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WELCOME



SIMON KENT
EDITOR

What does normal look like these days? According to the discussion in Recruitment Live this month, the recruitment industry – and through that we can assume the rest of the economy – is finally settling down after some turbulent years. There's no doubt that many recruitment businesses have experienced growth in demand over this period and getting to grips with – perhaps not a 'new normal' – but a more sensible economic outlook will come as a relief. Things could be more predictable. More reasonable. Less severe.

But at the same time, there are still challenges for the sector. Expectations, business efficiencies and finding the right talent to take a recruitment business forwards means there is still much to do and while it's important to make the right decisions during the hard times, running a successful business means it is always important to make the right decisions.

In November we're going to be celebrating some of the businesses and individuals who have made the right decisions in the recruitment industry. The awards set out to offer a level playing field for recruiters and companies alike, a place where they are judged against each other on merit more than anything else, on impact, intention, and ultimately on the good they have done for the industry.

If you're able to join us we look forward to seeing you on the 14th November at Lio London (formerly known as The Cafe de Paris). If not, follow our socials and look out for the announcements as we celebrate the brightest and best of the recruitment industry. ■

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Recruiter Moves, the unique platform which brings together recruitment high-flyers with market leading recruitment agencies has launched. The site offers the chance for recruitment agencies to present their employer brand and employee value proposition to promote themselves as best in class, in order to attract talent that matches with their ambition, benefits and culture.

The platform provides an opportunity for recruiters to find their next move, and for recruitment agencies to take their own talent search to the next level. A filtered search enables the user to shortlist and pre-qualify agencies they are attracted to and then make contact to take the conversation forward.

"Recruiter Moves lets recruitment agencies promote themselves as best in class," explains Gary King, founder of Recruiter Moves and publisher of The Global Recruiter magazine. "We give companies complete control over how they want to present themselves and a great platform which maximises interaction between the company and the talent they want to attract."

With over 20 years experience in the staffing industry, King has pioneered publishing for the recruitment industry as well as bringing market-leading innovative events to the sector. In each case the emphasis has been on enabling recruiters and recruitment agencies to do more, to do better and to fulfil their potential. As such Recruiter Moves was an obvious next step solution.

"We're here to make it easier for recruitment agencies to find the talent they need and for great recruiters to find their next move," he said. "We all know finding, attracting and keeping great talent has become harder in recent times. We believe by creating a place where everyone can show what they're capable of and what they have to offer will enable individuals and businesses to make massive steps forward. Recruitment success is all about putting the right person in the right place and Recruiter Moves is the way the recruitment industry can do that for itself."

To find out more about Recruiter Moves visit www.recruitermoves.co.uk ■

NASH SQUARED EXPANDS

Tech recruiter opens business in Canada



Nash Squared, the leading global provider of technology and talent solutions, has announced the expansion of its technology and digital talent recruitment brand Harvey Nash into Canada.

As organisations increasingly focus their investment on technology-led transformation, the launch of Harvey Nash in Canada allows organisations to benefit from Harvey Nash's 35 years' experience in connecting businesses with the very best diverse technology talent.

Already recognised by Staffing Industry Analysts as one of the fastest growing US staffing firms, Harvey Nash is well placed to provide Canadian organisations its award-winning talent solutions.

This expansion complements the company's recent growth in Canada. In January 2023, NashTech acquired Canadian-based Knoldus to grow its technology advisory and solutions business in Canada. Together, Harvey Nash and NashTech now provide Canadian organisations with a wide range of solutions to help transform and build their digital and technology capability, from talent to technology solutions.

"I am delighted Harvey Nash now has a

presence in this important country," Bev White, CEO of Nash Squared commented. "As Canadian organisations increasingly invest in digital transformation, finding the right talent can often be the toughest part of the project. Harvey Nash brings over three decades of experience connecting organisations with highly skilled technology talent, and together with NashTech, we are able to help our clients secure access to technology skills and solutions in almost every way."

Jason Pyle, President of Harvey Nash USA, added: "Harvey Nash is beyond excited to expand our award-winning talent acquisition solutions north to Canada. Our company prides itself on client satisfaction, and to launch in Canada in support of our valued clients and contractors makes this news all the better. Harvey Nash will bring the same best-in-class talent solutions to a new geography, adding to our already expansive global footprint."

"Establishing Harvey Nash in Canada is a great addition to our NashTech Canada business and further differentiates us from competition," said Nick Lonsdale, CEO of NashTech. "NashTech's world class technology solutions team is connected to a team sourcing world class technology talent, Harvey Nash. ■"

FORWARD ROLE

Sarah Johnson takes Associate Director role



Marketing, digital and technology recruitment agency, Forward Role, has appointed Sarah Johnson as Associate Director.

Building on a reputation for client service excellence, the recruitment company continues to go from strength to strength as the business embarks on an exciting period of growth in their Executive Search function. Sarah Johnson has joined their Executive team to strengthen their growth in the digital space across the UK.

Sarah has spent 11 years' embedding herself in the marketing & digital sector with The Page Group; she brings a strong reputation and track record of building and leading high performing recruitment teams.

Forward Role Executive Search Director Guy Walker said: "We're very excited to welcome Sarah to the team to support our future growth plans in the coming years. Sarah is joining us with a strong reputation and extensive experience in our sector, so this feels like a great fit."

After a number of years of unprecedented growth across our Executive division, Sarah will enhance our digital leadership search offering, building on our reputation for excellence in senior level appointments, and support our growth as we expand our services globally.

On her appointment, Sarah said: "I'm very excited to be joining Forward Role Executive at this point in their journey. I'm really looking forward to working with some familiar faces again and re-connecting with people in the senior market within digital, product and ecommerce. Forward Role has an incredible reputation in the market, so it's fantastic to become part of the team!" ■



MENOPAUSE SUPPORT

GRiD say employers probably have more menopause support than they realise

Group risk industry body GRiD have suggested that even if employers do not have a dedicated menopause support provider, they may well have more support for menopause than they realise. The reason behind this is because many employee benefits providers, and group risk benefits in particular, include such a broad range of support that many employers will be able to provide support for the menopause at no additional cost to their organisation.

Examples of support

- The industry body for the group risk sector explains that most group risk benefits (employer-sponsored life assurance, income protection and critical illness) now often include access to a virtual GP, so anyone needing general menopause support would be able to speak directly to a GP if they had concerns.
- Anxiety is a symptom that can be experienced at this time of life and many group risk benefits include EAPs (Employee Assistance Programmes) which have support for anxiety embedded as standard.
- Some group risk providers also widen support to include apps and other online platforms for wellness issues including musculoskeletal, nutrition and sleep, all of which can be beneficial for someone experiencing menopausal symptoms. There may even be specialised menopause support included in this way.

- Group risk benefits can also help employees stay fit and healthy with access to apps to help improve fitness, including discounts and offers for gyms and online workouts. Taking regular exercise is thought to improve menopausal symptoms including improving sleep, reducing anxiety, and supporting better bone health.

Hormonal decline can also have a wide-ranging impact on disorders of the heart which is why this year's theme for World Menopause Day 2023 is cardiovascular disease. Many employee benefits provide support from third-party medical professionals who are experts in supporting people with specific conditions such as high blood pressure, heart disease and diabetes.

"If employers do a deep dive into their existing employee benefits, they may well find that they can create a suite of support for their employees affected by menopause within the benefits they already offer," said Katharine Moxham, spokesperson for GRiD. "Not only does this mean they won't incur any additional costs, but by promoting the support they already have in place they are likely to see engagement and utilisation improve too."

GRiD also urges employers to ensure that they clearly communicate the menopause support that they have available. Taking a more organic approach to providing menopause support may require additional levels of communication so that staff can understand what is available and how to access it.

Katharine Moxham concluded: "It's easy to put employee benefits into silos – a benefit that tackles mental health, another that tackles physical health – however, it's more than possible to create packages of support for specific employee groups – menopausal staff being just one of them – by mining the breadth of support often available all in one place."

"For employers who already have a comprehensive suite of support, this can be a cost-effective way of approaching menopause support."

Employers may also want to consider making reasonable adjustments to the workplace and workloads – as they would for others dealing with health-related issues – to help women dealing with menopausal symptoms to stay at work, return to work and reduce the likelihood of absence. Such support can be found within vocational rehabilitation services often included within group risk benefits: employer-sponsored life assurance, income protection and critical illness ■

EMPLOYEE FOCUS

Business leaders' priorities have to change and employees should be the focus, says new research



New research from the US and UK has revealed that almost all office workers (93 per cent, rising to 98 per cent of those aged 18-24) believe business leaders' priorities need to shift in the current economic climate. Nearly half (43 per cent) think leaders should focus more on employee wellbeing, notably more than the 36 per cent who say their time should be focused more closely on business growth.

In fact, more than a third of respondents (37 per cent) suggest the key role leaders need to play in the future should be to focus on the employee experience, including wellbeing, diversity and empowerment. This is almost double the number (22 per cent) who see meeting business goals and market success – the traditional role of leadership – as the future priority.

The study, Work Remastered, surveyed more than 1,000 office-based workers across the UK and the US and was carried out by culture change consultants United Culture.

The research found the traits employees want to see from their leaders are shifting from hard-edged business skills to perceived 'softer' qualities: 34 per cent prioritised better listening skills, 31 per cent want communications skills and 29 per cent value empathy.

Victoria Lewis-Stephens, MD of United Culture, said: "Today's leaders have enormous expectations placed on them. Being commercially successful and keeping their people in a job isn't enough. Changing modes of leadership, necessitated by the lockdowns, have changed people's expectations. Qualities like empathy are taking precedence over top-down leadership styles.

"Employees increasingly expect to have a seat at the table and that can mean dismantling traditional hierarchies," she added. "Leaders need to make themselves more accessible and create space for employees to actively shape the direction of the business.

"Yet, at the same time they also have to drive business success. With so much pressure on leaders to be all things to all people, it's no wonder that many are themselves looking for support, mentoring and encouragement." ■



OVERSEAS WELLBEING WORRY

Wellbeing of overseas staff keeping employers awake at night

Worrying about the wellbeing of overseas employees is what keeps employers awake at night, according to Towergate Health & Protection.

With many years of experience in the field, the specialist international consulting team at Towergate Health & Protection is sharing some of its understanding of the issues facing employers of overseas staff. The recurring concerns in terms of health and wellbeing are:

- Productivity
- Absenteeism
- Benefits spend

“We frequently talk to our clients about how we can best help them in supporting their overseas employees,” says Sarah Dennis, head of international at Towergate Health & Protection. “A better understanding of where the problems lay means the solutions can be more tightly focussed and more likely to make a significant difference.”

Overseas employees have different health and wellbeing requirements than staff based in the UK. Some health risks will be specific to the individual, depending on their family history and lifestyle, but others will be general to the region in which they are based. Healthcare facilities, political threats, infectious diseases in the area will all have a different impact according to the location they're based in the world.

How to approach the prevention of illness and risks will also differ by region, as will the ability to access support.

Employees may, for example, have to travel to receive medical care if they work in a remote area. Supporting all four pillars of health and wellbeing – mental, physical, social, financial – can be more challenging for employees in remote regions, with physical isolation leading to emotional isolation too.

Addressing the different health risks for overseas employees, providing the right preventative care and access to support, will help with any productivity and absenteeism problems. But for the specific issues relating to employees abroad, specific solutions are required.

The solutions

Screening – health screening is a simple and cost-effective way to find out the health risks an employee may face. This should take place before travel.

Know before you go – being aware of the wider risks – such as political or geographical – before sending an employee on an overseas assignment is vital in order to know what support they may need.

Seek advice – employers should talk to specialist international advisers about the risks posed by working overseas in general, and by the particular region in which an employee is based. Specific advice from those with local knowledge can prove invaluable.

Benchmarking – employers with overseas staff should pay particular attention to benchmarking to ensure their benefits are in line with those offered by their competitors, and meet specific requirements of the region. Demographics, geographical region and industry sector should all be considered.

Communication – the communication of support available and how to access it may be even more vital for overseas employees. Employers should utilise a wide variety of communication methods and ensure that messages are frequently conveyed. Communication should be a two-way process with employees encouraged to speak openly to their employer.

Sarah Dennis concludes: “There are recurring themes regarding the concerns of overseas employers but the good news is that there are also numerous solutions. Talking to international experts, considering health screening, benchmarking, and looking at communication can all be a great help. Specific and focussed solutions will give direction, purpose and value to the benefits spend.” ■

ETHNIC MINORITY GRADUATES FEEL DISADVANTAGE

Research shows disadvantage felt in graduate job applications

Research by Prospects at Jisc has shown many graduates feel their ethnic background, social class or gender are holding them back in the jobs market. The survey is based on responses from 2,000 graduates. It asked graduates how prepared they were for work and whether they felt they had any disadvantage when applying for jobs.

It found that 43 per cent of ethnic minority graduates felt they were disadvantaged in the job application process compared to just 8 per cent of white graduates. African, Caribbean, or Black British respondents (51 per cent) and Asian or Asian British respondents (49 per cent) were most likely to say this.

Female graduates were more than twice as likely (10 per cent) than their male counterparts (4 per cent) to say they were disadvantaged due to their gender when applying for jobs. They were also more likely to say they were unprepared for work (32 per cent) than male graduates (25 per cent).

Meanwhile a fifth of graduates said they were set back because of their social class. Respondents whose parents didn't go to university were more likely to say they felt disadvantaged (24 per cent) than those with parents who had attended university (15 per cent).

While the survey found 13 per cent of people with a disability or health condition and 14 per cent who identify as neurodivergent felt disadvantage, there were fewer reports of people feeling hindered because of their sexual orientation (5 per cent). Prospects also found that people with a disability felt less prepared for work (42 per cent) than those without (26 per cent). Neurodiverse graduates were also more likely to feel unprepared (36 per cent) than those who identify as neurotypical (27 per cent).


Chris Rea, a graduate careers expert for Prospects at Jisc commented: "It's clear that many graduates feel the jobs market is stacked against them and this could negatively affect their motivation to apply for jobs as well as the type of roles they go for.

"While students may not think the job application process is fair, that doesn't necessarily mean it isn't. Employers need to hire more diverse candidates, and many are aware the impact the hiring process can have. These findings show how important it is to review application processes to ensure that they are transparent and accessible to all." ■



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ENABLING BETTER LABOUR MARKETS

Bettina Schaller has started a second term as President of World Employment Confederation (WEC). Here she shares her thoughts on achievements to date and ambitions for the future.

Q: What are the main challenges and opportunities for the staffing industry in the next three years?

A: I see three main issues: Firstly, flexibility. Everybody wants it but the challenge lies in how to organise it and create a framework around it. Policymakers still struggle to take a constructive approach and recently, we have even seen countries place greater restrictions on flexibility. I am convinced that it can be organised securely and should not make people more vulnerable.

The second issue is complexity. Life, and the world of work have become complicated and companies face an increasing wall of business and social affairs regulation. In Latin America there has been a push to ban our sector which has succeeded in Mexico and is now being considered by Columbia and Peru. These are worrying developments and the World Employment Confederation needs to have experts on board to address them. >



Thirdly, is the humancentric agenda being embraced around the globe. Our industry has a central role to play in leveraging humancentric policies and has always put people first. These are particularly important when it comes to technology, and we need to vividly advocate all the positive cases regarding the use of technology and AI in HR. WEC members have been at the forefront of the ethical use of tech, ensuring that it carries zero biases in its roll-out and use.

Q: What is WEC offering to help the industry address those challenges? And what does it still need to work on?

A: Three years ago, our vision for the World Employment Confederation was all about impact and relevance, and we made progress in elaborating our service offering to members while also working to increase recognition of our organisation beyond our own industry to engage with policymakers and stakeholders more broadly.

We still face reputation challenges and in many parts of the world where our sector is still in development they are more acute. Our sector is fragmented and there are a disproportionate number of rogue players. We will continue to promote self-regulation among our members around the world and to clamp down on compliance. WEC cooperates with the authorities in weeding out those agencies that do not abide by the rules and I sometimes joke that we are the only sector asking for more inspections!

During my 2023-26 mandate we will also be working to better structure our know-how and data. The World Employment Confederation is a policy and advocacy organisation so we need to be data based and build structures that allow a common approach to data across our membership. One of the new ways in which we are doing this is to form partnerships with data experts, such as Lightcast and LinkedIn.

The World Employment Confederation strikes a delicate balance between responding to member needs and being a labour market visionary tackling issues not yet on the radar. Take technology. We identified the implications of digitalisation and new technologies such as AI and blockchain some years ago and worked to understand their implications for our sector. Now, the digital age is a reality, and we are on top of it. >

Q: What are you most proud of from your first term as president?

A: My first term was characterised by crisis. We had a beautifully constructed plan and then Covid struck, followed by Russia's invasion of Ukraine. The plan had to take a massive step back and real life took over.

But when the going gets tough the tough get going and these crises brought out the very best in the World Employment Confederation and its members. I am so proud of the solidarity and sheer human approach that shone through. We fought for the inclusion of agency workers in government support schemes and rose to the occasion to provide workers notably to the overwhelmed healthcare sector.

Our secretariat came into its own too, shifting operations online and continuing to serve members and stakeholders and thus fully embracing the digital age.

Our members in Poland were on the front line in finding work for displaced Ukrainians, but other members came up with amazing initiatives too: in Italy, our national federation negotiated with social partners funds dedicated to Ukrainian refugees, while corporate members set up specific job sites across Europe.

Q: What would be your dream goal in three years' time at the end of your second mandate?

A: I would love the World Employment Confederation to be seen as the convener of a flexible community and the voice of those with similar policy needs. Policymakers are super keen to dialogue with experts and we are recognised as the representative of the Agency Work sector. That this now goes further was exemplified by the World Employment Confederation having a seat at the table during the International Labour Organisation discussions on Platform Work.

I am also passionate about addressing regions of growth around the world. Ageing demographics in the northern hemisphere will result in the global south becoming increasingly important in the world of work. This is a monumental shift and our sector, with its expertise in labour market matching, can play a key role. I am minded of the Indian government initiative which has negotiated talent partnership agreements with countries experiencing labour shortages and is skilling Indian workers to meet their needs. In my view that is only the beginning, and we want and should be involved in bringing the right talent to the right places.

It is a huge honour to serve a second term as WEC president. I will continue to support our membership and ensure that the World Employment Confederation remains centre stage whenever key labour market questions are discussed. ■





INDUSTRY AWARDS 2023

GOOD LUCK TO OUR FINALISTS!

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The time has come, the selections have finally been made. The entries have been judged and the shortlist announced. With a fantastic celebratory event on the horizon to truly do justice for those included in this year's shortlist, The Global Recruiter is proud to be able to give the recruitment industry the celebration it deserves and to honour those leading lights who have shown the best the recruitment industry has to offer.

The Global Recruiter UK Awards 2023 will be held on Tuesday 14 November 2023 and is returning 'home' to Lío London, formerly Café de Paris. We are excited to exceed all expectations and deliver a fantastic celebratory event to highlight the strengths and achievements in the recruitment industry, and to recognise how these companies have demonstrated the amazing performance of the recruitment sector over the past 12 months.

The afternoon will commence with a welcome drinks reception, followed by canapes, 3 hours of unlimited selected drinks, and the much-awaited Awards Ceremony, finishing with lively entertainment to let your hair down! Standard tickets and VIP Tables are available now.

Awards Ceremony

Lío London, 3-4 Coventry Street, Piccadilly, W1D 6BL London
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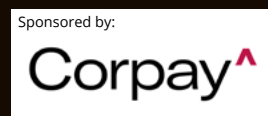
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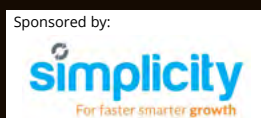


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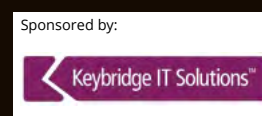
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BUILDING SUCCESS

As Daniel Owen rebrands, the company considers the key to its success in the built environment recruitment market.



Daniel Owen was originally founded as Workmates back in 1986. It was created by brothers Robin and Philip Andrews, along with Adrian Tigg – who have since stepped back from the business – after seeing the need for a reliable and trusted provider of workers to the construction industry. As the company grew, and with considerable knowledge of the construction and engineering markets, it became clear that there was a requirement for a specialist team of professional and technical recruitment consultants, which is why the Daniel Owen brand, for white-collar roles, was formed in 1995. >

While Daniel Owen has a firmly established reputation within the built environment industry, the business has really taken off in the past five years under the leadership of group managing director, Karl Burnett, operations director Jon Underwood, and finance lead Suzanne Jellyman. The three took the reins in 2018, leading the agency through significant expansion – despite the global pandemic – including opening a number of new offices which has led to Daniel Owen becoming the country's largest built environment staffing company by geographical coverage. They are supported by an expert senior management team who have also been with the company for a number of years and who, collectively, handle much of the day-to-day operational activity at the firm.

Candidate first approach

The three leaders of Daniel Owen have been with the firm a combined 72 years – with many of the management team also boasting several years under their belt in the business – and their candidate and relationship-first approach is clearly deeply ingrained into the way the firm operates, as finance director, Suzanne Jellyman, explains: “Our three company values are honest, respectful and reliable and we really do live by them, they're not just slogans on the wall.”

Jon Underwood thinks the company has significantly evolved as it has moved from the stewardship of its founders to the new leadership team. “Over the past five years, the founders have stepped back which has really enabled us to spread our wings and do things our way, which in turn has led to exceptional growth levels. We've now got 12 offices and can realistically say we cover the entirety of the country. Our senior staff and management are all on the same page and are fantastic at what they do, which really sets the business apart. We have all been here for a long time and all share the same values, and want to do the best for ourselves, the people we work with and the teams around us. We lead from the front and are experts in our field so our staff are learning from the best.”

Burnett believes that this is much more than a transactional recruitment business and that Daniel Owen's candidate-led approach is what separates the firm from its rivals.

“It sounds like a cliché but our candidates are much more to us than just people we work with. We have our ‘wall of fame’ in our central office that shows some of the candidates we've been working with for years on nights out with our consultant teams and I've been to weddings, christenings and family BBQs with some of the people we place; that just highlights that we mean what we say and how important these relationships are.” >





The firm provides a loyalty scheme to candidates that might go some way to explaining the close relationships it enjoys with them. This includes recognition for significant milestones that are achieved while working together. Combined, these schemes are unmatched by any competitor and it would be fair to say no similar agency comes close to the providing the level of social outreach or investing in an offer of the scale that Daniel Owen does. “It’s fairly telling that many of our competitors have copied this approach and now offer similar schemes, we should probably take it as a compliment!” said Underwood.

Rebranding

Many would ask why a firm sitting on top of its respective markets would choose now to revamp its brand, so why the need for change? “I’m a firm believer that you should never stand still and should always challenge the status quo, even if you’re doing well,” says Burnett.

“We need to keep evolving to stay ahead of the market and wider trends. We felt the time was right for a shift in our brand however, equally nothing will change internally, we will keep doing what we have done to earn our position as a market leader but our external branding and materials have shifted up a notch to reflect our bright

future and the optimism we’re all feeling about it. It’s the next evolutionary step in the business and, like the move to Daniel Owen from Workmates in 2015, reflects that we’re about more than we were just a couple of years ago.”

Developing people

People continue to be the central focus of Daniel Owen. The firm naturally prioritises its candidate base but the development of its staff is also of fundamental importance. “We’ve really scaled up our training offer in recent years and are currently in the process of bringing a new development lead in-house to bolster the skills of our teams even further. The success of this programme can be seen in our senior management team, each of whom is an expert in what they do. They’re pivotal to our success and also highlight that our training works.” said Underwood.

The internal career path for consultants is fully mapped out and includes review processes at four, eight and twelve weeks for all new starters – including presentations of their specific areas of expertise to the leadership team – to ensure that they can provide the best possible service to the candidates and businesses that they’re working with. ➤

“We currently work with around 400 different firms, including some of the biggest employers in the built environment, and we want to increase our market share with these businesses. In order to do that we need to ensure that we’re constantly developing our consultant’s skills and expertise, which is why we’ve invested so heavily in our training,” said Burnett.

This investment in people is bearing fruit as much of the organisation’s management team, as well as its leaders, are ‘home-grown’ and have risen organically through the business, which highlights the opportunities available for professionals joining Daniel Owen, as well as providing the firm with a platform for further future growth. Add to this a recent high-profile appointment to their board – a highly experienced national sales director who is leading the company’s client approach and corporate social responsibility – and you have a leadership team that is well prepared for the evolving market.

“We are also putting a focus on opening new offices to further expand our geographical coverage and are consequently looking to expand our internal teams,” notes Suzanne Jellyman. However, while the company is proud of its successes, its directors are conscious of not resting on their laurels: “We’re always looking for our staff to learn from our experiences, but it’s a two-way relationship and we want to learn from them too. We’re not stuck in our ways and now we need to adapt to retain our position at the top, which is part of the reason why we’ve chosen to refresh the brand image now. Equally, we know that what we do works, not just because of our success, but from the fact that our staff stick with us – our management team has an average length of tenure of around 7.5 years and our directors have been here for an extensive period of

time, which is fairly unusual for the recruitment industry.”

The future

According to MD Karl Burnett, the top three attributes of a Daniel Owen employee are being a likeable people person, having outstanding knowledge of their market and a strong work ethic. “We’re fairly traditional in that way, it’s needed in recruitment,” he says. “Sales jobs don’t just land in people’s laps and there are big rewards available for those that earn them. Our professionals need to be willing to put the graft in but must also work smart as well. Our leadership and senior management teams give our consultants the support network to do their job well and have invested heavily in systems on the IT, compliance, legal and HR side of things which means they have more time to do their jobs well and to find people the jobs that suit them. Obviously, the Daniel Owen name helps them too but I’m a big believer that if you bring in good people and give them the platform to succeed then success won’t be too far away, and that approach has been proven to work. People that work here and rise through the ranks benefit from the ongoing investment we place in their development and can really help move the organisation forward over the coming years.”

The future for the organisation looks bright. The firm is set to open an office in Milton Keynes and another on the south coast in the coming months and will continue to seek new opportunities like this when there is a business need. Underwood concludes: “We know what we’re doing and feel that the company is now truly in our image and operating as we would want it to be. We do recruitment and we do it really well so are optimistic about the next 37 years being as successful as the last 37 have been - if not more.” ■





MAKING MORE OF DE&I

In the first of a two-part series, Miles Lloyd, Co-Founder & Partner of Northstar People discusses how good DE&I impacts on more than recruitment.

DEI should matter more to the recruiters and recruitment services providers than to anyone else.

Why? Well recruiters, be they agency or in-house, are the custodians of something so important & so critical and something that should resonate with anyone who cares about the society we live in and communities we serve. That thing is an individual's career opportunity and with that, the happiness of them and the people around them, the ability for people to realise their potential, to improve their standard of living, to be able to house, cloth and educate their children and to improve their standard of living. >



Diversity, Equity & Inclusion will be the making or breaking of many recruitment agencies in near future. Those that get it, embrace it and engage fully in it both internally and externally will thrive, those that don't may well struggle and be setting themselves up for a very hard road ahead.

A bold statement maybe, but one that I believe is correct. I'm seeing evidence more and more of pressures on businesses be that mandatory metrics and disclosures they are obliged to hit and make, be they voluntary codes and standards that they as part of a peer community sign up to, be that there are pressures from clients who expect certain standards and integrity in their own supply chains. Maybe they are being smart and realise that their own company will only thrive through its people and to attract the right people they need to be more diverse and have an authentic inclusive culture.

Practicing what you preach is really important. If you want to be part of the solution and drive change, then it needs to go beyond just words and policies – wrapping your logo in a rainbow now and again, liking comments on LinkedIn and having the odd awareness day or ten as various days get allocated to various aspects of discrimination, disparity and bias. You need to be committed and have a DEI strategy, maybe as part of a bigger ESG strategy and alignment to initiatives that are about significant change and societal shift; such as the UN Global Goals for Sustainable Development and also the growing B-Corp movement. ➤

Starting Points

There are some critical success factors to think about:

- 1.** Leadership Commitment is crucial and we must start with a clear commitment from the top with the leadership and senior executive team publicly commit to EDI, setting the tone for the entire organisation.
- 2.** Data Assessment will play a part. How can we improve if we don't know where we are right now, what good looks like and how aspirational we can be? Let's face it, an SME based in Cheshire (where I live) will not be able to achieve all that it wants to in terms of full diversity in a way that a large corporate in Manchester City Centre might, but it can be representative and do amazing things to lead in its community and encourage change with a really inclusive culture. Businesses can also move beyond the numbers by conducting interviews and surveys to gain deeper insights into employee lived experiences.
- 3.** Clear goals are important, and once we know where we are, we need clear objectives and targets what are SMART and have those visible and people accountable for delivering them... with full board responsibility.
- 4.** Training and Education really must play a part by raising awareness and a consciousness of EDI topics and issues as well as interview training and coaching on recruiting processes and hiring practices.
- 5.** The organisation needs to be inclusive in all aspects – not just in recruitment. Both vision and scope need to be broad beyond recruitment, around on-boarding, L&D, coaching & mentoring, all creating an inclusive workplace culture where all are welcome no matter what diversity they have. It's all about that warm feeling of belonging. >



There are massive benefits to be had for recruitment agencies and non-recruitment businesses alike – DEI is agnostic like that – and are key areas that should make business leaders sit up and take note. Having a diverse workforce bleeding into an organically growing inclusive culture is great for recruitment businesses but if we can be enablers for employers to drive these impacts then we go from that dreary space of recruitment service supplier to recruitment talent partner.

There is a growing body of evidence to demonstrate that organisations with diverse leadership and inclusive cultures can outperform those that don't in various ways, the extent of outperformance can be influenced by multiple factors.


The clearest evidence of the positive impact and long term benefits on investing in diversity and inclusion are seen in; innovation, problem-solving, talent management, sustainability, customer engagement. There are many studies linking diversity and inclusive cultures to improved financial results, but that for me is more a long term result that in many areas still needs to be proven. Regardless, diverse organisations do outperform those that aren't and I believe that gap will only widen over time.

Discrimination is ugly, and the world of work needs to be representative of the broad community in which it operates. Everyone deserves a fair chance to shine regardless of background and upbringing, what's between their legs, the colour of their complexion, if they can walk or talk or not, if they struggle with mental health or don't, if they are old or young. It is 2023 and yet all we see is the control and rule of privilege. We can be better than this. ■



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ONBOARDING EFFICIENTLY

Simon Kent reports from a discussion that examined getting candidates up and running as quickly as possible.



The subject of onboarding came under discussion at a Recruitment Live online round table earlier this month, with recruitment leaders giving their insight into the challenges presented when placing contingent workers efficiently with clients. As many businesses push to secure an agile workforce in response to the challenges of the market and wider world of work, creating a great onboarding process offers a way for recruiters to gain efficiencies when placing talent and impress workers by offering a great experience. >



KINGSBRIDGE
RIGHT BY YOU



On the call were:

Antony Woodcock, Co-Founder and MD, Gig

Olly Harris, Global MD, Page Outsourcing

Shayne Simpson, Group Managing Director, Ascent Group

Stinus Andersen, Information & Systems Director, Morson

Bernard Ward, Group Managing Director, Acord by Synergie

Val Anderson, Operations Manager, Gi Group

Tom Cooksey, Managing Director, Elements, a Kingsbridge technology

Simon Kent, Editor, The Global Recruiter

Shayne Simpson was clear that the contract market was currently strong with some previously perm jobs transitioning to temp. This was echoed by Antony Woodcock who noted that at a time of economic uncertainty there would always be a tendency for employers to try and take the strain of headcount off their balance sheet. This preference for temporary workers meant that recruiters were seeing some significant increases in their books in this area, sometimes off-setting shrinking markets elsewhere.

However, making the shift from perm to contingent requires some thought in terms of onboarding candidates. “When you move into that casual space the onboarding process is entirely different,” explained Antony Woodcock. “For longer term and permanent, people are making a future-based decision that will last three or four years, with contingent they have

different places to go to and they want to move around as quickly as possible.”

The flexibility that is attractive for the employer can be equally attractive for the worker. However, while the onboarding process needs to be comprehensive and compliant, it also needs to engage the worker and keep them in the process. Delays or difficulties along the way can risk the worker ‘falling out’ of the process – through choice or simply through the effect of an inefficient process.

Worker expectations run alongside the expectations of the employer who wants their talent onboard as swiftly and efficiently as possible. Many on the call noted that employers expect the entire process to be taken care of by the recruiter and with that the concurrent compliance risk is their responsibility. While the exact nature of compliance required is dependent on the industry and business in question, creating an efficient process around this can be very challenging, particularly when standards around issues such as references can vary.

“Over the last 25 years there’s been complete disparity in the referencing standards across the world and the UK,” explained Olly Harris. “No two clients are the same. If there were a mandated process which recruitment companies always had to follow in this area the process would be much clearer and easier to deliver, but that just doesn’t happen.” >

Technology is certainly playing an important role in making the on boarding experience more efficient and perhaps a little easier for recruiter and worker. Bernard Ward put forward the example of a contractor who gets to the end of one contract and decides to apply for a new job on Friday night after the office is closed. Today recruiters can use AI and automated processes in order to gather the information they need from potential candidates 24 hours a day, ready to line them up with opportunities.

Ward's company is already using an AI avatar to carry out interviews with candidates, and this is helping to speed the path from application to job: "You can come in on Monday morning and you just need to check the candidate information has been sourced correctly and the documentation is right," he explains. "A lot of people are nervous about AI but I think it can help."

Technology and automation is particularly useful for streamlining the placement process from a compliance point of view. Tom Cooksey suggested that technology can free recruiters from repetitive and purely administrative tasks. "You shouldn't need to send in the VAT certificate or incorporation certificate because you can automatically get that information from HMRC," he notes. At the same time, however, he says that if there are queries concerning information recruiters should be ready to deal with this through a human relationship rather than a 'bot'.

Indeed, while technology has clear advantages for recruiters, the value of 'real' interaction cannot be downplayed for contingent workers. All those on the call emphasised how workers appreciate being looked after by a human consultant. Shayne noted that his company rewards its consultants on the basis of their Net Promotor Score which directly recognises good performance and service to candidates. Tom Cooksey was among those who noted that when he worked as a contractor he really valued the recruiters who went the extra mile to meet them in person and build a good relationship rather than just send them from job to job. Even in this automated world it is clear that the human touch is appreciated and goes a long way.

Speaking after the conversation, Val Anderson, Operations Manager for Gi Group added that some of the value of a great on boarding process was to do with retaining talent as much as it was about attracting and onboarding new people: "Whilst the market has eased slightly over the past 12 months in terms of attraction, I feel that attrition has become more of a challenge, with workers often being able to finish an assignment today and start a new role by tomorrow morning," she said. >





In this context, the onboarding process sets an expectation for candidates and works to ensure they will want to stay with a particular recruiter: “For me, it is important to make the candidate feel like the process has been tailored to make the start of their journey with the business comfortable and problem free, whilst ensuring that our expectations are clear and concise as well,” she adds.

“Onboarding is an important factor as this sets the scene and expectations for candidates, but the real key factor in retaining talent is maintaining the delivery against those expectations and securing long term commitment. Pay is always a key consideration but we are seeing a high emphasis on working hours that provide balance and good conditions both contractually and in terms of the working environment,” says Anderson.

While a great onboarding experience certainly benefits the recruitment company in terms of greater efficiency and the ability to attract candidates, it should be remembered that delivering an efficient and compliant service does come at a cost. Technology, compliance, auto-mated processes and so on represent an investment to be made by recruitment companies. In today’s market where costs are always under pressure this can be a challenge in balancing the cost of delivery with revenue for that contract. At the end of the day recruitment companies still need to ensure the service they provide secures a worthwhile margin. For this happen, the client must also feel and appreciate the value of a great onboarding process. ■



THE RECRUITMENT NETWORK – NOVEMBER EVENTS

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: [All Things AI and Future Tech](#)

Time: 09:00 – 09:45 (GMT) Tuesday 7th November 2023

Event: [Candidate Sourcing](#)

Time: 10:00 – 10:45 (GMT) Wednesday 8th November 2023

Event: [Scaling Up: Strategies for Growth](#)

Time: 09:00 – 09:45 (GMT) Thursday 9th November 2023

Event: [Business Development Strategies](#)

Time: 09:00 – 09:45 (GMT) Tuesday 14th November 2023

Event: [Strategic Business Planning and Budgeting](#)

Time: 10:00 – 10:45 (GMT) Wednesday 15th November 2023

Event: [Personal Leadership](#)

Time: 09:00 – 09:45 (GMT) Thursday 16th November 2023

Event: [Commission Structures and Incentives, including EMI Schemes and Flowering Shares](#)

Time: 10:00 – 10:45 (GMT) Tuesday 21st November 2023

Event: [Onboarding, Training and Developing Employees](#)

Time: 09:00 – 09:45 (GMT) Tuesday 21st November 2023

Event: [The Ultimate Brand and Social Media Strategy](#)

Time: 10:00 – 10:45 (GMT) Monday 27th November 2023

Event: [Key Account Management: Maximising Client Lifetime Value](#)

Time: 14:00 – 14:45 (GMT) Tuesday 28th November 2023

ADAPTING, UPSKILLING, AND THRIVING

Derek Mackenzie, CEO of Investigo, part of The IN Group discusses the impact of AI on jobs.



The ever-advancing realm of AI has consistently sparked debates and concerns about its impact on the job market.

Critics often view AI as a potential threat to employment, raising questions about the future of work and job security. However, history has shown that every technological revolution, including AI, has not just reshaped but also redefined human occupations. >



Recent data from BDO has indicated a slowdown in the UK labour market due to rising interest rates. According to the latest data from the accountancy firm, demand for workers slowed for the second consecutive month in August bringing BDO's employment index down by 0.81 points to 110.92.

In light of this, it is crucial to examine how AI is influencing jobs and how we can navigate this transformation.

Redefining, not replacing

Throughout history, technological advancements have led to the automation of various tasks. The fear of job displacement has always accompanied such changes.

However, what often transpires is not mass unemployment but a shift in the nature of work. As AI becomes more integrated into industries, it is essential to recognise that it is redefining rather than replacing human occupations.

Historically, when machines have taken over certain human tasks, new job opportunities have emerged elsewhere. This pattern of displacement and creation of jobs has been a hallmark of technological progress.

Fewer workers, greater output, and higher wages

One significant effect of AI in the workplace is the potential for fewer workers to produce greater output. Automation and AI-driven processes can significantly increase productivity and efficiency. This surplus productivity can lead to higher wages for workers, as companies share the benefits of increased profitability and the requirement for less staff. >



This transformation is not limited to repetitive tasks. We are now at a point where highly skilled jobs can also be performed by machines.

This shift in job roles means that human occupations of the future may be characterised by less pressure and more emphasis on supervision and creativity. Workers can be freed from mundane tasks to focus on higher-level responsibilities, leading to a more fulfilling work experience.

Closing the digital skills gap

While AI brings opportunities for increased productivity, it also presents challenges, particularly in terms of the digital skills required to harness its potential.

Recent research has revealed that currently, 72 per cent of businesses surveyed in the UK have a vacancy for workers with digital skills, but only 11 per cent of UK workers possess advanced digital skills. The digital skills gap is a pressing concern, and the UK, like many other nations, faces a shortage of individuals with the necessary digital expertise.

Efforts to inspire social mobility in the tech industry and close the skills gap are vital. Fostering an environment of innovation and inclusion is essential to encourage people from underrepresented groups to pursue careers in the digital sector. Diversity in the workforce not only addresses social equity but also brings fresh perspectives and ideas to AI development.

Furthermore, leveraging technology itself can help bridge the skills gap. Personalised learning programs tailored to each individual's needs can be created through AI-powered systems. These programs can adapt to learners' progress and ensure that they acquire the digital skills demanded by the job market.

Adapting the curriculum for a rapidly changing landscape

One of the challenges posed by AI is its rapid evolution. Technology often outpaces the educational system's ability to teach it. >

As AI continues to advance, the curriculum must be constantly updated and adapted to keep pace with industry demands. Lifelong learning and upskilling should become the norm, ensuring that the workforce remains competitive and adaptable in a changing landscape.

The road ahead

The impact of AI on jobs is a topic that garners significant attention and debate. However, history has shown that technological advancements, including AI, tend to redefine rather than replace human occupations.

As the UK labour market faces a slowdown due to rising interest rates, it is crucial to recognise that AI can lead to increased productivity, higher wages, and a shift toward more fulfilling, creative roles.


Addressing the digital skills gap is essential for the workforce to harness the potential of AI fully. Encouraging diversity in the tech industry, implementing personalised learning programs, and continuously adapting the curriculum are key steps in preparing the workforce for an AI-driven future.

Rather than resisting change, we must embrace it and ensure that we are equipped with the skills and knowledge necessary to thrive in an evolving job market. The impact of AI on jobs is a transformative force that, with the right approach, can lead to a more prosperous and innovative future for workers and industries alike. ■



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GETTING AI FIT FOR PURPOSE

James Osborne, Co-Founder of The Recruitment Network on how recruitment businesses can be ready for tech.



Change and evolution is guaranteed in our world. I think we are learning that more and more as typical economic cycles shift from what used to be every 6 to 7 years, to now what is more like every 6 to 7 months! But within these ever-changing cycles, so too is guaranteed the growth and influence of new technology on a recruitment business. >



Let me put this into some perspective.

Humanisation of Recruitment

Personally, I am a huge advocate of the 'make recruitment human again' movement (I am not sure this is actually a thing, but it should be!)

I believe our industry has been dumbed down and depersonalised in many cases, as we chose to hide by emails and inmails rather than spend quality time in front of our customers on both the client and candidate side.

This has led to a sea change in how some recruiters are perceived by some hiring organisations – faceless providers of a transactional service – which translates into a very different way that recruiters are therefore treated by those businesses. I think that has been the cause of many of the issues facing some recruitment businesses, in particular over the last year or so.

The same goes for the candidate side. The relationship between recruiter and jobseeker has changed. Evolved.

There are very different expectations now about what our interactions should look like. What a 'timely manner' looks like. What great service looks like.

In the next couple of years, millennials will make up the majority of our workforces. We know that. We also know that 41 per cent of millennials say they prefer to communicate electronically at work than face to face or even over the telephone. Surely this tells us something about how we should be engaging with part of our target audience.

AI allows greater alignment between what our candidates expect and what our recruiters are able to deliver around service excellence and when candidates start experiencing that, the relationship transforms. They want a better level of service and AI supported recruitment processes can give them that.

Optimisation of Recruitment

Irrespective of whether the market conditions are good or bad, recruiters need to be running at higher levels of productivity and performance than they are today. They need to be optimised. >



Take a look at an individual recruiter's capacity to generate revenue, for example.

This is all based on the amount of time they have available to them to do the core parts of their job that in return have the biggest impact on their net contribution. Give them more capacity to do more, and so their performance (should) increase, alongside their KPIs and performance thresholds.

This, of course, is where AI can play its most significant part – reducing the friction that slows down different elements of a recruiter's day job. And it is this that will get the most buy-in from your recruiters. They will see this not as something to replace them, but something that will enable them to do more, bill more.

They want to do more with less and AI supported recruitment processes can give them that.

Let's be clear here. There is nothing new about this. AI has been around for a long time. But there is a lot new about the functionality and most significantly, accessibility of the new style of AI that is touching just about every part of our lives at

the moment, which is why everyone is now playing the game.

So, where to start...

If you are just starting out on your AI journey, you need to start by building out the various workflows across your business. This is good practice anyway for any business, but in AI terms, gives you a better understanding of the numerous different customer engagements and recruiter actions that make up your business.

- Your BD workflow.
- Your marketing workflow.
- Your delivery workflow.
- Your account penetration workflow and so on...

Then look at the various tasks that sit within each workflow, to identify which tasks are repetitive.

- Which tasks are non-core.
- Which tasks need to be done more.
- Which tasks are better off being automated than need to be human centric.
- Or a blend of all four.

That list will be the beginning of your AI wish list, against which there are multiple applications that could, in essence, take those tasks out of the hands of your consultants and into the hands of technology.

Always start with your core systems' provider. They are working frantically to build end-to-end AI in to their systems to allow you to automate at will whilst ensuring there is a seamless link between the rest of your tech stack.

Everything is now task focused – less about the systems themselves and more about the outputs of those systems. From the generation of interview and screening questions, to the translation of candidate outreach messaging into multiple languages and country specific terminology.

From the creation of an employer branding campaign to breaking down job descriptions to match against key words from candidate profiles. To keyword identification on customer calls to generate training needs, to the creation of customer and candidate personas that link to your content creation strategy.

This year, TRN (link to www.therecruitmentnetwork.com) has relaunched the Createch programme, enabling recruitment businesses to not only navigate their AI/tech journey better, but to also ensure that AI and their tech stack actually drives their business performance forward.

Get in touch with me (james@therecruitmentnetwork.com) if you want to find out more.

Final Point to Note

AI is all about data. It is the core component for any AI application.

We will hear a lot more about how GDPR will come into play here as AI becomes more mainstream in the future, so brace yourself for what may well transform how this whole game is played. But for now, the quality of the data that goes in (and therefore comes out of it) is at the heart of whether your relationship with AI will flourish or not.

In Summary

Whether we like it or not, those recruitment business leaders who simply chose to ignore the rapid progression of technology will get left behind. This is less about the technology itself and more about a recruitment business' ability to adapt to new ways of working to remain competitive.

Get it wrong, and it will just be another distraction, another new shiny thing, another excuse to for lazy processes to live and breathe within our businesses.

However, get it right and AI might just be that competitive advantage that many recruiters have been looking for... to be more optimised, more human. Fit for purpose. ■



LOOKING AFTER NUMBER ONE

Anuj Tewari, Chief Security and Resilience officer, TMF Group gives a check list for recruiters to be data compliant in the age of AI.

SECURITY

The combination of GDPR and the use of Generative AI platform can represent a risk for recruiters and companies. As a matter of fact, privacy laws allow authorities to impose fines of up to £500,000 on companies for the misuse of their customers' personal information. A breach of the new rule might result in a punishment of up to €20 million, or 4 per cent of the agency's global turnover, whichever is larger. The degree of the fine will depend on the seriousness of the violation and any mitigating circumstances. >



So, what practical implications will GDPR have for recruiters while using the Generative AI platform, and more importantly, what steps do they need to take?

What recruiters should be aware of while utilising Gen AI

- Make it clear how to opt individuals in to receive your communications.
- Bias in AI results in harm to individuals, and potential fines for noncompliance.
- A changing regulatory environment leads to lacking legal clarity about AI systems.
- The use of third parties as vendors or contractors can increase organisational liability, difficulty with insufficient or impossible third-party vendor assessments, and uncertainty about controller and processor responsibilities
- Training AI systems requires using data. Without incorporating privacy best practices, data sets may include the non-consensual use of personal data or secondary uses of data.

Candidate consent and legal handling while using AI or supplying data to an AI engine

- Acknowledge that CVs fall under the protection of the GDPR. Information in them must be processed securely, accurately, and only by the purpose for which it was collected.
- Identify your required purposes for personal data processing. Forwarding a CV to a particular employer, posting it on a publicly accessible database, storing it, and using the contact details to promote your premium employee consultancy services: are all distinct purposes.
- Unbundle your existing permissions. For each and all of your data processing operations, you should have what is known as a legal basis eg. consent (and implied consent isn't sufficient).
- Can those consents be withdrawn? Take the applicant who still wants to receive job alerts from you, but no longer wants her details to be available in your searchable database. You should make it easy for individuals to withdraw permissions for data processing linked to distinct processing purposes. >



Enabling your AI to allow individuals to exercise their rights

An applicant applies for a job at your company. They aren't hired this time, but you offer (and they agree) to keep his CV on file for the future. Much later, he asks you to confirm whether you still have his details on file – and to delete them.

First off, it's worth noting that even something as simple as keeping a CV on file is 'data processing' and the example above touches upon two important data rights for individuals: the 'right of access' and the 'right to erasure', otherwise known as the 'right to be forgotten'. In other areas, candidates have the right to rectify – e.g. to fix out-of-date info on your talent database, as well as the right to know if their data is being used in profiling.

Recruiters need to get to grips with these rights, looking carefully at what changes are needed to platforms and databases to enable individuals to exercise them.

Ensure your Generative AI platform/software vendors are compliant

Recruiters usually have full access to your candidates' data. Therefore, GDPR expects you to be certain that your partners protect this data the same way you do.

Your most important vendor in recruitment is your ATS (application tracking system) provider. Your ATS is the place where you will store almost all candidate data, send emails, and delete or modify information. If your ATS complies with GDPR, it will be a great ally in ensuring your company complies. ➤

As a first step, arrange a meeting with your ATS provider or several if you're planning on purchasing an ATS. Ask:

- Whether GDPR applies to them as processors. If they aren't an EU company, they should either be part of the Privacy Shield (for US companies) or be ready to sign effective data processing agreements that oblige them to follow GDPR's guidelines.
- How they plan to become GDPR compliant. They should also be able to tell you where they store their data and how they ensure this data is protected.
- Whether they use compliant vendors. They should have data processing agreements in place with those subcontractors.
- Whether they have clear privacy policies. Review their privacy policies to ensure they comply with GDPR and can adequately protect candidate data.

Be prepared to grant candidate requests in your Generative AI platform

A big part of remaining compliant with GDPR is to be able to help candidates exercise their rights under this law. To do this, you must provide guidelines and processes to:

- Let candidates access their data upon request.
 - Determine the format of the electronic copy of their data that you must give candidates and establish a process to extract and send that copy.
- Delete candidate's data or restrict processing upon their request.
 - Find all places where you keep data (you must have done this during your data classification) and establish a process to delete data from all these places.
- Rectify candidate data.
 - Ensure you have processes to control different versions of candidate data.
- Let candidates withdraw consent (in case you decide to use consent as the legal basis for processing).
 - Compare this process to the process of giving consent. GDPR requires that the processes of giving and withdrawing consent should be equally easy and simple. ■