruiters struggling to access talent



Employer confidence in hiring bounces back

REC data shows employer confidence in hiring returning to positive territory



No Cover for Tech

Survey suggests cover letters are not essential when applying for a job in tech



AI Obstructing New Hires

Almost Half of Business Leaders Consider Using AI Over Hiring New Employees



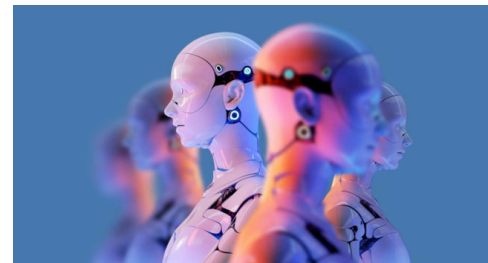
Marketing Game Changer

Marmalade Marketing Becomes HubSpot Solutions Partner



Migrant restrictions fail to encourage worker investment

CIPD research on employers' use of the post-Brexit immigration system need to tackle skill & labour shortages



ChatGPT and AI for Good Recruitment

Tech consultancy argues AI could aid recruiters rather than stealing jobs



Trans Employee Challenge

15 per cent of managers and business leaders not confident dealing with complaints about trans employees and their treatment

A coming of age

View from WEC: Denis Pennel,
Managing Director, World
Employment Confederation on the
WEC's report into the post-Covid
world of work.

In 2021, HR services around the world were in greater demand than ever before. The industry placed 62 million people in work and grew by an impressive 22.8 per cent on the previous year to generate an income of nearly €580bn.

Our recently published [Economic Report 2023](#), based on 2021 data, reveals that as the world emerged from the Covid-19 crisis, its 230,000 staffing companies around the globe served as an integration and employment engine on the labour market.

By offering the flexibility that both employees and hiring companies needed as they continued to navigate between crisis and recovery in the aftermath of the pandemic, the HR services sector placed 8 per cent more people in jobs in 2021 compared with 2020, with most countries experiencing moderate to high growth.

Flexibility offered an important competitive advantage for the sector in 2021 and it was no surprise that the market for managed service





“Global turnover was up 13.7 per cent to €417.5 bn in 2021.

providers (MSP) who offer the comprehensive management of flexible employees, grew 25.6 per cent compared with the previous year. Talent scarcity and the increasing importance of Environmental, Social and corporate Governance norms have also driven growth in this market segment. Indeed, a key challenge

emerging from the whole 2021 labour dynamic are the record high vacancy rates around the globe caused by a combination of changing worker priorities and the greening of our economies, where technology plays a greater role than previously.

If we turn to agency work, the largest segment of the private employment services industry, global turnover was up 13.7 per cent to €417.5 bn in 2021. This represented a strong rebound on 2020 when the sector had experienced a 7 per cent decline due to the shutdown of the tourism and HORECA sectors and remote working in industries such as finance and administration.

Growth all round

The 15 largest temporary agency work markets generated 92 per cent of global sector revenues – most experiencing double-digit growth. The US, as the largest market, recorded 13.8 per cent growth, the UK 15 per cent, China and Italy both 32 per cent Austria 24.6 per cent, Spain 21 per cent, India 20 per cent, and Australia 18 per cent. And the agency work penetration rate also improved to 1.88 per cent, nine basis points up on the year before. The penetration rate indicates the share of agency workers in the working age population and tends to be highly cyclical owing to the flexibility that

agency work services afford labour markets. In an economic downturn the industry acts as a shock absorber to businesses needing to scale down operations while when the economy picks up the sector expands more rapidly than the overall labour market.

These positive trends also continued across other segments of the HR Services market in 2021. Direct recruitment grew 20.8 per cent to €71bn with the 15 largest markets accounting for 94 per cent of global turnover. The US grew 28 per cent while both the UK and Ireland climbed an astonishing 50 per cent. China recorded 34 per cent growth while direct recruitment also saw double digit growth in New Zealand, India, Canada and South Korea. The Managed Service Providers (MSP) market grew a quarter, reaching a record high of €164bn, while Recruitment Process Outsourcing (RPO) rose 21.6 per cent to €6.3bn.

By contrast, the career management industry, which had seen a 14 per cent rally in 2020, shrank 20 per cent in 2021 to €1.7bn. The outplacement services that had

been so vital in transitioning laid off personnel to new opportunities during the pandemic, were inevitably in less demand in 2021 as the economy recovered, and the segment is now redefining itself and the services it offers.

Regional differences

Within the 2021 figures we see a number of regional differences: APAC rebounded strongly from the pandemic recording double-digit growth everywhere but Japan; while North America – which includes the USA, Canada and Mexico – saw its performance impacted by the ban on agency work in Mexico; South America meanwhile recorded strong growth and continues to be dominated by the Brazilian market which accounts for over 60 per cent of the private employment services industry's placement of people in the region; and Europe, home to over one-third of all private employment agencies, showed recovery from the pandemic and was responsible for placing around 44 per cent of all people in jobs globally.

In short, the HR Services industry came of age in 2021 and demonstrated the pivotal role that it has to play in ensuring that no one gets left behind. Around the world, the industry helped people to find employment to suit their needs and supported companies to recruit and coach candidates into new professional pathways.

Our Economic Report 2023 suggests that there is significant further potential to be tapped as the sector continues to support people, companies and society in navigating the post-Covid world of work.

The big come back

Talent Pool: Chris Poole, Managing Director, Robert Walters, describes three stages of Boomerang Hiring.



2021 saw the peak of 'The Great Resignation' – masses of professionals switching jobs in favour of heavily inflated salaries, purpose-driven companies, and promises of a life-time of flexibility. Fast-forward to 2023 and 49 per cent of professionals state that the original reasons for leaving their pre-Covid employer are now no longer valid – with hybrid-work and flex being the norm anywhere, inflated starter-salaries having an impact on pay rises, and the need for money in a cost-of-living crisis trumping purpose.

In fact, a recent poll from Robert Walters found that 71 per cent of workers would consider going back to their pre-Covid employer, proof that the grass was not in fact greener?

So with a global talent shortage raging on, you'd think the idea of a Boomerang Employee would be ideal – to have professionals who are aware of your systems, processes and already bought into the brand return with little/no training required? Well you'd be mistaken – in fact 44 per cent of managers stated that they would be hesitant to rehire an old colleague – citing the potential to damage

company culture, or disgruntle other employees as well as fears over that employee being flighty in their new position as the primary reasons holding them back.

With this, the decision employers are faced with is, who is the right candidate for rehire?

Stage One – The Type of Candidate: calculating the risks and rewards

Someone with a good track record, who was a great team player but left for pay (45 per cent of professionals surveyed) or a

progression opportunity the company couldn't offer at the time – could be a good candidate to rehire.

Employees can be forgiven for leaving to find greener pastures, especially when considering the global economy, cost-of-living and other wider circumstances. However, it is important to take reasons for leaving with a pinch of salt – there will always be the risk that they could leave your company for another opportunity if it presents itself again.



Almost a quarter of survey respondents admitted leaving their pre-Covid employer for a better workplace culture or more purpose and fulfilment. Despite having good track records at your company or long tenures, citing reasons for leaving relating to your culture or lack of purpose could signify deeper differences and culture clashes. Company culture isn't easily altered, and if you can't find purpose or fulfilment at a company – it isn't likely you will find it on returning.

It may be that your company culture was severely impacted by one bad egg – who was

removed shortly after the employee's departure. Or the employee could have had a change of heart whilst away from your company that they were lacking purpose in a different area of their lives. Either way, in this situation you must not hold back on getting to the core of the employee's past issues before considering their return.

Finally, it goes without saying that those who left on bad terms – due to poor performance or misconduct, should not be welcomed back into your company.

Stage Two – Interviewing or Re-Interviewing

Regardless of a boomerang employee's history with your company they should be directed through the same process as unknown candidates – their CV and experience must be assessed to the same standards, they should be asked the same questions and sit the same interview rounds.

It is best practice, where possible, to get hiring managers and interviewing staff who have the least history with them – to ensure emotions and personal biases are kept out of proceedings.

Stage Three – Returning to the office

The interviewing process is over and there has been a consensus met amongst all deciding parties to welcome back a boomerang employee, a key thing now is to manage their return.



The obstacles

- An employee returning in more senior position or on a higher salary than when they left may raise some eyebrows – especially amongst those in similar positions or with longer tenures with your company. Employers must be aware of this and make sure all is being done to open up lines of opportunity for everyone within the organisation – or some could begin to think taking the boomerang route is an effective way of obtaining a better package.

- Tension from the returner's old team and other employees – 82 per cent of professionals admitted to staying in touch with previous managers – but that doesn't mean they were on such good terms with everyone else. It is best to listen to the reactions of existing employees – especially those who worked in the closest proximity with them – when told of the prospect of a boomerang employee returning, to gauge how their return would go down in the office as well as enlighten you on any incidents or information to do with them which you didn't already know about.

On the bright side

- Employees who left your company for a new opportunity had the chance to upskill and offer your company something new – on return, they will be able to offer a new skillset your team may be missing. There is mutual benefit, the boomerang employee returns with more seniority and/or better pay, whilst the employer receives an upskilled employee who can offer more to their company.

- The return of an employee can boost company morale and culture – someone who once played a central part in company culture, supporting others or generally being a good team player can bring a new dynamic to your team, boosting morale amongst colleagues and adding back to a successful company culture.

The statistics signpost a shifting of values – when professionals leave a job they aren't closing the door forever. This isn't new, it is something which has been steadily increasing since 2019 – as people who made spur-of-the-moment decisions to change jobs are now coming to regret them.

However, employers must be proactive in separating the wheat-from-the-chaff when navigating the rehire market – selecting boomerang employees only when they present the solution to an ongoing skills-shortage, build up company culture and add to the overall strength of a company.

The leading edge of pay

Flexible Finance as a Competitive
Tool: The Global Recruiter Summit in
association with Sonovate.



in partnership with



Flexible finance as a competitive tool

Virtual Event 25 April

In an evermore competitive labour market, the ability to pay a worker, when, where and how they want to be presents an undoubted advantage. Moreover, as companies look to source talent from wherever in the world they can find them, opening their doors to the possibility of remote working, if not prioritising this way of work, the ability to enable payment to occur seamlessly, and with no fuss supporting this arrangement is fast becoming critical.

In The Global Recruiter's Summit held in association with Sonovate this month, innovative and evolving payment arrangements were explored within the current and future world of recruitment. Headed up by a presentation from Tim Edwards, Head of Product, Sonovate, drawing on the findings of his company's recent Future of Work report and giving an insight into the practicalities of flexible finance, the Summit also hosted a panel

discussion between Tim, Barry Ansell, Head of Contract Recruitment from Harrington Starr and Matthew Monette, Head of Expansion and Country Lead UK&I at Deel. This gave a clear insight into how flexible finance was developing in all areas of the recruitment industry, from those on the frontline keen to attract the right candidates for demanding clients and from those involved in ensuring the crucial administrative functions behind those

appointments are being made compliantly and efficiently.

As far as the recruitment sector performance is concerned it seems clear that while the extremes of activity triggered by the pandemic have subsided, the ongoing demand for scarce talent and skills has not. As such all three spokespeople noted how employers are now engaging with talent wherever in the world it may be. There are no geographical barriers when skills match, and as such pay and remuneration systems need to keep pace, or, perhaps more accurately, provide flexibility up front to make these engagements work.

From Tim's presentation and the experience of both Barry and Matthew, it seems clear that demand for contractor talent is high and growing steadily. Part of this is due to demand for skills and that contractors can be employed remotely and more flexibly than full-time staff. As such they are a quick and convenient way for businesses to grow their operations. However, the talent themselves



are also seeking to work this way. Flexibility is very attractive for today's talent and maximising flexibility and remuneration represents a sweet-spot.

The ecosystem

Tim Edward's presentation highlighted the current payment ecosystem by which a worker may be rewarded. This includes contractor structures involving EORs and the

diverse and multiple interactions and checks which take place along any process of pay. Tim argued that by using the right kind of technology behind this function it is possible to ensure payments can occur seamlessly, operating as a 'kind of magic' in the background, rather than being another arduous administration task that takes time and resources and can grind to a halt over minor issues.

According to Edwards, getting the technology right means the contractor, end user and even the recruitment company involved can make their systems efficient and match the payment method and format to the contractor's need.

The value of this flexibility was illustrated by Matthew Monette at Deel. He explained that in the global workforce there were clear reasons why individual workers might elect to be paid in one currency above another (or even a crypto-currency). This was confirmed by Barry Ansell: "often the contractors have made a move into the market because they're savvy of the financial rewards they can earn," he said. "If the exchange rate is beneficial they will be happy."

However, the benefits of these arrangements can change. With international currencies rising and falling in value the employee may find their pay packet losing value through no fault of their own. Equally when employing someone overseas the end user could find a currency fluctuation delivers a higher cost to

them unrelated to anything to do with the employment relationship.

Matthew Monette also highlighted how technology could deliver a single platform through which recruiters and employers could enable payments to people in diverse locations. Employers currently may use

“Technology could deliver a single platform through which recruiters and employers could enable payments to people in diverse locations.

Matthew Monette



multiple platforms in order to manage their global workforce and reducing this number would deliver efficiencies as well as reducing the risk exposure of the company to fluctuations in foreign currencies.

Tim Edwards also noted that there was a desire within businesses to consolidate their

technology in order to realise further efficiencies. Sonovate is responsive to this desire and can flex its solution accordingly. Put simply, whatever the employee/employer relationship, the company can provide a solution that works around it.

Technology takes centre stage

To some extent, then, the technology has become more critical to realising this level of flexibility than the desire or action to deliver a different kind of payment. If organisations in the supply chain use the right technology it is easier to make the links required, share data and create a streamlined journey from work to payment. Tim makes the point that having linkable technology at the basic level of the process is critical for businesses such as his to layer further functionality on top. Initiatives such as open banking and API interfaces are effectively the building blocks to making payment easier. At the end of the day, everyone is used to being able to carry out complex tasks on their mobile phone and rely on the results, why should pay be any different?



“

The evolving workplace actually plays into employer's hands, almost naturally offering them a diverse, if geographically spread, team of workers that wouldn't be possible to access any other way

As far as the future is concerned it is clear that the recruiters and businesses who can offer a variety of or flexibility in the way employees and workers are paid will be able to position themselves as employers of choice. The current trends in contract working will not reverse, indeed from the experience of the panel organisations are increasingly interested in finding and employing talent from all over the world. “Ultimately talent leads the market,” says Barry Ansell, “and organisations don't survive without the right talent. Employees are now expecting a world of work where they're not expected in the office and where they can be paid promptly and correctly wherever they are.”

Indeed, Ansell highlights how the evolving

workplace actually plays into employer's hands, almost naturally offering them a diverse, if geographically spread, team of workers that wouldn't be possible to access any other way. Imagine, for example, trying to recruit a diverse team in the City of London, compared to a diverse team from around the world, linked together by workplace technology.

Monette also notes how a geographically spread team can deliver better around the clock service for customers with talent positioned in one part of the world ready and willing to pick up queries or issues as the world turns and one geographical location takes over responsibility from another as their working day ends. Again, realising the strengths and opportunities that exist within

this remote and diverse workforce will be key to getting the best from talent and building a competitive business.

The future promises more. While none of the panel particularly identified legislation than needed revising to further facilitate remote and flexible working, they were all clear that the flexible workplace is here to stay and will benefit from further innovations and integrations of the financial process into the act of employment.

To view the Summit on demand including Tim Edward's presentation and the panel discussion for free [click here](#).

Tech up

Technology: Adam Burgess, Senior Manager at Sellick Partnership on the importance of the data infrastructure.



For decades, businesses have been using data for growth. Today, the importance of utilising data to gain insights into customer behaviour, market trends and business performance continues to develop. However, harnessing the power of data requires more than just the right tools and technology - it also requires the right talent, supported by the correct infrastructure.

Data has the capability to improve a number of business processes that can help to facilitate growth. Data provides the insight and intelligence needed to make informed executive decisions, allowing businesses to identify trends, patterns and opportunities that can dictate strategic decision-making.



Data analysis requires specialised skills

Technological developments, such as artificial intelligence (AI) and the Internet of Things (IoT), have offered businesses a platform to improve their productivity. In order to harness the competitive edge that comes with the use of data, it is essential that businesses acquire the talent to utilise the available tools effectively. Acquiring top data talent means that you are able to

extract insights from large and complex data sets, identify patterns, and develop predictive models that can drive business decision-making.

Tackling large and complicated data sets demands specific knowledge and capabilities that are difficult to recreate. Talented data scientists are able to use skills such as statistical analysis, programming and machine learning, which can help them find insightful patterns and create forecasting

models that can guide business decisions. Without these abilities, firms may find it difficult, or at the very least time-consuming, to get useful insights from their data, which could result in missed opportunities and expensive errors.

Infrastructure must be able to take the strain

Acquiring the talent to improve the way a business operates is a key step to achieving greater productivity. The first task for the business is to make sure that the data infrastructure that is in place has the capability to smoothly produce new data strategies. Are the systems able to handle the increased data flow? Is the business picking up the right data? Can the data that is collected be logged into the right tools for analysis?

Making sure that you have the right infrastructure in place as a starting point when implementing a digital strategy means that the business is able to give new data talent the platform to analyse the data

effectively. Without that platform in place, it becomes difficult to fully utilise the data that the business generates. Proficient data analysts would be at a disadvantage, which could reduce the competitive edge that they could bring to the table.

The time is now

It is crucial to hire the most skilled data professionals as soon as possible in order to fully utilise the expanding power of data. Any data collected cannot be used to its full potential without the knowledge of qualified data analysts, which leaves businesses vulnerable to losing market share to rivals.

Inexperienced hands can cause even the most cutting-edge technology and data infrastructure to fall short of expectations. Conversely, a robust data science and analytics team may give organisations a considerable competitive advantage, and the sooner organisations implement data-led initiatives, the sooner they will start to see the benefits.

“

It is crucial to hire the most skilled data professionals as soon as possible in order to fully utilise the expanding power of data.

Businesses that spend on luring and keeping top people will be better positioned to thrive in the data-driven economy as the need for data science talent rises. Businesses need access to the correct talent pool to make the most appropriate recruiting decisions; thanks to knowledgeable data analyst recruiters, this access is simple to obtain.

The need for data science talent will keep rising as more businesses realise the potential of data. The competition for top data science professionals is also becoming fiercer due to this increased demand, which means that companies that want to recruit and keep top personnel must be willing to offer competitive compensation, perks and career advancement opportunities.

'New generation' payroll support for recruiters launched

Advertorial: Outsourced payroll solutions and worker benefits provider HIVE360 has launched two new solutions as powerful alternatives to the traditional umbrella providers, which have been developed specifically for recruitment businesses with volumes of temporary workers on PAYE payroll.



PAYROLL

Advertorial

Described as 'a new generation of protection and support for agency payroll', the new solutions HIVE360 Umbrella Plus and HIVE360 PAYE Plus, represent a new era for the recruitment sector, with HIVE360 now offering them far more choice in the way they can outsource their temporary workforce payrolls.

Delivered through [HIVE360 Plus](#), recruiters now have all the benefits of outsourcing payroll and associated employment liabilities, but not at the cost of their compliance, or the agency's reputation, and all while providing a better deal for workers with additional cost saving opportunities.

"In direct response to calls for more transparency of payroll solutions from workers affected by the growing concerns over 'skimming', disguised costs, and hidden agency kickbacks, HIVE360 Plus now offers two alternative payrolling solutions that challenge the traditional umbrella model

used by many temporary recruitment agencies," explains HIVE360 CEO David McCormack, who has over 20 years' experience as a director within the recruitment sector and more than 15 years running payroll businesses.

“**Both solutions take over the full employment liability for a temporary workforce, including processing their PAYE pay and auto enrolment pension on a fully transparent basis, but with different approaches to charging structures and the worker experience.**”

in

The first solution **HIVE360 Umbrella Plus**, tackles the typical umbrella challenges head on. It ensures a better, fairer deal for workers by ensuring their net pay is exactly the same as via traditional umbrella models, but at a fraction of the cost to them, with a flat £5 per week charge to the worker.

“We recognise there is a place in the industry for umbrella payroll, because it provides a fully outsourced solution for payroll and employment liability, and risk reduction for agencies,” says McCormack. “Done well and

transparently, it is a highly effective solution that makes complete commercial sense. So in the HIVE360 Umbrella Plus solution, we’ve taken the principle of umbrella payroll and made it work for all parties, which importantly is fully compliant and transparent, and commercially attractive.”

The second solution **HIVE360 PAYE Plus** is a new concept that sits between standard PAYE payroll outsourcing and a full Umbrella Payroll solution.

“Unlike the traditional umbrella solutions that charge the workers anything up to £25 per week or more, HIVE360 PAYE Plus makes no charge to the temporary worker, meaning recruiters can give their candidates much more in their pay packet,” McCormack explains. “The model absorbs the charge via the agency weekly payroll charge on a flat fee basis of £5 per week, that still adds savings and more importantly long-term value in the business. It also allows clients to operate a PAYE structure with a fixed overhead for the protection of a sub-contract provision.”

This unique approach represents unrivalled protection for recruitment businesses, and a strong solution to the cost of living crisis for their temporary workers, which will have a positive impact on candidate attraction and retention, and on their own reputation, as McCormack explains: “There is growing concern and pressure on the umbrella payroll industry for reform and greater transparency following several tax avoidance schemes and unscrupulous models of payroll being run by



Do you outsource your payroll to an umbrella company?

☐ Yes

☐ No

Post answer

some of the industry's most respected players, which have recently been exposed due to disguised costs and unethical practice. We believe now is the time to offer a better solution.

"HIVE360 Plus guarantees recruitment businesses all the operational advantages of an outsourced payroll structure – including removing all the associated employment liability from their business – but not at the cost of their compliance, nor the business or its reputation."

McCormack adds: "Because our Engage app – one of the leading B2B employee benefits apps – is included as standard for all HIVE360 Umbrella Plus workers, we are once again able to add to workers' net pay with potentially huge savings, as well as valued health support and benefits for their whole family.

"Supporting temporary workers' health and financial wellbeing is crucial, and HIVE360 Plus provides them with access to a complete package of 24/7 GP and mental health support, money-saving lifestyle discounts, and streamlined employment communication, in an easy to use mobile portal."

For more information, visit: www.hive360plus.com

[HIVE360](#), a GLAA (Gangmasters and Labour Abuse Authority) license holder, ensures full HMRC, RTI, GLAA and IR35 compliance. It provides expert, compliant and reliable PAYE payroll support and comprehensive employment administration for businesses, recruiters and recruitment agencies, their workforce and candidates.



Optimisation

The Recruitment Network:
Maximising the moment

The Reality



The reality is this – the market conditions over the last couple of years have been extraordinarily buoyant, and whilst some of you out there are feeling like that this may have all changed over these first few months of the year and everything is just a lot harder right now, the reality is nothing has actually changed.

The issue for some recruiters, some recruitment businesses, is that when you are in a buoyant market as we have been in we start to see complacency and slippage creep in...

... which then gets compounded when the markets shift as they did at the back end of last year and moving into the start of 2023.

What happens then? Well...

Sound Familiar?



This is what a big part of the industry has experienced over the first quarter of 2023 and moving into Q2:

- Job flow starts to decrease, even though there are plenty of jobs still out there.
- Engagement (internal) starts to dip, during what should be one of the most exciting markets in decades.
- Activity levels almost half, at a time when tech enables us to do x4 of what we were doing before.
- Profit conversions shrink, despite seeing revenue increase year on year.
- Everything just feels x10 harder, even though we have worked to make our businesses 10x more efficient

Any of this sounds a little familiar? Then read on...



Complacency and Slippage

You may have been too busy to notice, but here are some examples of where complacency and slippage seemed to have crept in to some recruitment businesses in the past 6 months:

- Adapting to short term market conditions and not thinking about the long term cycle.
- Focusing on revenue over profit (they are NOT the same!).
- Panic selling to the wrong type of customers.
- Not selling at all and maintaining an over reliance on the same, small handful of customers.
- Hiding in our offices and not

getting out in front of our customers

- Having a maintenance focus rather than a growth focus
- Accepting mediocrity (activity, conversions, revenue) as good.
- Allowing minimum standards (activity, processes) to slip.

... and so the list goes on.

A silhouette of a cyclist riding a road bike on a path, set against a bright, hazy sunset background. The cyclist is wearing a helmet and sunglasses, and is leaning forward in a racing position. The path is a light-colored dirt or gravel trail, and the surrounding area is filled with tall grass and some trees in the distance.

So What?

The market itself remains robust as it has always been.

There is plenty of hiring going on and as long as the shortages in talent remain, then recruiters will be needed as much as ever to support organisations with that.

Add to that the positive turn in the market conditions we are already seeing post Easter, and I can't help thinking that those recruiters who stop being complacent, who keep doing the basics brilliantly and consistently, who raise their expectations around the type and volume of activity they are doing, will continue to enjoy the journey they were on in 2022 over the course of the rest of this year.

Have you seen a positive change in the market since Easter?

- ☐ Yes, but the market was fine anyway!
- ☐ Yes, a big positive change
- ☐ Yes, an uptick in demand slowly coming back again
- ☐ No, the market feels a little tighter at the moment
- ☐ No, the market is really starting to bottom out

Post answer

There is quite simply nothing TRN won't do to help and support members...



"We tried for over a year to ignore the advances of The Recruitment Network because of previous experiences of networking groups, but 1 hour spent with TRN not only challenged me in a way I really enjoyed, but completely convinced me of TRN's value, and why I needed to be a part of it.

I have had the opportunity to access a network of amazingly talented people daily, which has been invaluable when making all of the big decisions in our business.

There is quite simply nothing these guys won't do to help and support my business. Their passion for driving excellence in recruitment is something I am very much aligned to. I am very proud to call myself a TRN member."

Lloyd Stokes, Sauced

Waste Elimination

Tossing out anything and everything that anchors daily performance.

Every day, thousands of pounds worth of profit are leaving your business through wastage.

You may not see it, but it is happening, and the accumulative effect means that your business growth becomes slower, your ability to invest reduces and your bottom line profitability is performing at sub-optimal levels.

Wastage is caused by a number of things, but some of the most common areas include:

- Processes not working as they should
- Systems / tech not returning an ROI.
- Conversion time from jobs on to placements too slow.
- Inefficient fill rates.
- Client contribution below minimum company standards.
- Internal culture not driving high performance.
- Too much time spent on underperforming customers.
- Cross selling / up selling opportunities being missed.

Plug the performance leaks in your business by running a waste

management campaign for each of the areas above.

Add this to some of the ideas we talked about before on productivity management and watch the immediate impact it will have on your bottom line.

Come and Hang Out with Us This June!

Join us at any of the FREE events opposite to get a taste of TRN.



Business Development Strategies

Business Development Strategies

Time: 09:00 - 09:45 (GMT) Thu 1st Jun 2023

Commission Structures & Incentives, including EMI Schemes & Flowering Shares

Commission Structures and Incentives, including EMI Schemes and Flowering Shares Time: 10:00 - 10:45 (GMT) Wed 7th Jun 2023

Key Account Management

Key Account Management: Maximising Client Lifetime Value
Time: 09:00 - 09:45 (GMT) Thu 8th Jun 2023

Candidate Sourcing

Candidate Sourcing

Time: 10:00 - 10:45 am (GMT) Wed 8th Jun 2023

360 Vs 180 Vs 120 Modelling

360 Vs 180 Vs 120 Modelling

Time: 09:00 - 09:45 (GMT) Tue 13th Jun 2023

Scaling Up: Strategies for Growth

Scaling up: Strategies for Growth

Time: 10:00 - 10:45 (GMT) Wed 14th Jun 2023

Productisation

Productisation

Time: 09:00 - 09:45 (GMT) Fri 16th Jun 2023

Optimisation

Time: 09:00 - 09:45 (GMT) Tue 20th Jun 2023

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events opposite to get a taste
of TRN.



Hiring & Retaining
Recruiters

Hiring and Retaining Recruiters

Time: 09:00 - 09:45 (GMT) Wed 21st Jun 2023

Strategic Business Planning and Budgeting

Time: 10:00 - 10:00 (GMT) Fri 23rd Jun 2023

All Things AI and Future Tech

Time: 09:00 - 09:45 (GMT) Tue 27th Jun 2023

Business Development
Strategies

Business Development Strategies

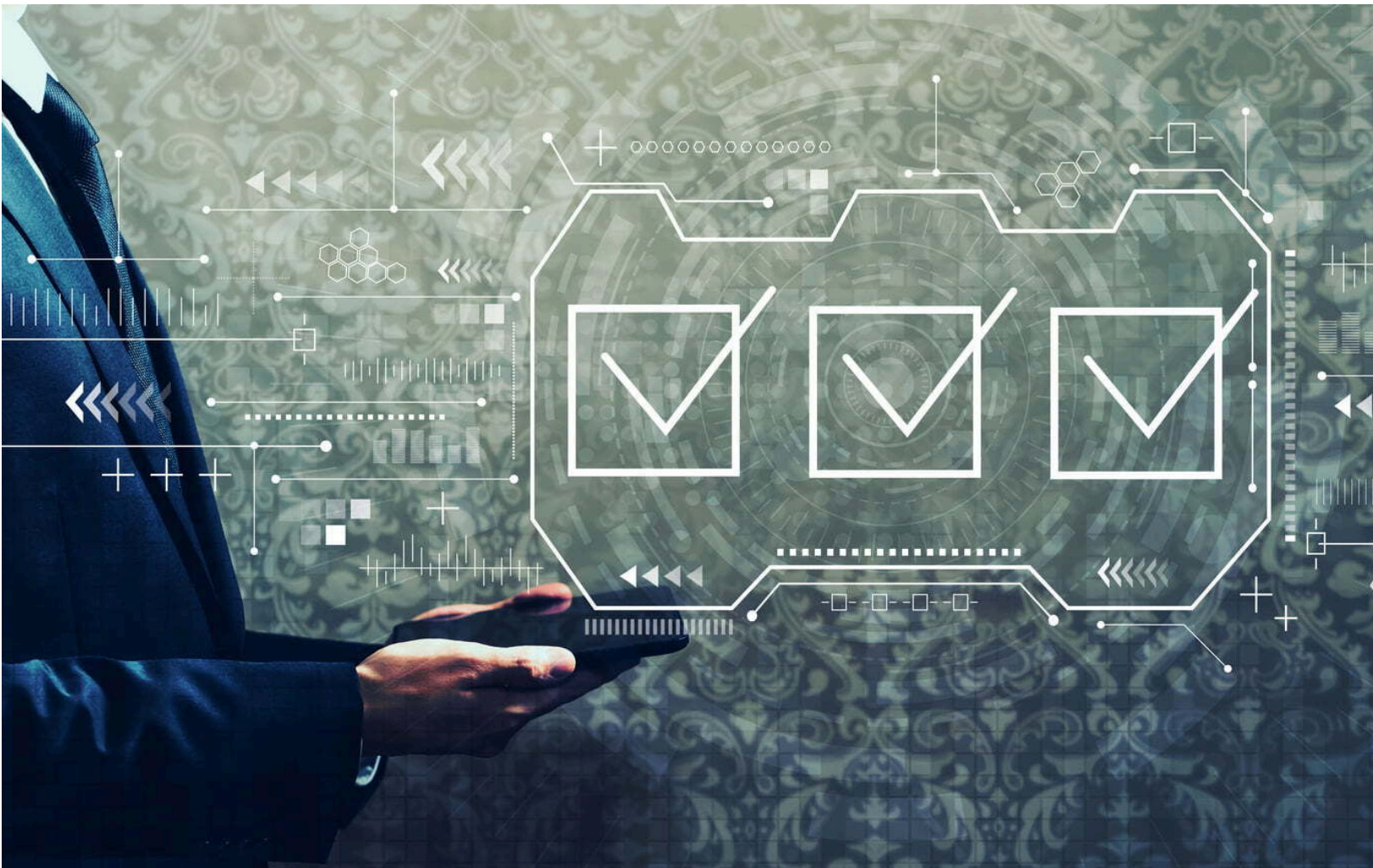
Time: 09:00 - 09:45 (GMT) Thu 29th Jun 2023

Personal Leadership

Time: 09:00 - 09:45 (GMT) Friday 30th June 2023

Spotlight On... The Waste Elimination Checklist™

Get more for less.



Waste and inefficiency cost you time and money and as business leaders we should be eliminating waste from our business. The checklist we built came from 100's of recruitment business leaders who identified areas of waste and inefficiency that they felt could and should be eliminated.

Review all the statements in the checklist and consider where waste exists in your business.

Having completed the checklist, identify the low hanging fruit and eliminate the areas of waste that will have the biggest positive impact on productivity.

Download it for free [here](#)



THE RECRUITMENT NETWORK™

Coming together is the beginning.
Keeping together is progress.
Working together is success.

Leading for longevity

Leadership: Kevin Keegan, former organisational psychologist and chief people officer, now partner at Boyden UK & Ireland, on how to be a long lasting leader.



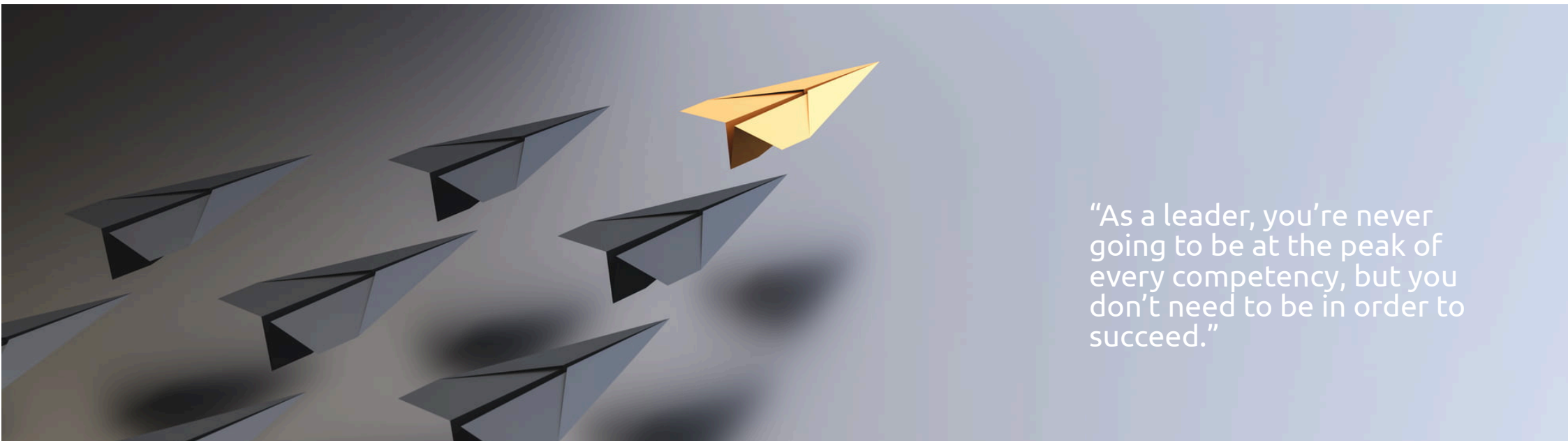


As a leader, it's can be difficult to remember to invest in your own sustainability and continuous improvement. The more senior you get, the greater a problem this becomes, sometimes evolving into a business and personal risk. With fewer colleagues in a position to question and challenge you, it's easier to rest on your laurels and neglect your potential for growth.

A coherent, well-executed leadership development plan (LDP) addresses this risk. This is a leadership development framework that allows C-level leaders to sustain high performance, remain relevant in their field and stay connected to colleagues at all levels whilst remaining close to business operations.

The LDP: a 'Career Satnav'

A leadership development plan is a self-directed statement of where you're going as a business leader and how you intend to get there. Like all good strategies, the plan takes



“As a leader, you’re never going to be at the peak of every competency, but you don’t need to be in order to succeed.”

stock of the present, which in turn informs the future.

The LDP has been described as a ‘roadmap’ for growth as a business leader. However, when coupled with executive coaching the best LDPs bear more similarity to GPS navigation; tracking your progress, and showing you how to correct your course if you stray from the best path. This ties in with the modern project management principle of agility. Your LDP should be a fluid, continually evolving document, rather than something

you only look at once a year.

Learning from Decathletes & Disk Jockeys

The decathlon is a combined Olympic event consisting of 10 individual events; these range from the 100-metre sprint, to the shot put, to the long jump.

Decathletes cannot train like contestants in other, more specialised sporting events. Instead, they need to plan their efforts

strategically, squeezing competitive advantage out of their strongest events while ensuring their areas of weakness don’t ruin their overall performance. In many ways this is an apt metaphor for leadership.

As a leader, you’re never going to be at the peak of every competency, but you don’t need to be in order to succeed. What you do need is an understanding of your areas of strength and weakness, and how to capitalise on the former while addressing the latter. The key to sustaining high

performance is planning, review, coaching and accountability.

Another metaphor that relates to executive development planning is that of the DJ. DJs are typically passionate music fans; the depth of their understanding of tracks, genres, styles, and mixing techniques far surpasses that of their audience. However, this knowledge alone isn't what makes a DJ a good performer. Instead, it's their ability to relate to listeners through mixes, to consider and respond to what their audience wants in the moment, that sets them apart.

As an executive, you must learn how to refine and apply your own competencies in the same way. Your knowledge, experience, and qualifications aren't going to inspire your employees. Your ability to use these factors to overcome obstacles and adopt the most appropriate leadership approach in a generational and organisational context, will.

Why should anyone be led by you?

In 2000, the Harvard Business Review published a paper entitled "[Why Should Anyone Be Led by You?](#)" a seminal work looking at the essential qualities required from good business leaders. Over two decades later, Robert Goffee and Gareth Jones' study remains a vital resource in the field of executive development.

The pair noted that literature on executive performance saturated the market, yet there was still nothing that told "the whole truth about leadership". They stressed their belief, however, that alongside "vision, energy, authority, and strategic direction," the best leaders exhibited an ability to show vulnerability, be compassionate and capitalise on their own uniqueness.

This allows for a personal connection with subordinates that sets highly effective leaders apart. In one section, the authors discuss the quality of being a "sensor," of being able, as a leader, to pick up on subtle, nonverbal clues

from your followers. These clues are missed by executives who cannot connect personally with their colleagues and teams.

The key, Goffee and Jones noted, is that things like technical precision or strategic genius will only get you so far. For you to be a good leader, people must want to follow you. In order for people to want to follow you, you need to be authentic. As business leaders there is often a direct parallel between helping others grow and the growth of the enterprise. We need our people to learn, adapt and grow; having a plan for our own growth and the vulnerability to be able to be share this with others is true authentic leadership and therefore inspirational.

Unlocking the best version of yourself

There is often an incorrect idea of leadership development as an attempt to address shortcomings, which is unhelpful; few people want to spend time focusing on their faults, and there's a more productive way to frame it.

The most effective leadership development strategy, while being cognizant of foibles and ensuring these don't derail or detract, focuses heavily on magnifying the benefits of your strengths and individuality and making you a more authentic leader. This, in turn, will encourage those around you to see their own leadership qualities and capitalise on them, for the benefit of both themselves and the organisation.

The best leaders are effective because they leverage their authenticity to benefit their organisations, not because they have no areas of weakness.

LDPs for new vs. existing executives

Leadership development for newly-minted executives usually looks a lot different than for a leader with years of experience. Less experienced executives tend to undergo close mentoring, and this tapers off as they become more advanced.

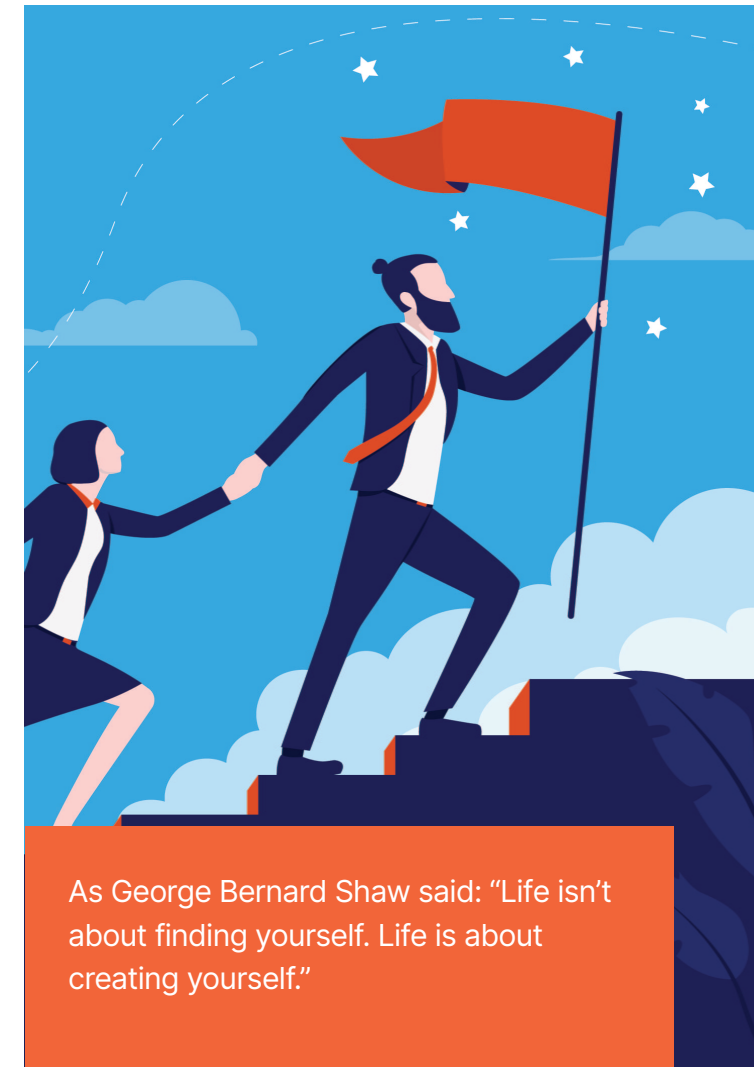
This means self-direction in executive development planning becomes more important the longer you've been in senior management. Once you reach a stage at which mentorship is no longer a constant in your working life, the onus falls on you to decide how you want to grow, and how you're going to make that happen.

Executive development in a rapidly changing world

Leadership development planning is, as much as anything else, an opportunity to reflect on your own performance. Self-direction is increasingly vital for continuous improvement as you rise through the ranks of leadership, and the list of people who can offer you effective guidance becomes smaller and smaller.

Effective leadership is very different now than it was 30 years ago, and we can only assume similarly drastic change will come over the next 30 years. So, you need to have an effective leadership development plan in

place if you want to keep delivering for your business, and developing as a leader and as a person.



As George Bernard Shaw said: "Life isn't about finding yourself. Life is about creating yourself."

Lucky 13

Up Close: Lewis Maleh, CEO, shares
13 insights from 13 years of leading
Bentley Lewis



At Bentley Lewis, we specialise in recruiting executive-level permanent and interim positions in various industries with a focus on finance, healthcare, technology, and professional services. We build long-term relationships with all our clients, rather than focusing solely on individual searches. Additionally, our bespoke transition coaching programmes empower business leaders to unlock their full potential while our leadership assessments aim to increase an organisation's chances of hiring the right people.

My biggest inspiration for starting a business was my family history. From quite a young age, I saw my cousin building a business of his own and wanted to follow these steps. Before creating Bentley Lewis 13 years ago, I worked in recruitment for several years and found it a really rewarding process, so it was a natural progression.

Today – with a presence in London, New York, Miami, Berlin, and Lithuania – Bentley Lewis is working with the world's biggest companies in Europe, North America, and



Asia connecting the right people with the right jobs. Over the years, we've built an award-winning firm with an extensive network of people and global reach which was possible thanks to the efforts of my entire team.

Running a company comes with a lot of challenges along the way but the important thing is to learn from each one of them. Below I share 13 lessons I've learned these past 13 years leading a global executive search firm.

"My biggest inspiration for starting a business was my family history. From quite a young age, I saw my cousin building a business of his own and wanted to follow these steps."

1. Don't be afraid to take risks

To be successful in business, you have to be courageous. In my case, starting a business during the ongoing financial crisis was risky, yet at the same time, it was a great time for those willing to take a chance. Don't let the fear of failure hold you back. Ask yourself "What is the worst possible scenario?" and assess the situation. Chances are, the potential benefits outweigh the risks.



2. Set smaller goals to keep yourself motivated

Breaking down bigger projects into smaller, achievable tasks can pave the way for greater accomplishments. By doing so, you will keep yourself motivated and on track as you work towards your larger goals. It's important to recognise and celebrate even the smallest achievements on which you build your future success.

3. Don't feel defined by your failures

Failure is inevitable, especially when taking on a challenge or trying new ways of things, but it doesn't define who we are. In fact, without failure, there is no growth because we learn some of the most valuable lessons from failing. Use it as a teaching moment that can empower not only you but also others through sharing difficult experiences.

4. Master communication skills

Particularly in recruitment, where a mutual understanding of goals is critical, it's important to master effective communication and attentive listening – especially in recruitment. Good communication ensures that people know where they are headed, while careful listening enables us to address their needs and concerns.

5. Be flexible and adaptable

In today's fast-paced world, being able to adapt to new situations and approach them with flexibility is crucial. By learning to do so, you are better equipped to overcome challenges that may come your way. As the job market is constantly evolving, this is especially true for recruitment specialists.

6. Hire the right people for the right positions

Creating a high-performing team requires careful consideration when hiring. It's

essential to look for people who not only have the necessary qualifications for the role but also align with the company's values and culture. Investing time and resources in the hiring process will allow you to select the right people for the right positions and avoid costly mistakes down the road.

7. Foster a culture of learning and growth

Never stop learning! Cultivate a culture of growth by inspiring both yourself and your team to learn new skills and by providing opportunities for professional development. This is essential to improving your expertise and remaining competitive in your field.

8. Look after the wellbeing of others

Providing support during challenging moments is a powerful way to strengthen relationships and boost overall team productivity. As we're facing a wave of professional burnout, now is the time for HR



teams to prioritise the wellbeing of employees. It also translates into improved performance and success of the company as a whole.

9. Find the right work-life balance

Your wellbeing as a leader is just as important as your employees. As difficult as it may be, achieving a balanced work and personal life is vital for staying healthy and happy while heading towards your goals.

10. Build a sense of community in the workplace

I believe that making your company a place where people have a sense of belonging is key. Build a community where employees feel valued and supported and watch your entire organisation thrive. Community is something we help our clients build by assisting them in hiring the right team.

11. Say 'yes' to more opportunities

Being open is an effective way to broaden your horizons. Say 'yes' to more things and embrace the unknown to develop new skills, gain new experiences, and expand your knowledge. But remember to balance taking on new tasks with your existing responsibilities to avoid burnout.

12. Build a network of the right people around you

Your success as a leader depends on many factors and your environment is one of them.

Surround yourself with the right people – mentors, peers, and advisors – who will provide you with valuable guidance and feedback as you navigate your leadership role. After all, recruitment is all about networking.

13. Keep trying, never give up and enjoy the moment

Persistence is key. The road to success is a marathon, not a sprint. Maintain a positive mindset and don't give up on your goals. And as cliché as it may sound, enjoy your journey along the way.

Lewis Maleh is an executive recruitment expert and the founder and CEO of Bentley Lewis, an award-winning global boutique executive search firm. He is one of the leading global minds on what's next in the workplace, how hiring and attracting talent is evolving, and what people are really looking for from work. He shares his expert insights as a global speaker and host of The Recruitment Show.



The power of L&D

Skills: Laura Baldwin, President at O'Reilly on how digital training can help you and your clients grow, recruit and retain.



Companies are currently dealing with supply chain issues, steep energy costs, unprecedented inflation, and a persistent shortage of skilled workers – all of which are threatening their ability to remain resilient in the short term and succeed in the long run. Facing these hurdles makes one thing very clear: skilled individuals are essential to achieving success. According to the

Department for Education's [2022 labour market report](#), investing in employee training and skills is becoming increasingly critical for businesses. However, the report also cautions that businesses' unwillingness to provide training could pose a significant obstacle. Which means organisations are blocking their own path to overcoming the challenges they face.

We're seeing a hint of light at the end of the tunnel with [a new report](#) from the Recruitment and Employment Confederation (REC) and KPMG, which suggests that the overall number of candidates for jobs has increased in the UK for the first time in more than two years. But even as the volume of candidates increases, the need for employers to invest in employee training remains. If they continue to avoid upskilling and reskilling their teams, there's a very real possibility that they'll not only jeopardise the growth of their organisations but also pose a threat to the UK workforce.

Batten down the hatches

When facing economic headwinds, businesses may be tempted to reduce investments in various operational aspects that might be viewed as superfluous to keeping the organisation running. Tech companies have been doing away with employee perks like free on-site laundry and gourmet lunches, which makes sense as an austerity measure. We often see marketing and advertising budgets

trimmed in tougher times, though there are certainly arguments about how that may negatively impact future growth.

Some more desperate organisations might even consider cutting back on learning and development (L&D) for their teams. However, this could prove to be a very risky approach. Studies have indicated that training has a positive effect on productivity, and that reducing learning opportunities sends a concerning message about the availability of long-term prospects for – which could lead them to seek opportunities elsewhere. Instead of cutting back, organisations should view L&D as a crucial factor for safeguarding against recession, boosting employee retention, and promoting future growth.

Invest in L&D to bridge the talent gap

It's no secret that one of the most significant talent gaps affecting employers is within digital and technological skills. According to the government's latest [Digital Strategy](#), the

digital skills gap is estimated to cost the UK economy up to £63 billion a year in lost potential gross domestic product. With over 80% of new jobs relying on digital skills, employers say that lack of talent is the primary barrier to growth.

Organisations struggling to hire digital talent cannot simply wait for the next generation of school graduates to fill the gap. Tech moves so quickly that what students have learned in their coursework might be outdated by the time of hire. So to drive innovation and growth in today's tech-driven economy, it's essential to develop the technological skills of your existing teams. It's the only way to ensure you have the talent and skills to recession-proof your organisation, survive the current storm, and move quickly to get ahead of your competition when the skies clear. And that requires investing in L&D.

Customise your L&D strategy to maximise its benefit

So, where should you focus your workplace

learning and development? The needs of each organisation will differ, but there are some core digital requirements that all businesses must meet through their ongoing talent and L&D strategies. For example, no digitally enabled business – and today that means any business – can survive without cybersecurity skills. It's an essential area for continued focus, to both stave off destructive ransomware attacks and ensure cyber compliance and governance.

There are also a [plethora of digital skills employers must consider](#), including emergent AI, blockchain, data analytics, cloud strategy, and application development. Growth will come from an organisation's ability to harness innovative technologies and approaches like these – underpinned by the human talent empowered to put them to work.

But digital skills are only part of the equation; it's equally important to consider how employees will engage with L&D for all areas of career development. They may need to cultivate nontechnical skills like writing,



communication, assessment, and leadership as part of their learning journey. A quality L&D partner can play a major role in developing these “soft skills” across an employer’s entire staff as well.

L&D for recruitment

And then there’s how L&D can expand an organisation’s reach as a recruiting tool. As I mentioned, companies can’t always count on recent graduates to know the very latest technologies, so we’ve seen an emerging trend where organisations hire secondary school graduates with the intention of training them themselves after graduation. For example, companies like IBM, A&O, and HCL Technologies offer students the opportunity to gain niche technical skills from an early age. IBM is arguably leading the way with its recent [announcement](#) of a roadmap with more than 170 new academic and industry partnerships across more than 30 countries. The company is ensuring its future workforce by building it from the ground up. We may be gradually shifting

away from a model of education where individuals are responsible for their own degrees to one in which companies educate employees to fill their open technical roles. Successfully making such a transformation requires a forward-thinking L&D strategy.

Enterprises of all sizes need to rethink how they train and upskill employees to ensure they keep pace with the new way of working. That includes an appreciation of each employee's unique learning style and objectives. There's no cookie-cutter approach to digital upskilling; individuals should be granted access to a range of learning opportunities as part of a defined path of individual development.

Leverage L&D to improve retention

Investing in future-proofing your employees' skills isn't just about keeping up with competitive innovation. It's also about securing your most valuable asset: your people. [70% of employees](#) reported they would consider leaving their current role for

an organisation known for investing in employee development and learning. And [90%](#) say they would remain working for an organisation that invested in career development. Those are striking numbers.

But let's not forget that employees also play a role in their own success. So empower them to prioritise learning – to reskill and upskill to make themselves an invaluable asset to the organisation. That means embedding personal development as a core value that permeates your entire organisational culture, starting at the top. Emphasise the importance of learning and encourage teams to leverage the L&D tools you provide, and your company will grow from within.

In this period of postpandemic economic uncertainty, employers must take proactive measures to secure the future of the UK's digital economy and transform this challenge into an opportunity. This demands giving L&D the attention it deserves as a recession-proof approach for achieving long-term growth – particularly within digital technologies.

“Employers must take proactive measures to secure the future of the UK's digital economy and transform this challenge into an opportunity.”

Thank you

