

The voice for the global staffing industry



THE GLOBAL RECRUITER

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BUILT TO THRIVE

**COMPLIANCE FIRST
FLEXIBILITY, EFFICIENCY AND CREATIVITY**

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WELCOME



SIMON KENT
EDITOR

Compliance in the recruitment industry operates on two levels. There's the broad brush stroke level – the Criminal Justice Act, IR35, Right to Work – but then there's a more detailed level beneath these challenges. It's the point where suggested solutions and models need to be subject to close scrutiny in order to be seen to be compliant. Where the everyday work of consultants and recruitment businesses must still be correct in order to deliver a safer, low risk service. Achieving compliance on both these levels is certainly not easy, but it is something recruiters do every day.

The act of recruitment itself could be seen to operate in a similar way. There's the broad brush strokes of understanding and addressing market conditions, opportunities in terms of skill shortages and demand for workers. And then at the same time there's the need to take a personal, almost granular approach – delivering a service which clients can't get elsewhere and which your recruitment business alone can deliver.

In this issue of The Global Recruiter we continue our Compliance First series, we also feature the story of a remarkable nursing recruiter who changed the game in order to bring much needed qualified staff to the health sector. All our stories point to a thriving industry, one which places clients first and seeks to offer a consistent and long term solution to talent needs. It's also an industry which progresses through sharing and discussing ideas. The Global Recruiter does this through the content of this e-magazine and through our ongoing series of Recruitment Live discussions. So if there's anything you'd like to discuss or get off your chest, please do get in touch. ■

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REED ADDRESSES RETROFIT SKILLS GAP

Retrofit recruitment must triple if UK is to reach net-zero by 2050, new data shows

Reed in Partnership has launched Reed Environment to address the UK's net-zero skills shortage. Through this initiative it will create a newly trained green workforce to help the UK meet its net-zero targets and spread economic opportunity across the country.

Reed Environment's ambition is to create one of the largest networks of green skills training providers in the UK. It will begin by delivering retrofitting training at scale and creating a recruitment pipeline for retrofit. It estimates that this new workforce could reduce the carbon footprint of millions of UK homes, which are responsible for around 20% of the country's carbon emissions.

Reed Environment has today shared new research which lays bare the urgent need to turbocharge retrofit training and recruitment in the UK. Its modelling estimates that current rates of retrofit recruitment must triple if the country is to meet its 2050 net-zero target. If these rates don't increase, then the UK won't achieve its target number of energy efficient installations to meet its net-zero goal until 2105 – a further 55 years beyond 2050.



James Reed CBE, Chairman of Reed in Partnership, commented: "The UK is in a race to reach net-zero by 2050. Meeting this target quickly is not only key to protecting the environment, but it is also a huge economic opportunity to create highly skilled jobs. A lack of skilled workers means we are currently falling behind

"Nowhere is the UK's green skills gap more apparent than in the retrofitting of our ageing housing stock," he added. "Currently, there is a serious shortage of retrofit training and recruitment pathways, meaning we are unable to embark on the retrofitting revolution that needs to happen. We need urgent action if we are to meet our net-zero targets and that's why we're launching Reed

Reed Environment has invested in the Oxford Energy Academy, the highly-rated OFSTED training provider, to initially offer training for two retrofit assessment courses – the Domestic Energy Assessor and Retrofit Assessor – both of which form the foundation for undertaking a retrofit project.

Reed Environment will add over 1000 new retrofitters to the market each year when at full capacity – a 94% increase on current yearly recruitment levels. It will connect the newly trained workers to job opportunities with Local Authorities, Housing Associations, and private landlords.

Reed Environment will combine its experience in delivering training programmes quickly at scale, with the Oxford Energy Academy's technical expertise and track record of offering courses covering a broad spectrum of the energy industry.

Between now and 2025, Reed Environment will expand its reach by opening new Energy Academies across the UK to broaden the net-zero skills training it offers, including new retrofit courses, as well as solar, Electric Vehicles and heat pump training.

These Academies will provide first of its kind training at scale, job opportunities, energy advice and consultancy solutions to propel the UK along its trajectory to net-zero. These will be created in areas that are most in need of net-zero skills training to ensure access is spread equally.



GEN Z TECH STRUGGLE

Over half take up to 9 months to secure first role in technology sector.



Starting a career in tech is proving a major challenge for Gen Z professionals, especially for women and ethnic minorities, with more than half (54 per cent) taking between 4 to 9 months to secure their first entry-level role. According to Wiley Edge's Diversity in Tech 2023 report, nearly a fifth (18 per cent) of this generation's budding tech workers took 10 months or longer to start their careers.

Just 28 per cent of respondents managed to secure a role within three months or less, meaning many are facing anxious waits to start their careers after university. As a result, almost two-thirds (62 per cent) of Gen Z respondents said they found it harder to secure a role than they had expected.

Many employers in Big Tech are slowing down or freezing recruitment, yet despite these headwinds, Gen Z remain interested in working for Big Tech according to the research.

More than half (53 per cent) of Gen Z tech workers said they wanted to work for Big Tech over any other sector. Financial services was the second favoured sector, but it was only the preferred choice for 16 per cent of respondents.

Problems with recruitment in tech are clearly felt by the latest generation of employees entering the workforce, but businesses are also feeling the pressure. The research found that 92 per cent of businesses face challenges when recruiting for entry-level tech roles.

Khadijah Pandor, Head of Partnerships at Wiley Edge said: "While it's promising that so many Gen Z professionals are trying to make a name for themselves in technology, it's disheartening to see that so many are facing long waits to make their career dreams a reality.

"Education is paramount in helping tech careers become more accessible. Gen Z professionals need to be made aware of the rewarding and good-paying tech roles outside of Big Tech. Whether in smaller firms or sectors such as retail, healthcare, finance and manufacturing, opportunities for skilled tech workers are abundant, but knowledge of these opportunities is less so.

"Tech roles are also hugely skills dependent, and our findings highlight that many recent graduates looking to start their career are not meeting the skills requirement employers set. Bridging the skills gap must be a priority for businesses to ensure more impactful recruitment in the long-term.

"University qualifications can't always keep up with the pace of technological change, therefore future generations will benefit from additional job-specific training. Businesses also need to discover new ways to introduce and nurture talent from diverse backgrounds into their workforce to level the playing field for talent and overcome the digital skills shortage." ■



GENDER PAY GAP PUSHES COST OF LIVING

Female employees most likely to be suffering from financial stress

The rising cost of living is creating far more financial stress for female employees than their male counterparts, new research from Mintago has found.

The financial wellbeing platform surveyed a nationally representative sample of 1,333 UK adults in full- or part-time work. It found that almost one in two (48 per cent) female employees are either 'very' or 'somewhat' stressed, while less than a third (31 per cent) of male employees said the same.

When asked about the factors that were contributing to their stress levels, 69 per cent of female employees cited the rising cost of living is their top concern. Only 52 per cent of male employees selected this. General money or financial worries were the second most common source of stress for both men (48 per cent) and women (65 per cent), with again female employees far more likely to have this playing on their minds.

Further down the list of stress factors, however, the survey found that men (24 per cent) were more stressed about their job security than women (19 per cent).

Rachele Carraro, financial wellbeing expert at Mintago, said: "These startling figures demonstrate just how vital it is that employers engage with their employees with regard to their finances and wellbeing, particularly those who face societal disadvantages."

"Without taking the time to create an open dialogue with employees and ensure robust financial wellbeing support is in place, injustices like gender inequality risk slipping through the cracks. The longer this additional financial burden upon women continues without recourse, the more profound the issue will become.

Chieu Cao, CEO of Mintago, added: "The gender pay gap is common knowledge, and our new research underlines the impact this has on people's wellbeing, with women far more stressed than men during the cost-of-living crisis. Inflation remains sky-high, so money worries will not dissipate any time soon.

"Employers cannot underestimate the impact of money worries on their employees' wellbeing. So, they should take action to ensure their entire workforce are getting the support they need. This means giving staff the tools – such as financial education, interactive pension dashboards or access to financial advisers – they need to navigate what continues to be an extremely challenging economic climate." ■



POSITIVE HYBRID

61 per cent of recent graduates say hybrid working will have a positive impact

Research from CEMS, the Global Alliance in Management Education has found 61 per cent of young professionals, who have entered the workforce for the first time, believe that hybrid working will have a positive impact on their career.

Young professionals believe that working between the office and home provides more flexibility, freedom to travel while working, improved wellbeing, reduced costs and the feeling of being valued by employers. A total of 25 per cent of respondents to the global survey said they did not think the move to hybrid working would make any difference to their career prospects at all, while only 14 per cent thought the impact would be negative.

Following initial survey results, CEMS explored the findings in more depth through qualitative interviews with young professionals around the world who are just entering the workforce.

The majority of interviewees felt that hybrid working was the ideal set up. They spoke of the benefits including:

- Opportunities to travel while working – hybrid offers more flexibility, allowing more time for them to travel and even work whilst travelling (workcations), instead of taking longer vacations.
- Feeling valued. When working in a hybrid way young professionals feel that they are trusted and valued by their employer, as they are provided with freedom to set their own work schedule.
- Broader access to jobs – hybrid adds a whole new layer of flexibility to take on jobs that weren't accessible in the past.
- Reduced costs – the majority of graduates interviewed mentioned that they could save money and time by living in areas just outside big cities and commuting less frequently.
- Better work/life balance and wellbeing – Hybrid working allows more time to pursue hobbies, study and exercise. It provides more time to spend with family and friends – with an overall positive impact on wellbeing.
- Greater focus. Working between the office and home allows for focus and quiet time to get things done when needed, rather than constantly being in a busy office setting. >

Interviewees emphasised that they were positive about hybrid working, however not fully remote. They believe that spending face-to-face time with colleagues inside and outside of office hours is vital for career success – in particular networking opportunities, innovation and learning. They stressed the importance of teams regularly meeting in person and having working structures in place.

Giorgio Benassi, group head of talent at H&M Group, a CEMS corporate partner, commented: “When analysing the perspective of our early career population at H&M, we see the same trend emerge – tilting towards the impact of hybrid work being positive. The primary reasons are an increase of productivity, by being able to split time between home and office and finding long-term career sustainability through a positive blend of work and life demands.

“At the same time, we know that networking plays a critical role in determining career possibilities – due to the social nature of human beings – and that effect cannot be entirely removed. So, will recent graduates change their perspective on hybrid work as they move through their careers?

“It will very much depend on how we, as organisations, are able to set coherent hybrid workplace strategies which level the playing field. I believe in the coming years organisations will need to become more intentional with their hybrid workplace strategies, finding ways to maximise people’s time by creating more purposeful ways of being in the office, and at home.”

Nicole de Fontaines, executive director of CEMS said: “Our graduates – many of whom will be in leading positions at some of the world’s most influential companies – are overwhelmingly positive about the move to hybrid work, as it offers them the flexibility they have been craving for many years. They tell us that they are attracted to employers which offer hybrid and are more reluctant to work for those which are unable to accommodate this flexibility.

“On the other hand, they do not want to work remotely full time. Young professionals recognise that regular face-to-face interaction with their colleagues on a weekly basis is vital to their career success – particularly when it comes to relationship building and learning new skills. They do not want to lose that social aspect of work. In this sense employers need to balance the desire for flexible hybrid work with plenty of opportunities for teams to collaborate in person – both inside and outside the office.” ■



TEN-YEAR ITCH

Research reveals 31 is the age most UK workers change career path



New research from Michael Page has revealed the average age that workers look to change careers. Employees aged 31 are much more likely to consider a role or even industry switch according to the latest Michael Page Pulse which surveyed 5,000 UK workers.

Of those surveyed, 26 per cent said they were considering a change in the 'not-too-distant' future, with 44 per cent already having made the leap to something new – and an overwhelmingly positive 68 per cent of these said that they had 'never looked back'.

The top reasons cited for a career change include better earning opportunities (33 per cent) and yearning for roles they are more passionate about (32 per cent). Employee demand for a better work-life balance remains front of mind for today's workers as 19 per cent cited this as motivation for a career change. The economic turbulence of recent months has also prompted change within the workforce, with 15 per cent of respondents saying redundancy helped them seize the opportunity to switch.

Education and healthcare are the industries that are most in demand, according to the new research. Of those surveyed one in ten (10 per cent) said they have or would consider moving into healthcare and a similar number said the same of education (9 per cent).

Doug Rode, managing director UK & Ireland at global recruitment specialist Michael Page, which commissioned the research, said: "Changing career can be daunting and feelings of uncertainty are natural when faced with such a major decision. But job hunters should be empowered by our findings, which show that 68 per cent of people who have made the switch 'never looked back'.

"Whatever is driving you to seek change, be that the calling to pursue a personal passion or getting back to work following a redundancy, it is important to take the time to properly research and plan out your next steps," he added.

"Whilst this data shows that 31 is the national average age to change career, everyone is different. You shouldn't feel under pressure to make decisions about the future of your career until you feel the time is right. Assess your skills, your drivers and your ambition, and then find a career to match – there are plenty of opportunities in the market for workers who are open to taking them."

The study has also highlighted a trend that HR leaders and hiring managers should be aware of: the rise of temporary workers. In a time of upheaval and uncertainty, 54 per cent of respondents stated they had or would consider taking a temp role to support their career change process. 41 per cent said this approach to the journey offered them greater flexibility, and a further 27 per cent said it can help build opportunities and experience in other industries.

Doug Rode added: "Today's workers have more agency and confidence than ever before, and our new research shows how this is reflected in their career choices. The previous blueprint of a linear career path has been largely consigned to history. Today's workers are prioritising their own fulfilment at work and are more open than ever to pivoting if something feels more aligned to their values.

"Post-pandemic, we have created a unique landscape where workers have access to so many different opportunities," concluded Rode. "Today, it's normal to hop between jobs until you land on the right one. It's easier than ever to move between temporary and permanent roles in a bid to try out a new function or industry. Opportunity is out there, regardless of what age you are – there's always time to change up your path and find a career that puts a spring in your step each day." ■

HARVEY NASH NEXTGEN LAUNCHES

Harvey Nash launches initiative for fresh, diverse tech talent

Harvey Nash, the leading global technology recruiter, has launched a major new initiative to bring fresh, diverse talent into the tech sector through a unique cross-training programme.

Harvey Nash NextGen will partner with customers to access scarce technology skills: from identifying the people needed, to developing their skills through the Harvey Nash NextGen Academy, to employing and deploying the talent, which later can be employed by the customer.

With demand for technology talent remaining at an all-time high, this new solution allows Harvey Nash to take an active role in adding to the pipeline of future technology talent in the UK, while creating opportunities for under-represented groups to build successful careers in the sector.

Harvey Nash NextGen will be led by Robin MacDonald, director, and Regan Stevely, associate director, who together have significant experience in the hire, train and deploy sector, having built successful careers at FDM and mthree (now Wiley Edge), and more recently establishing and growing their own business, Rubik Talent.

Harvey Nash has successfully developed similar services in its Belgium and Dutch businesses, with the UK adding further to its international footprint. With seven in ten digital leaders reporting a technology skills shortage, this new service line adds significantly to Harvey Nash's existing technology talent services, and how it helps customers build and transform their technology teams.

"Nash Squared continually looks for new ways to add value to its customers," said Bev White CEO of Nash Squared, parent company to Harvey Nash. "Demand for technology talent remains at an all-time high in the UK. Through Harvey Nash NextGen we are directly addressing current and future skills shortages. Not only are we playing an active role in developing the next generation of tech talent, but by collaborating with our clients we will be paving the way for under-represented groups to build successful careers."

Andy Heyes, managing director of Harvey Nash UK South added: "As an organisation we understand our social responsibility, and to provide individuals from diverse backgrounds with the opportunity to develop new skills whilst helping our clients engage with new talent pools is a natural step for us."

Robin MacDonald, Director, Harvey Nash NextGen said: "Talent comes in many shapes and forms, and all the evidence shows that increasing team diversity also increases team effectiveness. Harvey Nash NextGen will help our customers do just that. With the backing of a major talent and technology solutions brand we have an opportunity to make a major impact on the sector, and are excited to get started." ■

FLEXIBILITY, EFFICIENCY AND CREATIVITY

Jakob Tietge, head of the Danish Staffing Federation Vikarbureauernes Brancheforening within The Danish Chamber of Commerce, discusses Denmark's labour market.

Q: What are the main challenges and opportunities facing the Danish labour market today?

A: Like many countries, Denmark is feeling the impact of staff shortages. However, unlike some markets, the pressure points in our country are not for the mid-level skills but instead polarised among high-level skills and the lower level ones, such as cleaning and agriculture.

We enjoy a liberal labour market which provides workers and companies with much agility. Our flexicurity approach makes it relatively simple to hire staff and let them go – both permanent and temporary workers. This of course makes the staffing sector an attractive prospect for companies as they have little to lose if a hire doesn't work out. ➤





The Danish staffing sector falls into two quite distinct segments: Healthcare staffing agencies, which account for one-third of the industry, and all-round staffing agencies which cover everything else. The two segments operate quite differently and there are very few players with a foot in both camps.

The volume for the general segment lies in the blue-collar sector such as industrial production, logistics and construction – something that distinguishes us from our Swedish neighbours whose staffing market is predominantly white-collar. The segment has generally good relationships with both the unions and business and operates collective labour agreements (CLAs) in all sectors.

The healthcare staffing segment however, has recently become the subject of political debate as the majority government is seeking to limit the use of temporary staff in healthcare. This has created uncertainty for members operating in this segment.

Q: What is the outlook for flexible staffing?

A: As mentioned, the Danish labour market

is already extremely flexible. Benefits that in many European countries are attached to employment – such as childcare, maternity, pension and holidays – in Denmark are not tied to the job, but rather a part of the social system. This makes employment mobility much easier, and some one-third of Danes change jobs each year as a result.

Nevertheless, we are currently witnessing even greater flexibility in our labour markets driven by self-employment and the increasing number of alternative job platforms. While these platforms add healthy competition, we believe that they should be subject to certain rules – just like the CLAs and regulations that govern our sector. Currently, it is not exactly a level playing field.

As flexibility is not such a selling point for the staffing sector in Denmark, we have to be creative and offer other enticements to attract business. We pride ourselves on speed, outsourcing of admin and quality matching, which prompts companies to use us as a channel for recruitment when they have difficulties finding people. >

This recruitment has three layers: Executive search, middle level search and selection, and staffing. Staffing industries are gradually being recognised for their ability to attract and retain talent for companies and our direct recruitment market share has been picking up. I think it's a question of image and our sector is now being viewed more favourably.

Q: How is agency work perceived in Denmark? How do you see the industry's role evolving in both the short and longer term?

A: These days staffing industries are well-integrated into the labour market and regarded as just another part of the economy. Temporary work is on the rise and more companies are starting to create a staffing buffer.

In the future I see our sector as moving into new sectors that haven't traditionally used temporary staff – such as teachers and security firms. I believe we will also attract functions that require higher skills. Self-employed people in particular are coming to realise the advantages of working through an agency which handles all their admin and so the process will be driven by the candidates as much as the companies.

Offering candidates a compelling value proposition regardless of their skills sets continues to be very important for our sector. Our own industry surveys reveal that temporary workers are extremely happy with the experience and would not hesitate to take up another a temp job or recommend one to a friend.

As the industry federation it is our job to position the sector as a way of helping people into work - whether they are youngsters looking to get a first foot on the employment ladder or more experienced workers transitioning roles and sectors. The fact remains though, that two-thirds of workers are looking for permanent employment and our sector fulfils an important role in enabling people to get experience and explore what type of job suits them before taking up a permanent position.

Q: What actions is your federation taking to support members to become more strategic partners for client companies and workers?

A: This is an essential part of our work. We have a regular flow of information and dialogue with members, but in addition we have created specific offerings to support our corporate members in creating strategic partnerships with their clients. Many of them recognise the value of developing closer business relationships and are keen to build more strategic partnerships with clients in the healthcare and public sector for example.

We have worked to develop a compelling narrative through storytelling which explains what our industry can do and gives examples that help client companies to understand how we can fit into their staff planning. We hold seminars in groups but also work one-to-one with members to support them in growing their businesses and achieving their goals. >



POWERING UP

How niche agency UMATR has grown through acquisition and innovation.

UMATR, a niche specialised agency in Scala and Software Development, has emerged as the go-to agency within their community, and a prominent player in the recruitment industry since its inception just over two years ago. In this time UMATR has operated across 25 countries, and renowned brands such as Sky, ITV, Crunchbase, eBay, Ticketmaster, Coralogix, and Hopper have

placed their trust in UMATR's expertise and recruitment solutions. They proudly boast that 31 per cent of their placements have been women or individuals from underrepresented backgrounds. Going beyond their core business, UMATR actively supports the community by sponsoring and attending conferences globally. ➤



Founded in London, UMATR has quickly gained recognition for its innovative approach and commitment to delivering premium service. Their commitment to excellence has been recognised with prestigious awards, including the title of Best New Start-Up and the recognition of their founder, Mitchell Franklin, as the New Entrepreneur of the Year. With a vision to build its own technology platform, UMATR has strategically embarked on a journey of growth and expansion through acquisitions.

Perfect timing

Most recruitment companies measure success by the growth of their headcount. However, UMATR stands apart by prioritising a distinctive approach. Mitchell Franklin emphasises this, stating: “UMATR has a different goal, with a vision to begin the journey of building our own technology platform next year, it is important that as a business we remain lean, high-performing, and profitable.” With that being said, Mitchell also comments that even with the absence of becoming a tech company, he believes a lot more modern-day recruitment companies could grow more sustainably without chasing the vanity of headcount.

UMATR’s growth strategy revolves around carefully selected acquisitions that align with their core values and complement their existing offerings. In April 2023, UMATR merged with Encipher Technology, a boutique agency specialising in Machine Learning (ML) and Artificial Intelligence (AI). This merger was a logical step forward as it expanded UMATR’s capabilities to cater to the increasing demand for ML and AI talent from their existing and new clients.

Following the merger with Encipher Technology, UMATR made another strategic move by acquiring Digital Gurus MENA, a highly respected agency focusing on the creative sector such as Product Managers, UI/UX Designers, and Marketing roles. This acquisition also enables UMATR to broaden its reach and cater to a wider spectrum of existing client needs while leveraging Digital Gurus MENA’s expertise in the creative sectors.

Mitchell Franklin highlights the importance of these acquisitions, stating, “The acquisition of Digital Gurus demonstrates our commitment to the MENA and GCC regions.” This move allows UMATR to solidify its presence in these markets and provide tailored recruitment solutions to meet the evolving demands of companies in the region. UMATR’s strategic acquisitions are part of a larger vision to create a one-stop hub for companies’ hiring needs, bringing together a collective of boutique specialists and high-performing agencies. This approach capitalises on the strengths and expertise of each agency while fostering collaboration, resource sharing, and knowledge exchange. >



Staying boutique

This commitment to efficiency and excellence has been a driving force behind UMATR's early success. The company's steadfast focus on delivering exceptional service has allowed them to gain a competitive edge over larger firms. By staying lean and maintaining a boutique-like structure, UMATR ensures a personalised and premium level of service that resonates with clients and candidates alike. Mitchell, explains, "I have seen many start-up agencies try to present themselves as larger businesses, in the hope it would build more trust from potential clients. However, I credit a lot of UMATR's early and continued success to the fact that we were and still very much are a start-up. It allows us to be more agile and more focused on individual clients. Larger firms have a lot of positives too, but they simply cannot do the things start-ups can, and often don't have the drive or hunger to do so. I firmly believe that being authentic about being a start-up, and boutique specialised agency will provide a huge competitive edge and resonate with potential clients much more."

By uniting specialised agencies under a common goal, UMATR aims to leverage the success of these individual brands to build its own proprietary technology platform. Mitchell explains, "UMATR, Encipher, and Digital Gurus MENA are all working towards a shared goal of building our own product, built from the success of these individual high-performing specialised agencies, who are all as equally lean as one another, sharing resources and knowledge." >



International growth

The timing of these acquisitions is crucial for UMATR's growth strategy. The recent launch of their Dubai office has opened doors to new opportunities in the Middle East and Asia-Pacific regions. By expanding their market presence, UMATR can tap into increased talent pools for both their clients, and their own hiring plans, and take advantage of the competitive edge offered by different time zones. Additionally, the relocation of top performers to the Dubai office and the associated benefits of lower taxes for both the business and employees further bolster UMATR's position in the global recruitment landscape. These factors, coupled with their track record of success, make it an opportune time for the company to capitalise on its momentum and continue moving forward.

UMATR's recent acquisition marks a pivotal moment in the company's journey of growth and innovation. By remaining lean, high-performing, and profitable, UMATR has differentiated itself from conventional recruitment companies. The strategic acquisitions of Encipher Technology and Digital Gurus MENA not only enhance UMATR's capabilities but also pave the way for the realisation of their vision to build their own technology platform.


UMATR has just signed a lease for a 2,500 sqft office in Dubai Hills to accommodate the growth of their core team, along with the Encipher Technology, and Digital Gurus MENA, brand. This new office is set to hold 36-50 staff members, aligning with UMATR's focus on remaining lean and high performing. Mitchell Franklin emphasises, "UMATR is not aiming to scale past this headcount, so once these seats are filled, having the opportunity to be part of their exciting journey becomes increasingly more difficult."

Mitchell Franklin concludes, "UMATR's acquisition and growth strategy are rooted in shared values and a vision for the end goal. Together, we are forging a path towards building our own product, fuelled by the success of these individual high-performing specialised agencies." As UMATR continues to expand its footprint and collaborate with specialised agencies, it is positioned to revolutionise the recruitment industry. UMATR is wellprepared to navigate the dynamic landscape of talent acquisition and deliver unparalleled value to clients and candidates alike. ■

THE INVISIBLE REVOLUTION

Kurt Jeskulski, Senior Managing Director at Michael Page North America on how work has changed.

The meteoric rise of terms such as The Great Resignation and Quiet Quitting have been hard to miss over the past couple of years. Together, they define a new era of work post-pandemic – where spikes in resignations, shifts in employee engagement and changes to workers' desires have become the norm. >



These are not merely temporary trends or short-term reactions to a period of turbulence; although many might think so. We believe that they amount to an Invisible Revolution – one with enormous implications for employers.

To get to the root of what's driving the Invisible Revolution, we went straight to the source. In May, PageGroup launched its inaugural [Talent Trends report](#), an in-depth global study of almost 70,000 professionals around the world, the largest global talent study of its kind. The research uncovered seismic shifts in employee attitudes and motivations, decisively showing that a new era of work life is upon us.

The global report reveals profound changes, and the sentiment is mirrored across the US. In fact, the transformation impacting the employment market in the United States can't be ignored.

Understanding the revolutionary shift

First and foremost, it is key to recognise that in recent years, workers' expectations of their careers have shifted substantially. PageGroup's Talent Trends data shows that work-life balance, a competitive salary, and strong career progression have become nonnegotiable. The data indicates that professionals are willing to leave their roles if these areas aren't satisfied.

An astounding 82% of our respondents in the US say they are open to a new job, despite most reporting reasonable rates of job satisfaction. Even if they are not actively applying for a new role, they are still open to making a move should the right opportunity arise. Open-ness to switching jobs is not confined to a particular industry or age group – it's truly wide-spread. And while the trend towards an open relationship with outside opportunities isn't new, the emotional ties that once existed seem to have drastically faded.

In the post-pandemic world, many professionals have adopted a more 'transactional' view when it comes to their jobs. After the disruption of recent years, the workforce's collective emotional connection to the world of work has been diminished. This is already having significant consequences for employers when it comes to retention, as evidenced by the recent Great Resignation.

Workers are putting themselves first and assessing jobs with a clear value equation: "what I get" versus "what I give." Employers who cannot deliver in key areas will inevitably fall behind. ➤



Culture is at the core

The study also found that in the US, mental health and work-life balance have become even more important than many have realised, even if the conversation on the topic has grown exponentially in recent years.

Nearly half of respondents said that they would reject a job promotion if it would negatively impact their work-life balance, and 7 in 10 said that they would choose mental health and work-life balance over career success. For many, this balance is even more important than salary to their job satisfaction.

These elements of a company's culture and employee value proposition are no longer hygiene factors, but now staples when it comes to attracting the best candidates. Simply put, ping-pong tables and Kombucha on tap is merely a 'window dressing' to a workforce looking for organisations that truly value work-life balance. >

The three critical factors employers need to address

How employers approach this new dynamic will prove decisive in whether they can thrive in the Invisible Revolution. A more empowered pool of professionals has emerged, and they are reshaping the way they interact with their organisations along more mutually beneficial lines. In practical terms, there are three specific and equally critical areas which employers will need to address if they want to compete for top talent:

- Salary: Competitive and benchmarked remuneration
- Flexibility: Working in a way that is best for the employee and satisfies the employer
- Career growth: Offering top talent not just a job but a journey

It's not enough to just offer more money. All three of the above components are now real considerations for an appealing proposition, and employers must consider all in balance to make the opportunity attractive.

Adapting out-of-date hiring practices, challenging thinking based on research and evidence and keeping an open mind to the evolution of work will be key to unlocking the Invisible Revolution's potential. The most agile, forward-thinking businesses will be the ones who benefit the most from the seismic shift we're seeing in today's new world of work. ■



BUILT TO THRIVE

Marcelle Stewart, People Director for Gi Group Holding UK & Ireland, on supporting people and enhancing performance.





We are living in an uncertain world, with an ongoing cost-of-living crisis and turbulent economic conditions impacting almost all sectors of the economy – leading to many people being faced with challenging financial decisions. The physical and mental stresses this can have on a workforce are larger than ever, and no matter what the industry, it is important that employees feel supported in every way, shape and form by their employer.

As the people director of Gi Group, I am proud that our business provides an incredible range of benefits and opportunities to our people. At Gi Group, our commitment is to create a work environment that supports the mental and physical wellbeing of our workforce, while also providing ample opportunities for personal growth and development.

Recruitment can be a particularly high-stress sector to work in. It helps to have as much emotional resilience as possible, but it is also crucial that employers recognise pressure points and put mechanisms in place to support employees through these periods. This follows recent news stating that there are now [185,000 young people unable to work, due to suffering from mental health conditions.](#) >

Health support


This is why we have invested heavily in our employees with a range of benefits designed to address various mental health conditions, including anxiety and depression. This includes enhanced sick pay, private medical insurance, and in-work programmes, designed to help our people best manage their mental health. Often, it is simply a case of giving people a space in which they feel comfortable enough to speak their feelings, that helps give them the tools to deal with their feelings in a more positive way.

In addition to mental health support, we offer a range of general health benefits to help Gi Group employees feel more secure in their overall wellbeing. From day one of employment, our employees are covered by life assurance, at a rate of four times their basic salary. Private medical insurance is also available, which opens up 24/7 access to a medical professional who can prescribe medication without the need for a visit to a GP surgery.

Critical illness and dental insurance are also available as voluntary extras, at a small cost per month. Moreover, we cover the cost of annual flu jabs for all employees who choose to have them. To support employees during long-term sick leave, we have enhanced our sick pay policy, offering up to six months of support.

It is through initiatives like this that our people feel supported and able to look after themselves and their physical and mental wellbeing. It can be hard to look after oneself during times of stress, and we want to make sure our employees know that they can get the medical help they may need, through our wellbeing offering.

To ensure the wellbeing of our employees extends beyond physical and mental health, a responsive Employee Assistance Programme has been implemented. This gives our people a confidential advice line giving access to high-quality support from trained counsellors. >



WELLNESS

The strength of community

One of the strengths at Gi Group is our community, which has only grown stronger through our acquisition of Encore Personnel last year. I believe that a strong sense of community is crucial for supporting employees, which is why I am so proud of our 'Let's Talk' sessions.

The sessions encourage communication and support across locations and teams and our five UK brands, enabling employees within our various businesses to connect and help one another. Topics discussed in these sessions include mental health, neurodiversity, and the menopause, all important subjects that have helped foster a powerful sense of togetherness among our people through these discussions.

We have placed diversity and inclusion at the heart of our benefits package. This can be seen through our IVF loan, our neurodiversity assessment loan to help employees and their families achieve that all important diagnosis, our paid HRT offering, and through recognising the 'Chosen Family' in our compassionate leave policy for our LGBTQ+ community and others.

Get the balance right

As a company, we understand the importance of good work-life balance. Our flexible working model accommodates the various needs of our people. Whether it's hybrid, fully remote work, or flexible start and finish times, we recognise the ability to tailor workloads around the various challenges life throws at us, helping to empower our employees and creating a better environment.

What makes us stand out from the rest, is that Gi Group goes a step further by offering support for new parents, individuals undergoing the menopause, or those undergoing IVF treatment, ensuring that their working day is built around what they need, all while ensuring the business continues to run like clockwork. The positive feedback from our people speaks for itself.

Being at Gi Group is to also benefit from a career development plan that helps give our people focus and direction. Our training programmes are designed to empower and provide learning and development opportunities to everyone, across the business. We work extensively to give people a career path that can help them achieve their dreams. Whether it is reaching manager status at a branch, or achieving a director title, Gi Group is full of real success stories that have been enabled by our training opportunities.

We have demonstrated the success of our work in this area, with recent [British Training Awards nominations](#) for Gi Group Holding in the Best Learning & Development Experience category, as well as highlighting the fine work of group learning & development manager, Emma-Louise Taylor, in the Rising Star of the Year category.

We are looking for ways to help our people impact the environment less and less, with Electric Vehicle and Cycle to Work schemes in place to enable employees to make a change at a more cost-effective rate. Talking of cost, financial coaching is also on offer, to help our employees manage their finances, as well as webinars, that are particularly pertinent now, in 2023, given how many people across the country are feeling the pinch at the moment. >



Lindsey Pollard, senior branch manager at Gi Group's Basingstoke and West London offices, is just one employee who has benefitted greatly from her 15 years of service at the company:

"Gi Group as an organisation has continued to offer the same excellent opportunities to develop and grow to all employees across the business, regardless of location or seniority.

"Throughout my own period of development, I was supported by the Management Academy at Gi Group, a training and development programme that gives an individual all of the training opportunities they could hope for, as well as the opportunity to network with other individuals within the company.

"I could not be happier with my decision to join the recruitment industry and Gi Group – it's given me 15 years of growth and development opportunities that might not have been possible otherwise."

Communication

We know how important it is to communicate all of these opportunities to our employees. To help, we held a 'More than Work Benefits' launch event in September 2022, in which we showcased our employee-aimed initiatives and hosted webinars. Regular communication through email, one-to-one meetings, team gatherings, social media, and in-person events help keep our teams across the country informed and engaged.

We want our people to know we care about them and their wellbeing. With our many initiatives in place, we have created a real Gi Group community, that helps support the wellbeing of our employees, as well as giving us huge learning and development opportunities. Our benefits package helps us to have a happy, healthy and developing workforce, and allows us to continually meet the ever-changing needs of our candidates and clients alike. ■

GETTING BETTER

From nursing in India to recruiting in the UK Febin Cyriac's Envertiz Consultancy in making a difference to healthcare.



Having started his career as an immigrant nurse to the UK from his native Cochin, south India, Febin Cyriac's initial goal was to help his local community contacts secure fair and trustworthy nursing jobs abroad. His journey would see him emerge as a shining light and leading force in helping cut red tape to the international recruitment of nurses to the UK. Years of lobbying Government and nursing bodies led to an eventual easing up of the English language proficiency barriers which had previously prevented many highly skilled over-seas nurses from coming to support the NHS. He never envisioned that his fledgling operation, initially starting out of his bedroom while working with his new born on his knee, would become a thriving international

recruitment business – turning over in excess £20 million.

His greatest achievement, however, isn't his ever-expanding recruitment firm, Envertiz Consultancy, but rather having created the opportunity for 10,000 nurses to have permanent jobs across the UK's National Health Service – and his role in levelling the playing field to enabling overseas nurses to work and build a life in Britain.

Cyriac's future is promising as he has set the stage for an international community-based approach to nursing in recognition that the supply of crucial healthcare professionals is a global issue needing a joined up solution, not countries competing against others for talent >



Humble beginnings: a nurse comes to the UK

Hailing from Kerala State in south India, Cyriac, now 36, studied nursing and went on to work in a Mumbai hospital in 2007. India, unlike many other countries actually has a surplus of nurses due to the popularity of the profession, and his particular province produces one of highest per centages of nurses as a profession, not least due to the region's 100 per cent literacy levels. Therefore, his progression into nursing was a natural course to follow. In 2008/9 he worked as an industry nurse after finishing his three year nursing diploma.

Again, like many individuals from his state the culture is very much to seek career opportunities abroad, and in 2010 he came to the UK's University of East London to complete his Bachelors in Nursing which he achieved in 2011. For the next two years he worked in private sector nursing homes, and even a stint in the prison service (in a nursing role) for eight months.

At this point, Cyriac started to build his life in and around Cambridgeshire where he and was heavily involved with his Kerala

State expat community living in the UK,

before getting married in 2013.

"I've always been involved in my community, and people from Kerala band together wherever they are, so I took an active role in sports, cultural and charitable endeavours. Many weekends were spent collecting friends from the airport and being involved in events, this, however all required a level of disposable income I just didn't have, at which point I knew I needed to broaden my horizons."

Aberdeen calls

At this point, Cyriac received a job offer from a Croydon-based nursing agency which at the time was setting up an office in Aberdeen. He went out on a limb and chose Aberdeen over Croydon, because of the lower cost of living and prospect of being able to be of greater value to the company in their new operation.

After stints working in nursing homes in Aberdeen, the agency offered him a business development role where he increased his earning prospects. It was in this role he saw the shortfalls of nursing supply in the UK and the biggest issue dogging the industry at the time: English language proficiency. ➤

A brave campaign for change

At this point in time in 2013, non-EU nurses were restricted because of overall limited immigration caps on all people from outside the EU which came to a total of only 21,000 per year for all professions.

The issue, however, affecting non-EU foreign nurses, was the highly stringent IELTS – the UK nursing English language proficiency test, which at the time required a score of seven out of nine band, in a single attempt.

“It made no sense that nurses needed the highest levels of hugely technical English, then to be placed in an Aberdeen care home, for example, only to struggle with the strong local dialect and leaving everyone involved lost in translation,” says Cyriac. “What was really needed was a good degree of conversational English and common understanding.”

At this point Cyriac took matters into his own hand when he started a petition in 2014, with support from the Belfast-based Unison union and managed to gain 6000 signatures. The petition lobbied the Nursing & Midwifery Council (NMC) to allow a realistic score for English proficiency. This issue was known by the NMC and there was talk about creating a fairer playing field by making language tests for all nurses from outside the EU and within. While a fairer prospect, it didn't solve the problem.

In 2015, an organisation called The 3million – an organisation representing the working conditions of the UK's three million EU workers, saw Febin's petition and asked to partner in their efforts to lobby the NMC to ease English proficiency requirements as they noticed a marked drop in nursing applications when the onerous tests applied to their members. ➤





The perfect storm: UK's nursing numbers plummet

Coinciding with IELTS regulations being imposed on all nurses (from both inside the EU and Non EU), the national press broke stories about overseas nursing numbers plummeting 90 per cent in early 2016

"We joined forces to lobby the NMC when it was apparent this problem had made a material difference to nursing numbers across the board. It was now taken seriously, however, I was asked to provide evidence that current testing procedures weren't fit for purpose, which we did. What we asked the NMC to recognise was Australia's OET (Occupational English Language) requirements which were fairer and attainable and fit for purpose in that country."

Eventually, in 2018 the NMC agreed to reduce writing scores to 6.5 in recognition that the English level required was occupational, and this would suffice. This was a triumph for the campaign and for all nurses from inside the EU and beyond.

"Free nursing recruitment"? The rise of Envertiz

While Envertiz had begun trading in 2014, numbers were limited, yet easing up of the laws enabled Cyriac to ramp up his recruitment operation.

The culture in Kerala State at the time was for firms hiring healthcare professionals for jobs abroad, to charge for the service, so when Envertiz launched a campaign of 'free nursing recruitment' it seemed an unbelievable proposition.

"Due to the culture – at the time – of charging for pre-recruitment fees, trust levels were low among candidates, however, it was word of mouth from individuals, their families, friends and colleagues which gave us an edge. We became a trusted go-to resource through our local recruitment events and candidates could speak to other nurses who had been through the journey with Envertiz. Our numbers increased organically and in 2019 we turned a profit."

Envertiz today and the future

Despite the pandemic, Envertiz has thrived over the course of the past three years and achieved recruiting more than 10,000 nurses across more than 100 National Health Service trusts. All profits have been reinvested into the company's growth and Cyriac has even built an office building in Cochin where headhunting events, training, and visa processing is handled. Every week scores of Envertiz nurses arrive at UK airports to begin their exciting new career chapters.

"We're proud of what we've achieved for aspiring nurses looking to broaden their prospects overseas, at the same time as helping the UK fill many crucial nursing roles – not least at a time of urgent need," says Cyriac. "My aspiration though, is for countries to recognise that the availability of healthcare professionals is a global problem which can only be solved by sharing knowledge, best practice, cooperation and a recognition that it's an international community. We will continue our efforts to lower red tape and encourage the rise of a global mobile healthcare workforce." ➤

Threats and opportunity: 2023 and beyond

“We’re carefully monitoring the present Government’s workforce plan where we have concerns there might not be a welcoming attitude to overseas healthcare workers,” notes Cyriac. “The reality is that ramping up training places up to 70 per cent – an aim of the work-force plan – might not be enough. The numbers don’t stack up. The lure of overseas healthcare jobs for UK-trained nurses – at often better pay grades – is a threat and our view is that if the Government wants to ease the pressure off the NHS now, overseas nurses will form an important in solving the problem. It will ease the burden from current healthcare workers stretched to their limits, and will shore up numbers against those leaving the country, and the profession for good – not least after the effects of the pandemic on the morale of many thousands of nurses.”

Cyriac notes the effects of Brexit, for example, has seen 50,000 fewer nurses come to the UK than if the UK had not left the EU. In the past decade alone, 50,000 UK nurses have moved to Australia. “Training up new recruits now won’t see them on the front line for the next four to six years,” he says, “So, the need is now and overseas recruitment becomes an important component in solving the wider problem. Our wish is that recognition be given to the fact that healthcare is seen as a competitive global marketplace, and all options should be on the table to create the most efficient and well-supported patient-care service.” ■



IT MIGHT BE TIME FOR A BUSINESS MOT...

How well is your engine
running right now?

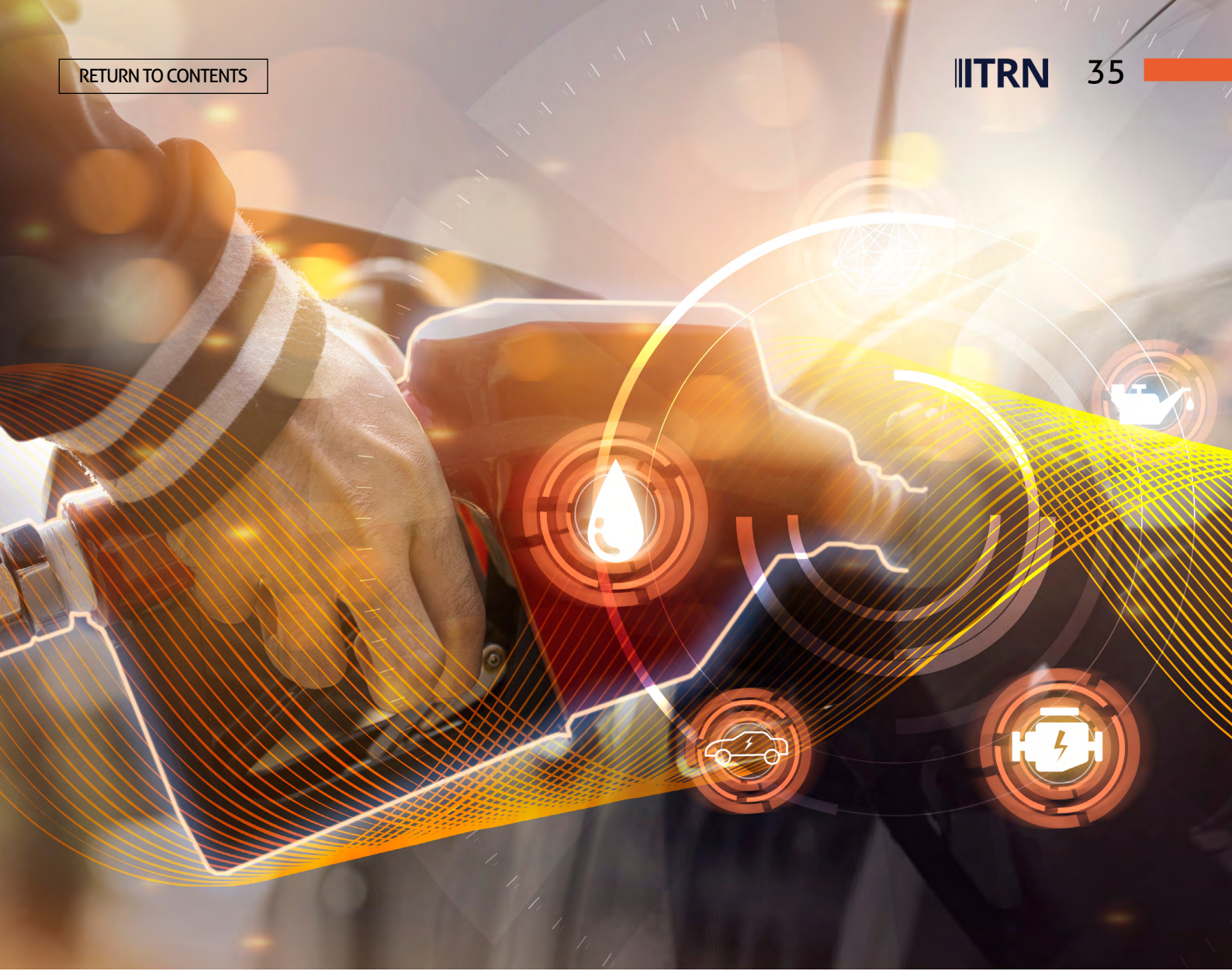
LOOK UNDERNEATH YOUR BONNET, NOT AT YOUR GPS

Improving the performance of your business is a little like trying to get more mileage out of your car or getting to your destination quicker. We can stare as much as we like at our Sat Navs or out the front of our car windscreens, looking at the road ahead and trying to figure out the quickest route (or a few clever shortcuts) to get to our target destinations, but will this get us to where we want to get to as quickly and as efficiently as we want?

If the engines in our cars aren't as finely tuned as they need to be, we'll never be getting good enough fuel efficiency or at worst, could find ourselves broken down on the side of the road as everyone else passes us by.

Identifying where you want to get to in your business is, of course, critical, but once you have agreed where you are going, our focus should quickly shift back under the bonnet and towards how we can eliminate as much wastage and maximize efficiencies across every component of what we do. ■





FUEL UP

The fuel that powers our engines is, of course our customers. But too often, we find recruitment businesses fixated with overfilling their engines with fuel, obsessed with attracting as many new customers as they can (all business is good business, right?), instead of deciding whether or not they have got the right fuel in their engines in the first place.

We allow our consultants to engage and work with customers who really they shouldn't be spending their time on – customers who are neither valuable to us, nor do they appreciate the work that we do for them. Customers who drive down our margins, devalue our service offering and show little to no loyalty to our relationship or us.

Would a car mechanic spend the majority of their week working on and fixing cars, with the knowledge that the majority of their customers will probably not even pay them for what they have done? Unlikely. So why are so many recruiters content to do so much work for free for their customers, especially at a time when for many of us, finding candidates is 3 times harder than it has ever been?

Most petrol pumps have filters on them to purify the petrol and refine what we put in our engines – we should use the same filtering process when it comes to filling up our sales funnels too. ■



SHIFT UP THE GEARS

Driving in first gear will eventually get you to where you want to get to (and make a lot of noise along the way!) but you'll end up putting huge strain and pressure on your engine. That is the same for our consultants.

The playing field of recruitment is evolving dramatically, shifting from a transactional, volume driven model to a far more transformational and targeted one.

This in turn requires a shift in the style, the approach and the quality of activities that our consultants employ. It is no longer good enough to coast in first gear and go through the motions, hiding behind emails and portals, passively interacting with customers and candidates.

We need to step up a gear or two in how we think, how we source and interact with new talent and how we engage with our client base. ■

STUCK IN REVERSE?

As an example, I recently met a recruitment organisation who defiantly boasted about one of their key market differentiators being the number of local offices they had, each one situated in the heart of where their customers were based.

We then did a quick analysis on the number of face-to-face meetings their consultants were doing on a weekly basis with each of those customers, only to find out that the record for the last month was held by a consultant who had completed just 3 client visits in the whole month!

What a classic example of a business content to cruise in a transactional, low gear instead of firing up through to 5th or 6th and transforming their relationships with their clients (yes, they did also complain that client control was an issue in their business!). ■





TRN ARE STRAIGHT TALKING AND HAVE HIGH EXPECTATIONS OF THE PEOPLE THAT THEY WORK WITH ...

"I was first introduced to TRN 3-4 years ago and was seriously impressed with their knowledge of the recruitment industry and their passion for doing business the right way.

Over the last 18 months, we have dramatically improved revenues and profitability.

We now have the infrastructure in place to increase headcount by 50% this year, and I am confident that TRN will have some fantastic ideas and plans to help us cope with the natural growing pains involved in such rapid growth.

TRN are straight talking and have high expectations of the people that they work with and therefore if you are keen to obtain a competitive advantage for your business then they are most definitely worth a call." ■

John Gaughan, Finlay James Recruitment



CHANGE YOUR TYRES

Whenever you take your car in for a service or MOT, one of the first things they look at are the state of your tyres, and more importantly the tread. The more worn down your tyres are, the less grip you'll get on the road, especially when conditions start to become a little challenging.

There are many recruitment businesses who have done a good job of maintaining their tyres over the past 12 to 18 months; however quite a few have started to slip around, losing some of their traction and in some cases have started skidding out of control. Their strategies have been worn down, and they have lost their way. Mistakes are being made, corners being cut and wastage is rife across their businesses, albeit some times without even being noticed.

If I take a London IT recruitment business we worked with recently, by way of example. The last 12 months had seen them grow by revenue, but profits were down. Their recruiters were busier than ever, but they were making less placements. New customers had increased, but their retention of existing customers had declined. So what had been going on at a time when they should have been cruising at full speed? ■

QUITE SIMPLY, THEY LOST GRIP AND THEREFORE CONTROL OF THE ROAD

Their business strategy didn't afford them the most appropriate foundations to exploit the growth opportunities that lay ahead and so "strategy" became replaced with more "activity".

At a time when customers were screaming out for new and better ways of working together with recruiters, more streamlined processes, more encompassing talent solutions that focused on improved efficiencies and greater costs savings, this agency simply just did more of what they always did.

At a time when candidates were being more selective about their employment options, where they were starting to command more attention from recruiters and hiring managers alike, where they were happy to stay hidden / passive and expect to be found, this IT recruitment agency chose to concentrate their consultants towards volume based activity KPIs instead of quality based / outcome focused metrics. ■



FREE TRN EVENTS NEXT MONTH

Every week, TRN host a series of free one hour roundtable events for Recruitment Leaders. Come and join us – you don't have to be a member to get involved.

Event: Business Development Strategies

Time: 09:00 - 09:45 (GMT) Wed 3rd August 2023

Event: Commission Structures and Incentives, including EMI Schemes and Flowering Shares

Time: 14:00 - 14:45 (GMT) Thur 3rd August 2023

Event: Productisation

Time: 09:00 - 09:45 (GMT) Fri 4th August 2023

Event: Candidate Sourcing

Time: 09:00 - 09:45 (GMT) Wed 16th August 2023

Event: Scaling Up: Strategies for Growth

Time: 09:00 - 09:45 (GMT) Fri 18th August 2023

Event: Onboarding, Training and Developing Employees

Time: 10:00 - 10:45 (GMT) Fri 18th August 2023

Event: The Ultimate Brand and Social Media Strategy

Time: 15:00 - 15:45 (GMT) Mon 21st August 2023

Event: Optimisation

Time: 09:00 - 09:45 (GMT) Wed 23rd August 2023

Event: 360 Vs 180 Vs 120 Modelling

Time: 14:00 - 14:45 (GMT) Wed 23rd August 2023

Event: Personal Leadership

Time: 10:00 - 10:45 (GMT) Wed 30th August 2023

Event: Hiring and Retaining Recruiters

Time: 09:00 - 09:45 (GMT) Thur 31st August 2023

Event: All Things AI and Future Tech

Time: 14:00 - 14:45 (GMT) Thur 31st August 2023

YOU NEED SOME GRIP ON THE ROAD

Not once did anyone really question why the profit numbers were decreasing – the focus was stuck on doing more of the same with a view that by doing so, you'll get a better result. There was no strategy, no grip on the road.

This is the time now to rethink your strategy, analyse what is working and what is not working, change your tyres, align what you are doing with what the markets are dictating and ensure your consultants follow a plan that is both strategic and as well as outcome focused.

Don't put new business development on hold right now, but do also focus on squeezing more out of what you already have. Look at each of your consultants' current desks – how much of their business is on a truly exclusive or retained basis, or are they always up against 4 or 5 other agencies?

What percentage of their current placements are high value / good deal sizes and how many are they aren't? What current conversion ratios are they getting from roles to interviews to placements and are we letting opportunities slip out?

What is the current retention rates of existing customers and how much of their annual recruitment budgets are we getting? Is this growing and do we have a plan in place to penetrate deeper within our existing client base? ■





NEED A BUSINESS MOT?

Getting everyone on board in the business, from senior management to consultant, to run an MOT on what they are currently doing is never a bad thing, and can lead to a whole host of improvements in performance.

Typically, car owners get their cars serviced once a year, or when they know a particularly bad spell of weather is on its way. That's fine... for a car.

For a recruiter, for a recruitment business, however, we should be opening up the bonnet and looking inside all the time, trying to find new strategic ways to reduce wastage, improve efficiencies and maximising the business we already have.

So, check your tyres, fuel up and shift up a gear or two... the road ahead is paved with gold!

If you would like to run a quick, free health check on your business, visit <https://app.trnworld.com/business-roadmap> ■

DON'T SAY 'INSIDE IR35'

Recruiters should be alert to the dangers of the 'Gross Payment Model' says Dave Chaplin, CEO of IR35 compliance firm IR35 Shield.



IR35

The off-payroll working legislation ("OPW"), or 'IR35 reforms', rolled out to the private sector in April 2021, having already been embedded into the public sector since April 2017. We all know the common phrase: If a limited company contractor is 'Inside IR35', then payments made to their limited company must be treated as employment income, just like a salary.

But, wrongly used, the words 'Inside IR35' can open the door to a legislative loophole leading to huge agency balance sheet exposure and risk of criminal sanctions. The vulnerability occurs when rogue umbrellas seek to adopt what is euphemistically called the 'Gross Payment Model'. >



Misplaced words

Since April 2017, recruiters have used two words, 'Inside IR35', as a shortcut phrase instead of saying, "Sorry, the client has banned limited company contractors and will only use contractors if they are on PAYE." The practical reality is that the parties negotiate 'Inside IR35' engagements on that basis, and the contractor either ends up on an agency payroll or works via an umbrella.

Let's assume the contractor has been told 'Inside IR35' via email or in a recruiter advert, and the monies for the contractor pass to an umbrella company for processing. All appears fine. But, is it?

Beware of the opportunistic umbrella

If the umbrella company does put the contractor on an employment contract and correctly pays all taxes, there are no issues. But what if the umbrella decides to pay the contractor gross monies to the contractor's limited company, sometimes referred to as a personal service company or PSC?

In the latter scenario, the off-payroll legislation ("OPW") comes into play, and the umbrella company becomes what's referred to as the 'fee-payer', essentially the entity above the PSC. The party responsible for deducting and paying the taxes to HMRC is the 'deemed employer'. But, the umbrella isn't the deemed employer because the client has not given a Status Determination Statement to the worker, thereby failing to trigger the tax liability transition mechanism in section 61N(5).

In non-technical terms, the tax liability now sits with the client, who, if investigated by HMRC and hit with a tax bill, will likely exercise the tax indemnity clauses the recruitment agency

typically signs. The client may even sue the agency for gross negligence.

If HMRC speaks to the umbrella company, the umbrella will state they were told the engagement was 'Inside IR35' and that the client did not give a Status Determination Statement (SDS) to them or the worker. Therefore, the statute dictates they must pay the limited company gross monies.

The Status Determination Statement (SDS) is crucial.

What is a Status Determination Statement (SDS)?

Let's start by saying what an SDS isn't. It isn't the words 'Inside IR35'.

The updated rules in April 2021 introduced specific changes, including the Status Determination Statement (SDS), which was intended to make sure in cases where the status was 'Inside IR35', the onus for paying those taxes passed down the supply chain to the party paying the PSC.

But, there are rules for a statement to qualify as an actual SDS, requiring the following legislative requirements to be met:

- The SDS must contain the conclusion on the deemed status of the worker.
- The client must have taken 'reasonable care' in concluding the status in the SDS.
- The SDS must explain the reasons for the conclusion.

If all three requirements are met, and if the SDS is passed from the client to the worker, then the 61N(5) trigger is invoked, and the fee-payer (the party paying the PSC) assumes liability for the tax and not the client. >

Three routes to tax risk: No SDS, void SDS, or weak SDS

There are three routes rogue umbrellas can follow to implement a 'Gross Payment Model':

- **No SDS:** With no SDS, the rogue umbrella pays the money gross to the PSC and claims they were told it was 'Inside IR35', but no SDS was given to the worker.
- **Void SDS:** The words 'Inside IR35' do not qualify as an SDS. Neither does an SDS without reasons in it. Nor one where reasonable care was not taken.
- **Weak SDS:** A weak SDS could be considered by the umbrella and then just dismissed and replaced with their determination that says 'Outside IR35'. There is no statutory obligation on the fee-payer to follow what the client has concluded on IR35 status.

If the umbrella pays gross monies, the client is now unknowingly building up tax risk under the OPW rules in the abovementioned cases. The agency may also have committed an offence under the Criminal Finances Act 2017 for looking the other way and failing to prevent tax evasion.

How clients and agencies can secure their supply chains

With this risky tax loophole now understood, what should clients and agencies do?

There are four options:

- The client or agency could remain the "deemed employer," deduct the taxes, and pay the PSC the net amount directly.
 - The agency could run the payroll and provide the client with an audit trail.
 - The client and agency could insist on an entire audit trail for every payment using an umbrella, proving the correct money flows have occurred.
 - Do nothing.
- The first option is messy, leaving the client open to future employment tribunal claims. Option two removes the benefits of using umbrellas, so option three is arguably better. Option four is, at best, negligent and could lead to criminal sanctions.

Never say 'Inside IR35' again

In all engagements, the words 'Inside IR35' should never be used unless accompanied by a robust IR35 assessment that meets the statutory requirement for being a valid Status Determination Statement.

Also, using 'Inside IR35' as a placeholder for 'payroll-only' opens the door to non-compliance.

Finally – if there are umbrellas in the supply chain, an exhaustive audit trail is the only way to guarantee compliance and combat the risk that the rogues leave you with a nasty future surprise. ■





DOES THE REST OF THE WORLD HAVE A SOLUTION TO THE UK'S FLAWED UMBRELLA SYSTEM?

ANDREW FAHEY, GLOBAL CCO OF PEOPLE 2.0

The UK's long-awaited consultation into regulation of the umbrella market should have presented an opportunity to re-assess our broken system of contractor engagement. Instead, it offers sticking plaster solutions in place of effective reform, as we've seen time and time again. It's high time that UK policy makers look at international best practices for their inspiration.

Ineffective solutions

Proposals for regulation of the umbrella market have been welcomed by the contracting community, and rightly so. All-too-common issues of non-compliance and poor payroll practices negatively impact contractors, recruitment agencies and the end hirers, creating unnecessary risk and distrust in the system.

The government's solutions, set out in the latest consultation (closing on 22/08/23), are various options for regulating umbrella companies. The problem is that all of these options push further risk and responsibility onto the supply chain, and recruiters in particular.

A race to the bottom

Recruiters have been trapped in the middle ever since the new IR35 rules came into effect in April 2021, forcing many contractors to work under the PAYE of umbrella companies. The new legislation left agencies educating clients about the rules, while trying to manage additional compliance in their new supply chains, all on slimmer and slimmer margins. >

A fundamental issue with the system is that poor margins for the umbrella company can leave workers to shoulder the cost through opaque service charges or payroll practices known as 'skimming'. This model inadvertently pushes workers to seek cheaper services or perceived better take home pay, fuelling an environment where poor practices can thrive.

Unscrupulous umbrella companies often resort to creating a perception of better take-home pay to attract these cost-conscious workers. However, this perceived advantage can mask the underlying non-compliant practices, potentially exposing the workers, recruitment agencies and end hirers that utilise these umbrella firms to significant risk.

Through the current consultation's proposed debt transfer model, agencies could soon find themselves directly liable for engaging with umbrella companies that are deemed to be non-compliant. While this may have the desired effect of incentivising supplier accreditation, it puts pressure on an already strained supply chain that may lead to even more 'creative accounting'.

A better way forward

What concerns me, is why UK policy makers are ignoring a solution that is common practice across the rest of the world. The established practice of the international staffing industry is The Employer of Record (EOR)/Agent of Record (AOR) structure. In all of the countries that People2.0 operate in, only one doesn't use it: the UK. >



In this setup, the organisation seeking to outsource its employment and payroll responsibilities directly pays for the service. The cost typically includes compliance checks, onboarding, payroll, and funding. There is no special calculation or different way of processing PAYE, thereby offering a transparent and straightforward approach.

In this way, EOR/AOR eliminates the need for workers to bear the costs, as the outsourcing organisation covers the service fees. It ensures a cleaner, more transparent payroll process, minimising room for non-compliance and deceptive practices.

Incorporating an element of risk transfer, similar to IR35, can further enhance the robustness of the EOR/AOR model. The outsourcing business would be liable if they engage an EOR/AOR found to be non-compliant, thereby creating a strong incentive to work with reputable and compliant providers.

This 'flow-back' of liability reinforces the responsibility of the engaging business to ensure due diligence in their choice of EOR/AOR and helps to build a compliant, transparent, and more equitable recruitment ecosystem.

Advocating for change

It's time for the UK to move away from the problematic umbrella company market and align with international best practices. The EOR/AOR model, tested and proven in the global staffing industry, presents a comprehensive and effective solution.

By adopting the EOR/AOR structure, the UK could create a transparent, compliant, and efficient recruitment sector that protects the interests of all stakeholders – businesses, workers, and recruitment firms alike. This transformation would position the UK staffing industry at the forefront of compliance, innovation, and worker welfare.

People2.0 is the world's leading enabler of global, mobile, flexible and remote work arrangements. Andrew Fahey was formerly CEO of Brookson Group, which has been providing services to UK contractors, recruitment sector and contingent labour supply chain for over 20 years. ■



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ALL RIGHT TO WORK?

Monica Atwal, managing partner and head of immigration and employment for clarkslegal llp details the background and practicalities of this area of compliance.



It is a fundamental human right to work, to derive purpose and reward from your labour, to advance and contribute to society. The United Nations Universal Declaration of Human Rights states everyone has the right to work, to free choice of employment, to just and favourable conditions of work and to protection against unemployment. Everyone, without any discrimination, has the right to equal pay for equal work.

It is only a relatively recent concept to regulate entry into countries, the UK introducing the Aliens Act in 1905. Before then you could come and go with ease onto these shores. The Act targeted “undesirables” and granted the new common status of British subject. It was a response to the worldwide mass movement of people seeking opportunity with the commensurate skill and drive, and escaping poverty and persecution. It reflected the growing tensions in the world and anti-immigrant sentiment. The 1905 Act also introduced the right to work checks. It became a criminal offence to employ anyone unless they had permission to live and work in the UK. There were on the spot fines of £2,000 payable by employers for each illegal employee. That is about £17,000 in today’s money.

Current penalties

The penalty for employing illegal workers currently is that you could be sent to jail for 5 years and pay fines (£20,000 per illegal worker) if you are found guilty of employing someone who you knew or had “reasonable cause to believe” did not have the right to work in the UK. ➤

This includes, if you had reason to believe that (a) they did not have permission to enter or remain in the UK, (b) their leave had expired, (c) they were not allowed to do certain types of work, or (d) their papers were incorrect or false. With the sophistication of forgeries and AI generation, the last category is an increasing risk. Illegal working civil penalties from 1 October to 31 December 2022 in the UK totalled £5.8 million, with 329 penalties issued and 502 illegal workers found. Employers are named and shamed, and the penalties range between £10,000 to £75,000. A review shows that fined employers tend to be small and in the care, hospitality, construction, cleaning, car wash and retail sectors. This reflects sectors that have low paid staff. That in turn reflects the value as a society we place on jobs, wages and rampant consumerism.

There are compelling economic and social arguments for global free movement of people. Climate change will only increase migration, the modern paradox of global connectivity and reliance yet with increasing protectionism by individual countries, borders and border regulation is here to stay. A further paradox, as shown by the UK migration statistics, is that for UK companies, it is currently relatively easy to obtain visas to employ overseas workers. The Office for National Statistics for the year ending June 2022, showed net migration of 504,000, the highest net migration since the Second World War and much higher than pre-Brexit levels. The issue for recruiters and employers is cost, with the July government announcement that visa application fees and the immigration health surcharge are set to significantly increase. >



RTW checks

Conducting Right to Work (RTW) checks are mandatory for a UK employer, and the current regime safeguards against illegal workers. Another issue for employers is the complexity of the checks and changing law and guidance, the type of check required depends on the immigration status of the employee from a British passport holder to those with limited rights to work requiring repeat checks.

As part of recruitment, pre-employment checks, ascertaining the right to work in the UK must be carried out in a non-discriminatory manner and on all potential employees. The RTW must be done before the employee starts to do any work for the employer. If the check is scheduled for the first day of employment, and the new employee forgets or does not produce the requisite documentation, they cannot start work.

The RTW are set out under Section 15-25 of the Immigration, Asylum and Nationality Act 2006, supported by Home Office guidance which is lengthy and regularly updated. Employers are under a duty to stay informed and be aware of the latest guidance.

By carrying out correct prescribed RTW checks, the employer can rely on a statutory defence to employing an illegal worker and avoid consequences such as fines or sponsorship licence revocation and reputational damage.

In compliance with the Home Office guidance on RTW checks, there are four ways to conduct RTW checks:

- Manual Right to Work checks
- Online Right to Work checks
- Employer Checking Service
- Digital Right to Work checks

Choosing the correct check for each worker depends on different factors, such as the worker's nationality and immigration status. However, an employer cannot mandate how a worker proves their right to work, this is to avoid discrimination against anyone (e.g. if they possess an expired passport, etc.). Employers should provide every opportunity to enable an individual to prove their right to work. >





Manual right to work checks

Manual checks involve meeting the individual face-to-face and verifying their physical documentation. If this is not possible, then an online check must be carried out on the verified Home Office website, and/or the employer must continue manually checking different documents until they are either satisfied or not satisfied that the individual has a right to work in the UK.

To establish a statutory excuse and ensure the proper conduction of manual RTW checks, employers must complete three steps before the individual commences their employment.

- Obtain: Employers must first obtain original documents from the candidate.
- Check: Employers must check that the documents obtained are genuine and that the person presenting them is the prospective or existing employee allowed to do the type of work offered.
- Copy: Record keeping is crucial for compliance. Employers must make a clear copy of each document in an inalterable format and retain the copy securely during the course of the individual's employment and for two additional years thereafter.

Online right to work checks

The Home Office online right to work check offers a statutory excuse against civil penalties in case of illegal working. The online service [Check a job applicant's right to work: use their share code - GOV.UK \(www.gov.uk\)](https://www.gov.uk/check-a-job-applicant-s-right-to-work) on GOV.UK, facilitates this process. However, employers cannot check all prospective workers right to work via online checks, as some may lack eligible immigration status. In these cases, a manual RTW check should be conducted in the legally prescribed manner. >

The digital proof of immigration status is part of the UK's shift towards a digital immigration system, promoting simplicity, safety, and convenience. Individuals with eVisas, Biometric Residence Card (BRC), Biometric Residence Permit (BRP), or Frontier Worker Permit (FWP) are the categories that can only use the online service to demonstrate their right to work, with physical BRCs, BRPs, or FWPs not accepted as proof.

With checks conducted online, employers must still meet the new employee face-to-face on their first day of work, confirm their identity and keep a copy of the online check for the duration of their employment and for two years thereafter.

Employer checking service

Individuals unable to provide viable documentation and/or use online checks due to pending applications, appeals and similar, can use this free online service provided by the Home Office, enabling employers to conduct right to work checks. This service must only be used when the necessary original documents and/or online checks are not available.

Digital right to work checks

From 6th April 2022, employers can carry out remote digital checks for British and Irish citizens holding British/Irish passports or Irish passport cards. These checks are conducted using an Identity Document Validation Technology (IDVT) used to confirm a person's identity. Employers will obtain a statutory excuse where they can demonstrate that they have complied with all the statutory requirements to conduct right to work checks. Where they have used an IDSP (IDSPs are a provider of identity verification services using IDVT), the statutory excuse will only be obtained where the employer has checked a digital copy of a physical document relating to the person for the purpose of confirming the document's validity and the person's rightful ownership.

IDVT checks are invalid if the British or Irish passport/passport card relied upon has expired. To obtain a statutory excuse for an expired British/Irish passport or Irish passport card, the employer must carry out a manual right to work check in the legally prescribed manner. >



Outsourcing right to work checks to third parties

Since April 2022, with the introduction of IDSPs providers, it has been possible to 'outsource' right to work checks. Employers can engage IDSPs to conduct these checks only for valid British and Irish passport holders and valid Irish passport card holders.

It is important to note that outsourcing these checks does not transfer legal obligations to the third party provider. The IDSPs provider must conduct the checks in the prescribed manner, however, it is the business' responsibility to ensure that the checks conducted are done in the prescribed manner and match the employee's identity on employment's commencement. Organisations should audit their IDSPs and ensure the contractual arrangements are robust. But prevention of illegal working and exploitation requires a review of all in your supply chain.

Immigration changes announced on 17 July 2023

Relevant to RTW, it is important to keep up to date with changes to immigration rules. On 7 August 2023 there will be seven additional occupations added to the shortage occupation list. These are in the building sector (brick layers, roofers, carpenters, construction, plasterers) and fishing industry. They have lower salary requirements and lower UKVI visa application fees. Other changes were announced and came into effect on the same day (17 July 2023) regarding student visas and removing the right to bring dependants (dependants of visa holders are able to work in the UK). Another change brought into force on the same day was the removal of international students being able to switch out of the student route into work routes before their studies have been completed. ■





RIGHT HERE, RIGHT NOW

Sebastien Sauca, CEO & Co-Founder of SafeRec.co.uk discusses the importance of real-time compliance.

The recruitment industry, like many others, has seen a transformation in the wake of technological advancements over the past few years. The incorporation of compliance technology, particularly real-time compliance, has been a game-changer. This article delves into the evolution and impact of real-time compliance technology in the temporary labour market, focusing on its advantages, the challenges it helps overcome, and the need for recruitment agencies to adopt it.

The evolution of compliance technology

Over the past decade, technology has become instrumental in enhancing compliance within the recruitment industry. Innovative solutions, sometimes using artificial intelligence, help agencies increase their effectiveness and efficiency across their entire organisation.

The Umbrella Company is arguably one of the hottest topics in the Temporary Labour Market at the moment and a great example of what real-time compliance can solve. The recent launch from the government of a consultation presents different routes that the government is considering to regulate Umbrella Companies. One of the likely options is the implementation of a third-party debt transfer, and this is the reason why we have seen many temporary recruitment agencies looking more than ever into where potential debts come from in their supply chain. And when it comes to third-party payroll providers, the answer is nearly always about how taxes are calculated and if they are paid to HMRC. >

Additionally, there is always a gap when organisations talk about how compliant they are. If it is not checkable or even auditable, it is very easy for an unscrupulous average salesperson to say to agencies or workers what they want to hear to close the deal. This has led to numerous umbrella companies being implicated in operating tax avoidance schemes over the past decade.

Real-time compliance now addresses directly the issue that recruitment agencies face by auditing all payments made by third-party providers such as Umbrella Companies and ensuring all taxes have been paid to HMRC. This is what was launched in June by SafeRec with their Umbrella Certification (<https://saferec.co.uk/saferec-umbrella-certification>).

The power of real-time compliance

Real-time compliance is an innovation that offers a solution to all challenges. Systems, where rules are monitored and enforced in real-time offers significant advantages. When coupled with transparency and third-party verification, it makes the whole process bulletproof.

Any attempt to circumvent compliance becomes impossible, as the system operates as operations happen. The third-party verification offers an additional layer of oversight, ensuring that the company is operating within the law and that workers are paid correctly and their taxes properly handled. >



Temp recruitment agencies' challenges and technological solutions

In 2023, recruitment agencies face a series of challenges and are being asked to comply with more laws and regulations than ever before.

Technology is offering solutions to mitigate these regulatory burdens. Numerous tech platforms assist agencies with onboarding processes, branding, sales activities, compliance requirements, and business protection against tax liabilities. These platforms, by leveraging AI and real-time data, are enabling recruitment agencies to operate more efficiently and effectively.

In the temporary labour market, technology helps to monitor and adhere to rules and regulations on an immediate, ongoing basis. Digital tools can automatically track work hours and payments, ensuring that temporary workers are compensated fairly and in accordance with tax and employment laws.

What should you do as an agency?

As we've explored, the power of real-time compliance and technology is transformative for the temporary labour market. Technology enhances efficiency, fosters transparency, and increases accountability in an industry that desperately needs it.

Recruitment agencies need to embrace partnerships with tech companies to navigate the changing landscape successfully. By harnessing the power of technology, these agencies can not only ensure compliance but also streamline their operations and make more informed decisions.

Technology touches every aspect of recruitment. It has revolutionised sales and is now making a significant impact on the compliance side of operations. Agencies that fail to adapt to this tech-driven landscape may find themselves at a significant disadvantage. So it's high time for agencies to explore and adapt to the technological revolution.

The future of recruitment lies in technology, and the time to explore is now. ■





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ENHANCE COMPLIANCE WITH DIGITAL RIGHT TO WORK CHECKS.

TONY MACHIN, CEO OF TRUSTID DESCRIBES HOW DIGITAL RIGHT TO WORK (RTW) CHECKS AND ID VALIDATION TECHNOLOGY HELP RECRUITERS ADD VALUE AND PROTECT RELATIONSHIPS.

Businesses in the UK are required by law to perform Right to Work (RtW) checks for every new hire, and there are penalties for employing someone who is not entitled to work in the UK. While the legal obligation for recruiters and recruitment agencies to perform these checks varies depending on the type of contracts their applicants take, there are very real benefits for all agencies to adopt a robust candidate RtW process.

Right to Work (RtW) check guidance has been in place since 2006 helping businesses to understand their obligations around checking an employee's right to work in the UK. Increasingly, recruiters are opting to introduce technology, either to support physical document checks in-house or remote checks through an Identity Service Provider (IDSP).

Of course, there's a slight difference in the legal requirements of recruitment companies and agencies to perform RtW checks. When it comes to agency workers, where the worker is employed by the agency throughout their contract, the agency has the legal responsibility to make relevant checks on their work status. Recruitment companies who source and put forward candidates to fill permanent roles might not be legally required to perform the checks, but many choose to do so for a number of reasons, including to protect their reputation and to offer a 'stand-out' service. Good recruiter-client relations lead to repeat business, which is why many recruiters perform RtW checks before the interview stage, even if the hiring business still needs to carry out its own RtW checks once a candidate is successful. >

What are digital Right to Work checks?

Since April 2022, RtW guidance has allowed employers to make digital checks. This started when pandemic restrictions made it necessary to perform checks remotely, with permanent adjustments then introduced in October 2022 to continue a remote process for eligible applicants.

Digital checks remove the need to meet applicants face-to-face, which saves recruiters time and money arranging physical meetings especially as many people now work remotely.

Under the Digital Scheme, a recruiter can carry out a digital RtW check on holders of in-date UK and Irish passports and passport cards using identity document validation technology from an IDSP. As part of a compliant digital check, it is vital to confirm the applicant's identity through biometric facial matching to avoid 'imposter fraud'. An IDSP matches a selfie image to the image provided in the ID verification document.

RtW checks on non-UK/Irish citizens who hold an eVisa are performed by checking the share code and date of birth provided by the applicant with the Home Office checking service.

A recruiter can still check a candidate's physical documents. These must be original documents, not copies, and biometric residence permits or cards (BRP or BRC) are no longer permissible. >



What are the benefits for recruiters?

Recruiters are under enough pressure to source and qualify candidates without becoming immigration, legal or documentation experts. Performing RtW checks manually can be time-consuming and, in a fast-moving recruitment environment, could be potentially deal-breaking. Which is why more than 700 recruitment companies in the UK have chosen TrustID as their government-certified IDSP partner for benefits that include:

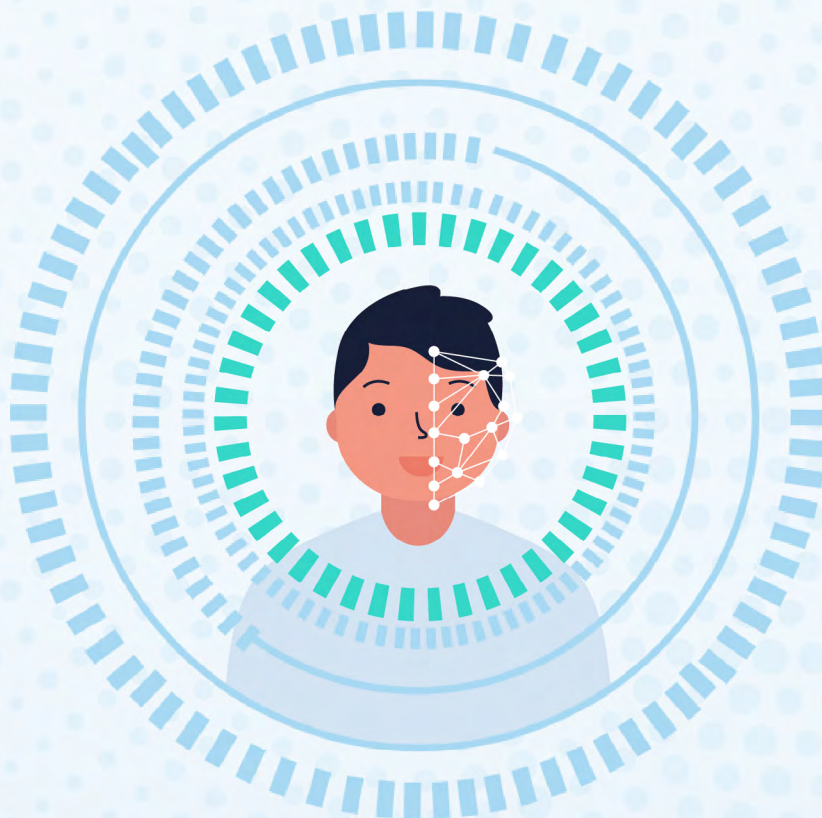
- **Efficient, on-going compliance from anywhere.**
With digital validation, candidates don't need an appointment to perform a physical document check as they can upload their documents via a one-time access email.
- **Flexibility to meet seasonal demands.**
A pay-per-check pricing model with low minimum order volumes and no set-up or user licence fees means recruiters can scale up for a big event and scale back down when things are quieter.
- **Reduced administration.**
Creating a RtW report for each applicant that the recruiter downloads and stores in their own system avoids photocopying and filing images of identity documents. HR and onboarding teams can easily access the information to support future audits.
- **A professional and transparent check.**
IDVT provides a highly professional way to show compliance to both applicants and clients, as one recruiter told TrustID, "ID checks set the tone for the professional way that we work".
- **An easier way to stay on top of compliance.**
Keeping up with legislation changes can be challenging, especially when it comes to recruiting people with different documents. TrustID's Right to Work services contain built-in 'wizards' which are updated as guidance changes to maintain compliance.

The benefits of using an IDSP for document validation and Right to Work checks provide recruitment companies with greater peace of mind, through cost-effective technology that is simple to grasp.

To find out more, please [visit our website.](#) ■



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