

The independent voice for the global staffing industry

# GR

THE GLOBAL RECRUITER

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Issue 263 | November 2024

## POWER OF NEURODIVERSITY

COST EFFECTIVE TOP TALENT  
NATURAL WAY FORWARD

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**SIMON KENT**  
EDITOR

# WELCOME

There have been some significant events in the past month. A first budget from the new Labour government and the return of Trump to the White House being the most impactful.

The budget has certainly triggered concern among recruiters over the possible impact of changes in NI and minimum wage levels. Views have been expressed over the general impact the budget will have on contractor levels and indeed the immediate and ongoing future of umbrella companies. If that were not enough, however, the government's Employment Rights Bill may yet have a greater impact on the way people are employed and how enthusiastic employers are about taking on talent. With much of this, however, the devil will be in the detail and while speculation is rife it is not always useful in the long run. The same could be said of Trump's return. As he moves towards his second residency International businesses could be forgiven for feeling nervous.

Yet whatever challenges lie ahead there are also opportunities. In this month's GR issue we feature businesses who have taken the next step forward to expand and achieve more within the industry. And as we proudly announce the winners of The Global Recruiter Awards for this year there are many examples of businesses and recruiters who have the determination to do more – whatever the circumstances.

As the year head towards its conclusion, perhaps now is the time to plan for bigger things. ■



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## REMOTE WORKING BOUNCES BACK, THANKS TO THE EMPLOYMENT RIGHTS BILL

Data from global integrated talent solutions provider, WilsonHCG has suggested that plans to grant flexible working rights from day one of employment announced in the Employment Rights Bill has already had a positive impact and led to an increase in the number of new remote job roles.

Following a consistent month-on-month fall in remote job postings since the beginning of the year, the organisation's latest talent intelligence and labour market analytics revealed an uptick in October in the immediate aftermath of the Employment Rights Bill. This suggests the move to mandate greater flexibility for employees has shifted the dial back towards non-office working as businesses prepare to meet new demands for flexible set-ups.

"The Employment Rights Bill has brought with it the reversal of the downward trend in remote job roles that has persisted this year," said Janine Chidlow, Managing Director EMEA at WilsonHCG. "The return to the office debate rages on, but the Bill has clearly had an impact as we've seen an increase in the proportion of new positions that include access to remote and flexible working. It remains to be seen what the longer-term impact will be but the initial response has been interesting and suggests many employers are already adapting to this new environment.

"And with skills shortages raging on and candidates still very much in the driving seat, it may well be that this uptick in flexible working is further bolstered out of simple necessity," Chidlow concluded. ■



## 1 IN 5 MANAGERS CONSIDER QUITTING DUE TO STRESS OF GEN Z

A US survey of 1,000 managers has found 18 per cent of reporting they have considered quitting due to the strain of managing Gen Z workers. The survey, from Intelligent.com, a platform dedicated to helping young professionals navigate the future of work, highlights specific challenges in managing Gen Z employees, including excessive phone use, poor work ethic, and communication issues that impact team cohesion and productivity. Over half of the managers surveyed report increased workload and the need for additional resources to manage Gen Z employees, with many saying these workers require more guidance and attention than previous generations.

The survey found that 51 per cent of managers experience frustration and 44 per cent feel stress in managing Gen Z employees, with issues like workload increase (27 per cent) and productivity declines (20 per cent) among their top concerns. Additionally, 20 per cent feel overwhelmed and 16 per cent report burnout due to the demands of managing this group.

“Part of the frustration comes from a misalignment in expectations,” says Huy Nguyen, Intelligent.com’s chief education and career development advisor. “Gen Z employees often bring strong technical skills but may lack the soft skills that develop through hands-on experience, which many missed out on during the pandemic. Managers may need to adjust their approach, acting more as coaches than

traditional supervisors to better support and guide younger workers.”

The majority of managers (65 per cent) have adjusted their management style to better accommodate Gen Z employees. This includes providing more frequent feedback (44 per cent), micromanaging (38 per cent), and allowing more time for tasks (32 per cent). Three-quarters of managers feel that Gen Z requires more time and resources to manage effectively compared to older generations, with 54 per cent having experienced inappropriate communication from Gen Z employees.

Over half of managers (52 per cent) report that Gen Z employees create tension with older generations, primarily due to differences in workplace attitudes, communication styles, and priorities. Additionally, 54 per cent of managers say Gen Z work habits lower team productivity.

Given these challenges, 50 per cent of managers have fired a Gen Z employee, and 27 per cent would avoid hiring Gen Z if possible. Despite this, managers cite filling junior roles, cost-effectiveness, and concerns over ageism as reasons to continue hiring Gen Z.

To view the complete report, please visit: <https://www.intelligent.com/1-in-5-managers-have-considered-quitting-due-to-stress-of-overseeing-gen-z-employees/> ■





## LEADERS FACE BALANCING ACT OF CULTURE AND EFFICIENCY

Global human capital management company Dayforce, Inc. has released results from its 15th Annual Pulse of Talent report. This report explores the current state of organisational culture – and the differing perceptions among workers, managers, HR leaders, and executives. The survey takes in the views of 9,489 workers from around the world and shows that investments many companies are making may not be moving the needle.

“For organisations, cultivating a strong culture is a constant balancing act between productivity and agility and creating a space where people can do their best work,” said Amy Cappellanti-Wolf, Chief People Officer, Dayforce, Inc. “Our research shows that organisations that invest in culture – specifically, aligning their benefits, initiatives, and technology with the needs of their people – will have an advantage when attracting and retaining top talent and building a high-performing workforce.”

With leaders under pressure to quantify the value of every dollar spent, it's increasingly important their investments in culture drive high performance. For the first time, the Dayforce Pulse of Talent report included a Workplace Culture Index, grouping respondents into three categories – Culture Promoters, Culture Passives, and Culture Detractors. Respondents most positive about their company culture said there were three areas where their company excelled, relative to those who are most negative about their company culture:

- Supporting productivity with the right technology: Culture Promoters were more than twice as likely as Culture Detractors to say they have the technology they need to do their jobs efficiently (85 per cent vs 39 per cent) and to believe that AI will have a positive impact on culture (67 per cent vs 31 per cent).
- Ensuring benefits provided are aligned with worker needs: Culture Promoters were almost

four times more likely than Culture Detractors to say their company benefits are good at meeting their needs (82 per cent vs 21 per cent).

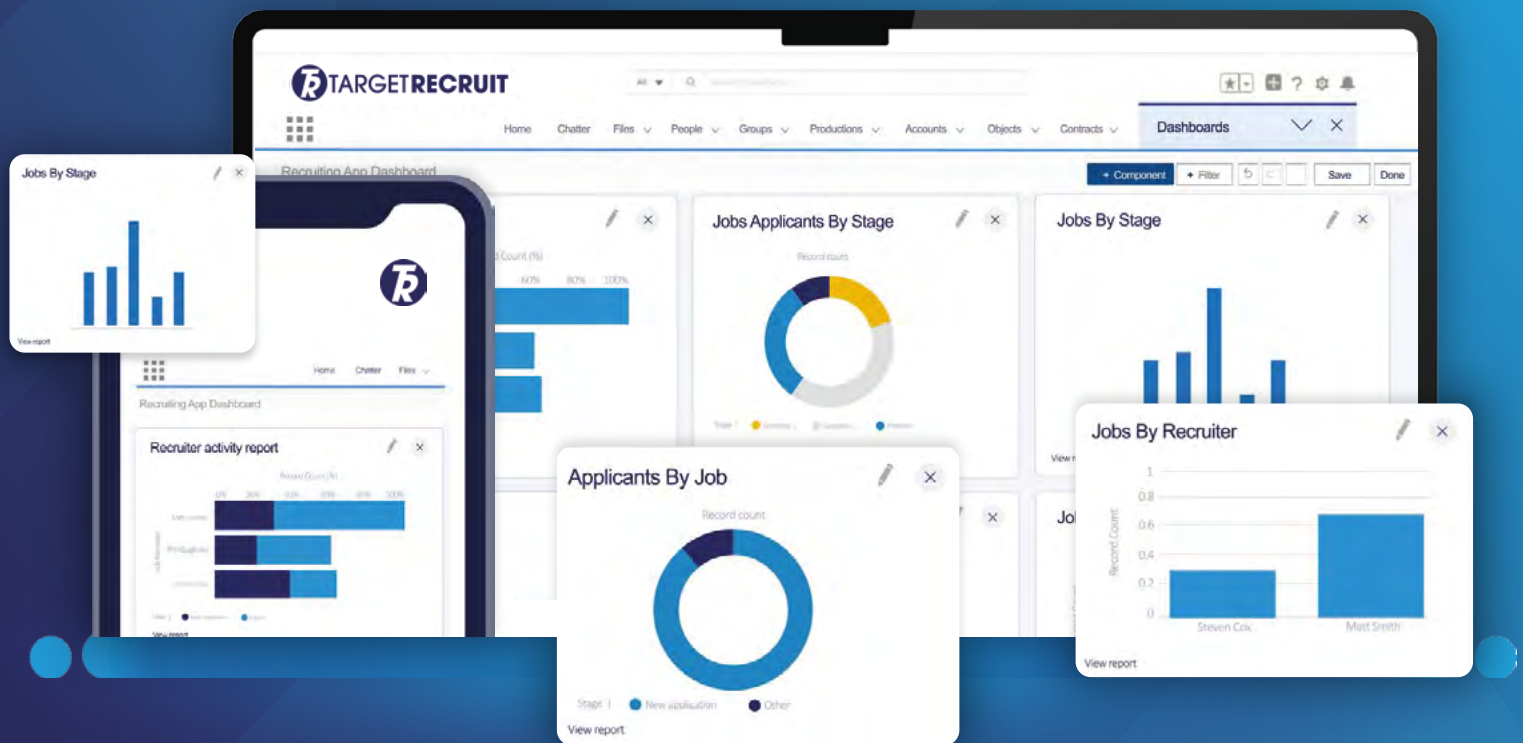
- Providing flexible work options: Culture Promoters were more likely than Culture Detractors to say they have flexibility in how (57 per cent vs 28 per cent), when (54 per cent vs 33 per cent), and where (54 per cent vs 30 per cent) they work. Culture Promoters (91 per cent) were three times more likely than Culture Detractors (29 per cent) to say their employer trusts its employees.

When it comes to AI, the Pulse of Talent survey found a sizable difference between the perceptions of leaders and their workforce. Surveyed executives were 44 per cent more likely than workers to say AI is used responsibly in their company, 48 per cent more likely to say they have a clear understanding of how it is or will be used, and 48 per cent more likely to say AI supports better decision making. This gap in perception helps show that organisations that are intentional about educating their people about the value, benefits, and use cases of AI may better foster meaningful communication and, in turn, support a stronger culture.

The bottom line is that when it comes to building a productive workforce, culture matters. Nearly seven in ten respondents (69 per cent) said they have or would turn down an opportunity because the culture didn't feel like the right fit, and that number rises to 75 per cent for respondents under the age of 35. At the same time, respondents indicated that by improving company culture, workers would feel more engaged (51 per cent), experience improved mental health and levels of burnout (47 per cent) and be motivated to work harder (46 per cent). ■



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# TRAIN TO GAIN

WEC Managing Director Denis Pennel and Conor Farrell, Business Relationships Manager at Olive Group discuss the transformative power of lifelong learning.



Professionalism in recruitment requires far more than just the ability to conduct interviews and screen resumes. It encompasses core values and behaviours that every individual in this field should uphold. Education plays a key role in shaping these standards and raising the professionalism of the industry as a whole. >





Educational programs can be developed to standardised curricula reflecting industry needs and best practices of professional conduct. This ensures that all certified individuals have a foundational understanding of essential recruitment processes, ethics, and laws. These educational programs can take various forms, including formal degree programs and apprenticeships, professional certifications, and continuous learning programs such as online or in-person workshops and seminars, as well as eLearning and online blended courses.

A great example of the evolution of education needs in the recruitment sector is Ireland. The Employment and Recruitment Federation (ERF), the national federation for the HR services industry, undertook to establish a degree program for recruiters in 2022. This initiative – the first of its kind in the world! – originated in the ERF's belief that recruitment should have its own academic career path on national frameworks like other professions such as accountancy, law and Human Resources.

### Recruitment goes academic

There is a misconception that HR qualifications cover the recruitment sphere but this isn't quite the case. Whilst research conducted in many countries agrees that recruitment is definitely part of the HR Services realm, it also concludes that it is a niche industry and requires a unique skillset.

A study by the ERF in 2011 revealed that a full academic career path from induction to Master was highly sought after.

The ERF started off by developing and implementing the first certificate in recruitment practice in Ireland in 2012. To date over 1500 delegates, including government departments, multinationals and the armed forces, have undertaken this three-day day workshop and half-day written exam. But this only called for more recognition of the sector and a demand for more formal training.

The ERF therefore lobbied the Irish government to establish an undergraduate degree that would sit on the academic framework of qualifications. "We were convinced that this first step on the ladder to a structured academic career path would give visibility to the sector and attract new talent," explains Geraldine King, CEO of ERF. "The recognised qualification on the national education framework also gives the sector a more professional image, improves its level of standards and thus turns recruitment into an attractive career choice, rather than a second-best option as it often used to be." Eventually, the degree was granted through the apprenticeship model. A three-year undergraduate degree commenced in 2020, with over 100 graduates to date. Feedback from employers is outstanding, with a huge percentage of these graduates promoted more than once within their organisations. >



This degree has changed the way recruitment is viewed in Ireland. The profession now features on the Central Applications Office (CAO) and college prospectus of the National College of Ireland, which is the academic partner for this degree. And this is not yet the final stage. The ERF has submitted an application to the Irish government for the development of a Masters level 9. Once granted Ireland will be the only country in the world to have an academic career path on the national framework of qualifications.

### The power of eLearning

Enrolling in an education programme can seem daunting though. Geographical barriers, costs, inflexible programme hours, etc. are some of the reasons that usually stop people from investing in their professional development. eLearning is now unlocking this potential. From the perspective of apprenticeship-style programs, learning management systems can cater to evidence tracking for on-the-job training which can be monitored by a variety of stakeholders from employers, to educators. E-learning programs can also quickly adapt to industry changes, ensuring that the content reflects the latest trends, technologies, legislation and best practices in recruitment making it an ideal choice for continuous learning and professional development.

One great example of how eLearning tools can support the constant professionalisation of the HR services industry is the work that Olive Group, a global “EdTech” (Educational technology) company, has done with RCSA, the national federation for the HR services industry in Australia and New Zealand. Olive Group has been working with RCSA since 2022 on the provision of bespoke e-learning development and learning management systems.

Two educational programs resulted from this collaboration: the digital delivery of the RCSA Code for Professional Conduct and the online Recruitment Consulting Certificate. The RCSA Code for Professional Conduct outlines the ethical responsibilities of its members, ensuring high standards of professionalism. It creates guidelines that inform members about acceptable practices in recruitment, which helps maintain integrity in the industry. Thanks to the e-learning solution offered by Olive Group, the RCSA Code for Professional Conduct course is now available to all members to be taken annually. It uses video content, voiceover, animations and interactive elements to engage learners in the course material and to outline real-world scenarios. Currently in development are 12 micro-courses which can be deployed if further education is required on important aspects of the Code. >







Once they have completed the RCSA Code for Professional Conduct, participants can undertake the Recruitment Consulting Certificate (RCC). The RCC is a four-week program, a blended learning experience including self-led, course-specific modules via Olive's eLearning modules, weekly facilitated workshops (online or in person), an on-the-job 'Industry Skills & Workplace Learning Journal', as well as a final online assessment completed via Olive Group's platform. The program is specifically tailored to support agency consultants with less than 12 months of experience in recruitment and staffing.

Since its inception in January 2022, 354 persons have participated in the programme, across 29 courses. "Maintaining high-quality standards in the way our members provide HR services is a core mission of the RCSA," explains Charles Cameron, CEO of RCSA. "Olive Group has really been a key partner in enabling the deployment of our life-long learning programmes by offering modern tools. In addition to providing consultants with the essential tools needed for a career in recruitment, we also now provide them with solid professional conduct."

### Increasing professionalism

While the recruitment market historically has been perceived as having low barriers to entry, the current landscape is pushing for increased professionalism, training, and specialisation. The increasing complexity of the world of work, as documented by "The Work We Want" research conducted by the World Employment Confederation, also calls for a more strategic role for the HR services industry. More than ever, the industry needs to up its game and offers the best level of services. With partners like Olive Group, it is set for success. ■





# INDUSTRY WINNERS ANNOUNCED

The Global Recruiter Industry Awards 2024 shines the spotlight on a highly successful sector.



## BEST MEDIUM RECRUITMENT BUSINESS



The entries were assembled, the shortlist was drawn-up and finally the day came. The Global Recruiter Industry Awards 2024, headline sponsored by Simplicity, came to London, delivering one of the stand-out events for the industry this year.

With associate sponsors Magic Umbrella, Recruiter Moves and The Recruitment Network, this was an occasion to remember, whether or not you were a finalist. With The Global Recruiter's usual style and energy, the afternoon offered a chance for the industry to let its hair down, to kick back, relax and party in the light of the achievements delivered by the leading lights of the industry.

"The Global Recruiter Awards have been designed to identify businesses and individuals who are outstanding in their attitude and accomplishments," said Gary King, Publisher of The Global Recruiter and host of the event. "Our approach means recruitment businesses are judged by people who understand what it takes to deliver quality in this industry, people from the industry who have the experience and knowledge to recognise when a recruitment business goes the extra mile for their clients."

"The winners and highly commendeds from today can be rightfully proud of their achievements."

Simon Kent, Editor of The Global Recruiter added: "This year has seen a number of challenges for the industry and it's great to see recruiters pushing to do more. There's a sense of vitality about the recruitment industry – an amount of energy, enthusiasm and commitment that has been reflected in some fantastic entries to the awards this year. This year's winners are truly inspirational even beyond the recruitment industry itself."

With live music and a great venue in the Steel Yard in London, this year's Global Recruiter Industry Awards will be one to be remembered for some time to come. >



# Industry Winners Announced

## Best In-House Training

Winner: Tile Hill

Highly Commended: TeacherActive

## Best Innovation

Winner: VHR

Highly Commended: Evenbreak

## Best Employer Brand

Winner: Source Group International

Highly Commended: Oliver Sanderson

## Best Marketing Campaign

Winner: Buchanan Staffing Group

Highly Commended; Core Recruiter

## Best Permanent Consultant

Winner: Steve Maples, Alchemy Global Talent Solutions

Highly Commended: Alex Alves-Khan, Metric Search

## Best Temporary Consultant

Winner: Kris Braakensiek, ersg

Highly Commended: Alex Roberts, Hunter Gatherer AHP Resourcing Ltd

Highly Commended: Jennifer Pike, Jameson Legal

## Best Candidate Attraction Through Social Media

Winner: Antal International

Highly Commended: Hunter Bond

## Best UK-Overseas Operation

Winner: Navitas Resourcing Group

Highly Commended: VHR

## Best Recruitment Process Outsourcing Business

Winner: VHR

Highly Commended: GCE Human Resources

## Best Equity, Diversity and Inclusion Strategy

Winner: Inventum Group Limited

Highly Commended: Male Childcare & Teaching Jobs

## Best Client Service

Winner: Xcede Group

Highly Commended: Kite Human Capital.

## Best Start-Up Agency

Winner: Pivotal Partners

Highly Commended: Luminos Insight Ltd

## Best Newcomer

Winner: Oakley Recruitment

Highly Commended: RF Recruitment Consultancy Ltd

## Best Specialist Recruitment Business

Winner: Core Recruiter

Highly Commended: Vetted Recruitment

## Best Large Recruitment Business

Winner: Amoria Group

## Best Medium Recruitment Business

Winner: STR Ltd

Highly Commended: Source Group International

## Best Small Recruitment Business

Winner: Autotech Group

Highly Commended: Inspired Search & Selection Ltd



# THE POWER OF NEURODIVERSITY

Paul Hargreaves, author, speaker and CEO of Cotswold Fayre and Flourish gives an employer's perspective on tapping into the potential of the neurodiverse in the workplace.



ADHD

Many companies miss out on the huge potential of employing neurodiverse people, who will not only do a great job for the company, but also enrich the workplace community. >

# A u t i s m

Our business, Cotswold Fayre, was recently 'Highly Commended' in the Sunday Times Best Places to Work for our engagement rate with the disabled people we employ. Most of those declaring a disability in the survey said they were neurodiverse rather than having a physical disability.

From day one in our company history, we have aimed to employ the under-served, but my mindset previously was to have considered it as a cost to the business and a good thing to do rather than seeing the direct benefit to the bottom line of doing so. However, our experience over the past few years has changed my thinking. I now see that having neurodiversity in the business as a huge benefit rather than being a cost to carry.

I clearly remember a visit to a café in Jersey when I was working over there in 2019. All the front of house team were Down's Syndrome, and it was an amazing experience to be served by these beautiful, authentic and loving people. The whole experience moved me and my friend to tears.

So, when we were planning our retail business, Flourish, I was very keen to offer employment to neurodiverse people. Not only am I a strong believer in what all people have to offer a business, but I also have a neurodiverse son myself, who works for a supermarket chain that simply doesn't appreciate what he has to offer their business.

We planned from the start of the business in 2021 to work with a local agency to employ three neuro-diverse young adults to work within the business. The aim was to build up their confidence and give them experience in a workplace. Three years later, two of the original three are still with us, and we now have two more neuro-diverse adults contributing to our business. The leaver went on to gain employment with a national restaurant chain business. >



## The Power of difference

I have always wanted to do the right thing in business by putting people and planet before profit, but I have seen how employing people with neurodiversity has enriched our business in many ways.

Firstly, those with neurodiversity, given the right role, can perform that role better than many without neurodiversity. Some tasks are better suited to the neurodiverse. I speak from personal experience here. My son is autistic, and he works on the tills in a national supermarket chain and on the Customer Service desk. He is the most outgoing person on the tills, talks to customers and generally adds huge positivity to the rather stale atmosphere. Yes, possibly sometimes he overshares, but their customers love him!

Secondly, having neurodiverse people in our business helps develop the rest of our team, many of whom won't have worked with, for example, those with Downs Syndrome or autism before. They will learn how best to interact with people different to themselves and how best to communicate in a way that others

understand – and rather than possibly being slightly afraid of diverse people, they will learn to love them instead.

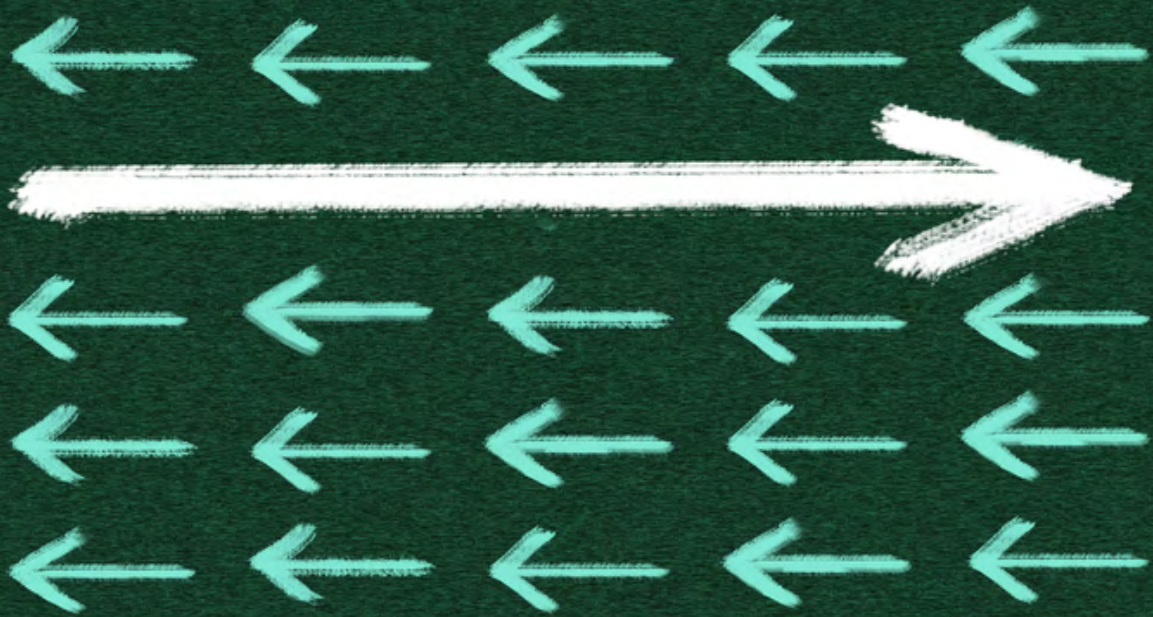
Thirdly, once settled into a workplace those with neurodiversity, if they are treated with respect and care, gain a huge amount of dignity and are far more likely to stay. There will be high degrees of loyalty – and what business doesn't need that?

Fourth, although clearly not the reason for acting in this way, the local community and our customers love that we are employing neurodiverse people. One of our neurodiverse young adults invited many other colleagues to her birthday party, at which her dad made a speech exuding the gratitude towards us as her employers. There was not a dry eye in the house and many people there were customers of the business.

And that brings me to my final point that having people who are different within our business add to the joy, love and gratitude within it. Rather than being a burden to carry, they enrich the business community and add to revenue and profitability. >







### Missing opportunity

With all this in mind, it is therefore astonishing that the unemployment rates for neurodiverse people are so high. The government commissioned Sir Robert Buckland to review employment and autism, and this report said: “Despite their wish to work, the latest official statistics show that only 3 in 10 working age autistic disabled people are in employment, compared with around 5 in 10 for all disabled people and 8 in 10 for non-disabled people.”

When we factor in that approximately one in 70 people in the UK is autistic, that’s around one million people who are impacted by these statistics. There is bias against them in interviews, working conditions and pay disparity and we must do something about this.

There were 19 recommendations in the Buckland report, and I would encourage you to read it, but we can respond positively without knowing the details. I would suggest you talk to other businesses who are tapping into the huge potential in this area, go and see what they are doing and talk to the other employees about the benefits they bring. As I hope is clear from our experience, this isn’t just the right thing to do, it’s good for business. Your company will be positively impacted by creating space for those with neurodiversity.

There are still nearly a million unfilled vacancies in the UK, particularly in the hospitality and retail sector, but many others too. If you don’t already, I would encourage you, as a business, to investigate the huge untapped potential of the neurodiverse community in the UK. They could transform your business for better. ■



# COST EFFECTIVE TOP TALENT

Donna James, Research Director at Populus Select highlights the need for change to the Relocation Allowance.

A close-up photograph of a hand holding a single white puzzle piece. The puzzle piece has the words 'International Business' printed on it in a bold, red, sans-serif font. The hand is positioned in the center of the frame, with the fingers gripping the edges of the puzzle piece. The background is a soft, out-of-focus blue and white, suggesting a professional or office environment. The lighting is bright and even, highlighting the texture of the skin and the smooth surface of the puzzle piece.

## International Business

Chancellor Rachel Reeves' much-anticipated budget placed focus on the familiar themes: adjustments to tax, National Insurance etc. and yet beneath these announcements lies a pressing issue that can't be ignored – one that has far-reaching consequences for the United Kingdom's economic future. The UK's approach to attracting international talent is outdated, and without urgent reform, the country risks falling behind in the global race for innovation and growth. >

# RECRUITMENT



At a time when the UK's critical future industries – engineering, biotechnology, artificial intelligence, and others – are facing a shortage of skilled professionals, successive governments' failure to modernise financial incentives for international talent is a significant oversight. The UK stands on the cusp of a new era in science and technology, but any continued government inertia threatens to leave the country underprepared, jeopardising future economic prospects.

## The Relocation Allowance

One of the most significant financial incentives for attracting skilled professionals to the UK is the Relocation Allowance – a tax-exempt benefit designed to help businesses cover the costs incurred when bringing new talent into the country. This allowance plays a crucial role in assisting with the often substantial expenses associated with relocation, such as shipping personal belongings, temporary accommodation, travel costs, and assistance in securing a permanent home. It serves as a vital tool in easing the transition for international recruits and in helping the domestic movement of talent, vital for the development of the regions.

Despite its importance, the Relocation Allowance has remained stagnant for over three decades, capped at £8,000 since 1993. To put this into perspective, the value of £8,000 in 1993 is equivalent to more than £16,000 today, accounting for inflation. Yet, the allowance has not been adjusted to reflect the rising cost of living or the increasingly prohibitive expenses associated with relocating to the UK. This financial shortfall leaves British businesses at a disadvantage, as they struggle to provide meaningful support to the highly skilled professionals needed to drive innovation in key sectors.

The consequences of inaction are clear. Relocating internationally is a costly undertaking, particularly for skilled workers with families, and without adequate financial support many professionals are likely to seek opportunities in other countries where the relocation process is more financially viable. In a highly competitive global market for talent, the UK cannot afford to remain complacent.

Increasing the Relocation Allowance would significantly enhance the UK's attractiveness to skilled workers in sectors such as renewable energy, biotechnology, and artificial intelligence – industries that will shape the future of the global economy. Without bold measures to attract international, and returning, talent, the UK risks being left behind as other nations continue to gain an advantage in these critical sectors. Updating the Relocation Allowance is an essential step towards ensuring the UK remains competitive and continues to lead on the world stage. >



## Nationwide impact

This issue is not confined to London and the South East. The ambition to provide economic growth across the country depends heavily on attracting talent to regions such as the North East, the Midlands, and Wales. These regions are emerging as new hubs of innovation but often struggle to attract the same calibre of expertise as the capital. An enhanced Relocation Allowance could help address this disparity, making it more financially feasible for skilled professionals to settle in these areas. In doing so, it could foster the growth of new industries outside of London, distributing the benefits of economic prosperity more evenly across the country and supporting the government's ambition to uplift the economy across the UK.

The potential impact on the UK's scientific community could be transformative. British universities and research institutions are internationally renowned for their contributions to scientific advancement. However, the rising costs associated with relocation, particularly for scientists bringing families and specialised equipment, present a significant barrier to attracting top-tier talent. A more generous relocation package could remove these obstacles and bolster the UK's position as a global centre for scientific excellence. By ensuring financial concerns do not deter the best minds from coming to the UK, the country can continue to lead in areas such

as biotechnology, medical research, and renewable energy.

The benefits of an enhanced Relocation Allowance extend beyond economic factors. Attracting a diverse range of global talent introduces fresh perspectives and ideas to the UK's industries, fostering an environment in which innovation can thrive. Collaboration between individuals from different cultural and intellectual backgrounds is often the catalyst for breakthroughs in research and development. In an increasingly interconnected world, the UK must embrace this diversity to remain at the forefront of technological and scientific progress.

Moreover, a workforce enriched by global talent sends a powerful message: the UK is open for business, open for talent, and committed to being a key player on the international stage. Conversely, in an age of international capital, a lack of top talent can tip the scales resulting in global companies investing elsewhere.

Increasing the Relocation Allowance is not merely a desirable policy – it is essential to the UK's ability to attract and retain the global talent that is fundamental to its future success. By modernising the Relocation Allowance, the government could help ensure that the UK remains a dynamic, competitive force in the global economy, positioning the country for long-term success and prosperity. ■





# BODEN GROUP

James Osborne, co-founder of The Recruitment Network speaks to James Fitzpatrick.



“Recruitment is all about how well you treat people, and no better person than James at Boden to tell us more about that”— James Osborne >





**1. How does Boden Group's commitment to action improve the speed and efficiency of your recruitment process?**

Our commitment to “Make It Happen” means we’re constantly streamlining our recruitment processes to meet—and often exceed—our clients’ expectations. We focus on the performance metrics that directly impact client satisfaction, collaborating closely with our consultants to deliver faster, high-quality results. This emphasis on efficiency and impact allows us to innovate, adapt, and continually improve the way we work, making us quicker and more effective for our clients.

**2. What steps does Boden Group take to build and share specialised expertise in facilities management and recruitment?**

Through our “Be the Expert” initiative, we invest heavily in specialised training and skill-building across our team. We facilitate professional development through external recruitment training, sector-specific workshops and industry networking opportunities. We also encourage knowledge-sharing within the team via dedicated “Be the Expert” sessions, where consultants deepen their sector knowledge and exchange insights on market trends. Regular attendance at industry events, conferences and expos further enhances our expertise, ensuring that we stay at the forefront of the facilities management and property sectors.

When it comes to understanding the businesses we work with, our consultants go beyond just filling roles—they embed themselves in our clients’ businesses to truly understand their values, growth plans and unique challenges. Through regular meetings, ongoing communication and becoming trusted advisors, our consultants gain an intimate understanding of each client’s needs, allowing us to deliver highly tailored recruitment solutions. >



### 3. How does Boden Group foster teamwork to enhance the service for both clients and candidates?

Our “One Team” value is fundamental to delivering exceptional service. We foster a collaborative environment through team-building activities, company-wide conferences and award ceremonies that celebrate successes. Weekly business-wide wrap-ups and an internal intranet promote open communication and ensure everyone is informed and aligned. Additionally, we encourage cross-functional teamwork, enabling our teams to cross-sell effectively and share knowledge, which ultimately benefits both clients and candidates.

### 4. How does Boden Group support growth and development for your team?

At Boden Group, our core value of “Believe in People” drives how we support the growth and development of our team. We prioritise a supportive and structured environment where our team can thrive professionally. Clear career progression plans are outlined for every role, allowing each team member to understand their path to growth and advancement. Training is tailored to individual needs, incorporating a blend of internal workshops, external courses, and one-on-one deskside coaching. This multifaceted approach helps our people build the skills they need to succeed and stay motivated in their career journey with us. >



**5.** What's next for Boden Group, and where do you see the business in 3-5 years?

Great question! Looking ahead, our goal is to keep building a company that our people are proud of and that offers them growth opportunities they may not have imagined. We don't set limits on what we can achieve.

I see a shift in what clients expect from their partners, and I envision us becoming even more deeply integrated with our customers. And, of course, we'll be having a lot of fun as we grow!

**6.** What advice would you offer to leaders aiming to build a team focused on efficiency, expertise and growth?

It's always about the people. Surround yourself with those who share your values, drive and ambition, and build your business around them.

Without great people, you can't achieve anything great—but with the right team, **ANYTHING** is possible. ■



# THE TECHNOLOGY OF GROWTH

Tim Rideout, TERN Group's Managing Director – Global Health and Social Care, on how technology drives growth in recruitment.

The recruitment industry is a dynamic field that spans a variety of sectors, each facing unique challenges. To effectively address these challenges, recruitment firms must be highly specialised and adaptable to new contexts. >





The need for specialisation is especially apparent in industries like health and social care, where pressing workforce shortages and a looming retirement wave demand innovative and long-term solutions such as attracting a diverse, global talent pool. In this context, technology has become a pivotal force in driving growth and efficiency.

This article aims to explore how technology is helpful to all recruitment companies – from increasing sourcing and screening capabilities, improving candidate experience which aids in retention and boosting overall efficiency in the recruitment process.

There are challenges associated with technology that must be anticipated, such as balancing automation with the human touch, as well as ensuring that organisations adapt technologies safely, responsibly and economically. However, successful implementation of innovative technology is worth the investment for recruitment companies to grow and thrive under changing circumstances.

### **Enhancing candidate sourcing and screening**

AI-powered platforms have revolutionised the way recruitment companies source candidates. Tools such as TERN Group's AI-based solutions can quickly sift through vast numbers of candidates internationally using sophisticated algorithms, matching candidates to roles that align with their skills, qualifications and attributes. This not only speeds up the process but improves accuracy, boosting successful placements and client satisfaction. Overall, this improves the bottom line by materially reducing talent acquisition costs and eliminating costly agency expenditure, which in itself is a main contributor to the financial challenges that currently beset the health sector.

### **Improving candidate engagement and experience**

The candidate experience is a crucial part of the recruitment process. A positive experience can motivate candidates to complete a long process, remain engaged throughout their tenure, view their employer in a positive light, or even agree to relocate for a role. >

Automated communication tools help maintain timely and relevant interactions, ensuring candidates feel supported throughout. Additionally, personalised digital experiences foster trust and transparency, which are critical during long recruitment cycles. Technologies that facilitate virtual interviews and onboarding processes also expand access to global talent pools and promote inclusivity, supporting neurodivergent candidates and driving workplace diversity.

### Streamlining recruitment processes

Technology can help reduce manual workload in recruitment companies, allowing recruiters to focus more resources on strategic initiatives and relationship building. Tasks that once depended on instinct – such as verifying a candidate's motivation and past professional experiences through face-to-face interviews – can now be done more accurately and are less prone to human error due to automated verification tools. This change frees up recruiters to craft great job descriptions and implement recruitment campaigns that attract a wider range of suitable candidates.

Beyond candidate selection, technology also assists with the relocation and integration of new hires. For instance, TERN Group leverages software solutions to streamline visa checks, onboarding and integration, and other administrative processes, ensuring candidates and employers have a smooth transition. These efforts not only enhance the candidate's experience but also foster trust and retention.

### Challenges

While technology brings numerous advantages, it also presents certain obstacles. One significant challenge is maintaining the right balance between automation and personal interaction. Automated processes can sometimes make candidates feel overlooked, especially during lengthy recruitment phases with multiple interview rounds. Ensuring that human oversight complements technological tools is essential, particularly for senior or specialised positions where a tailored approach is paramount. The quality of candidates must still be the highest priority of recruitment companies. >





Another challenge lies in the implementation of new technology. Recruitment companies must adequately maintain data privacy and compliance, as well as anticipate costs and training needs. While these factors can be daunting, the benefits of adopting innovative technology – such as increased efficiency, better candidate experiences and access to a broader talent pool – can make the investment worthwhile.

In conclusion, technology has fundamentally transformed the recruitment landscape, enabling companies to meet sector-specific needs with increased efficiency and effectiveness. From enhancing candidate sourcing and engagement to streamlining processes, technology empowers recruitment firms to expand their capabilities.

The journey does involve navigating the balance between automation and human connection, as well as tackling technical and compliance-related hurdles. Recruitment companies that embrace these challenges and succeed will thrive in the competitive and constantly evolving marketplace. ■


#### About Dr Tim Rideout

Dr Tim Rideout is TERN Group's Managing Director - Global Health and Social Care. His career has spanned 35 years in health and social care from being the Chief Executive of multiple NHS Trusts, leading projects for the Department of Health, KPMG, and NHS England. He transitioned into the Private Sector to lead the UK and Rwanda businesses for Babylon Health, and, most recently, E-Med's global clinical services.

He has joined TERN at a pivotal part of their journey, taking the global lead on all health and social care business. He will enable TERN to accelerate their growth, working with health and social care organisations to help solve the talent shortage across both sectors in an ethical way.

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An aerial photograph of a city skyline, likely Sydney, Australia, viewed from across a body of water. The water is a deep blue, and several sailboats are visible. The city skyline is composed of numerous high-rise buildings, including the Sydney Opera House and the Sydney Tower. The sky is clear and blue.

# A NATURAL WAY FORWARD

When Morson Group expanded into Australia they did so through buying a business that reflected their own.

In 2022, Morson Group, a global leader in talent solutions, strategically advanced its geographical expansion by acquiring ACRWORLD, a well-regarded Australian recruitment business. Specialising in key sectors such as architecture, construction, engineering, property, transport, and renewable energy, ACRWORLD aligned perfectly with Morson's operational model, culture, and growth aspirations. This acquisition exemplified Morson's commitment to enhancing its reach in Australasia by selectively partnering with companies that complement its core areas of expertise, including emerging sectors like aerospace and defence. >



## A strategic fit

The choice to acquire ACRWORLD was a carefully calculated decision rooted in shared values and sector alignment. As Adrian Adair, COO of Morson Group, said: “We look for acquisitions where both sides benefit. Our model isn’t about absorbing businesses; it’s about identifying companies that add value and fit into our structure. ACRWORLD ticked those boxes.” Known for its strong team, reputable brand, and clear growth potential within Australia, ACRWORLD’s operational focus dovetailed with Morson’s strategic interests, making it a natural partner for this expansion. Additionally, Morson and ACRWORLD’s longstanding professional connection, particularly through Adair and ACRWORLD’s MD John Green, reinforced the strength of this alliance.

## Integration without disruption

Morson’s approach to integrating ACRWORLD was thoughtful and deliberate, prioritising the retention of ACRWORLD’s established brand and identity. Morson enhanced ACRWORLD’s capabilities through additional resources, updated systems, and new growth pathways, all while ensuring that the firm’s original culture remained intact. Since the acquisition, ACRWORLD has nearly doubled its headcount, demonstrating steady growth in team size, reach, and service offerings. Maintaining continuity in ACRWORLD’s management team was central to this strategy, enabling Morson to provide leadership training, incentive schemes, and long-service recognition while preserving the established, people-focused culture that has been integral to ACRWORLD’s success.

Central to this approach was the shared set of values between the two companies. ACRWORLD’s core values, resonated strongly with Morson’s ethos, and both firms have worked closely to sustain a people-centric culture. Adair explained: “The goal was continuity with a boost. The ACRWORLD team knows their market. Our job was to bring in added expertise, tech, and services where it makes sense, such as managed services and RPO1. We aim to bring value that helps them grow and compete locally without losing their identity.” >





### Strengthening learning & development

One of ACRWORLD's notable strengths is its dedication to learning and development, a commitment that supports high employee retention rates and reinforces the company's people-first approach. This emphasis has led to a notably low turnover rate of just 5 per cent, with many employees advancing within the company over the years. Through the ACRWORLD Academy and the Future Leader Program, ACRWORLD provides a structured progression pathway, covering everything from recruitment basics to advanced management training. Morson has built upon this robust foundation by incorporating specialised training in Managed Service Provision (MSP) and Recruitment Process Outsourcing (RPO) services, which are new to ACRWORLD but well supported by Morson's established infrastructure.

Furthermore, Morson introduced supplementary initiatives, including mental health training and personal branding workshops, designed to foster both professional development and personal growth. These programs have reinforced ACRWORLD's commitment to nurturing its employees' careers and aligning with Morson's broader mission of holistic employee well-being.

### Targeted sectoral growth

With Morson's resources, ACRWORLD has been able to leverage the Group's expertise to expand its services across new and existing sectors. Specifically, ACRWORLD has benefitted from Morson's established capabilities in the aerospace and defence sectors, allowing it to offer clients a comprehensive, high-quality recruitment service across regions. By aligning sectoral focus, ACRWORLD has been able to tap into Morson's network and established client relationships, broadening its reach and service scope without compromising on quality or consistency. >

This strategic alignment has enabled both companies to deliver enhanced value to clients, particularly in high-growth areas where talent is at a premium. With Morson's backing, ACRWORLD is equipped to offer consistent, reliable service across various sectors, meeting clients' evolving needs while capitalising on growth opportunities in Australia.

### Positive outcomes and future prospects

Two years post-acquisition, the partnership between ACRWORLD and Morson Group has yielded promising results, underscoring the effectiveness of Morson's acquisition strategy. ACRWORLD has managed to preserve its strong brand identity and high standards, while also expanding its service offerings and capabilities. The increase in employee engagement and retention has been a testament to the combined efforts of both businesses to maintain a supportive, growth-focused work environment. Clients now enjoy the benefits of a well-integrated team and a seamless service experience, with the backing of a globally recognised talent solutions specialist.

Looking ahead, ACRWORLD is well-positioned to explore new growth areas, bolstered by Morson's comprehensive infrastructure and resources. This acquisition has set a precedent for Morson's expansion strategy across international markets, highlighting the importance of value-driven partnerships that enhance both companies' capabilities. As Adair noted: "This acquisition has given both businesses the chance to grow. Clients can expect the same high standards across the board, and ACRWORLD has the support to build on what they've already done well." ■





# SEARCHING FOR INTERNATIONAL SUCCESS

Simon Kent talks to Maven's Will Hannaford as the company powers ahead to international success.



According to Will Hannaford, Maven's Managing Partner and CEO, the intention to build a strong international recruitment business was always strong. Together with Founder Gaurav Sethi, Hannaford has purposefully set out to create an organisation that delivers recruitment excellence around the world. And despite a delay due to a global pandemic, they're well on his way to achieving that aim. >





With a strong background in recruitment at some high profile businesses, Hannaford decided to move from being a revenue generating recruiter to becoming a business leader around ten years ago. The pandemic held back his business' aims, but now, as he puts it, the trigger has been pulled and the only way is up.

"It's been carefully thought out and it's been sustainable growth," says Hannaford, noting how everything has been financed internally and as a result of the business' performance. "We've always been financially sensible," he continues, "and as we've expanded we've been able to attract and retain some really good people to help us."

Initially based in London with an office of around a dozen people the business has attracted recruitment talent through its core principles of kindness, integrity, partnership and excellence. "You don't hear 'kindness' often referenced in our industry," remarks Hannaford, "But it's about how we treat each other, our clients and candidates – and all our stakeholders. We've created an differentiated culture so we can attract like-minded folk who want something different."

The first international market to be targeted was America where Maven's boutique approach proved to have great traction across the financial and data markets it serves. Given the strength and importance of company culture to the business' success, it was decided that one of the existing leaders should move State side to grow the business, rather than trusting to an external hire and trying to do the job remotely. This approach has meant the company can demonstrate to clients, candidates and consultants the level of commitment it is making in the region. The business quickly established itself, and is already looking to a successful future as it has signed a long-term lease for offices in mid-town New York with the potential for growth to over fifty employees. >



## Company owned by the company

The London office grew at the same time as America, growing to over thirty employees. “One of the important aspects is the philosophy we have is that ultimately we’re building this to be a company that will be owned by its employees,” says Hannaford. “We’re effectively the current custodians and owners but we’re not the long-term owners. We want everyone to be co-owners so we attract people who want that kind of journey.”

Hannaford and Sethi have reinvested strategically to move the business forward. The enterprise has not been designed to just generate cash, but to provide a stream of resources which can be reinvested to expand in both the current locations and new regions.

## Latest moves

The business re-established an office in Hong Kong only two months ago, helped by Sethi’s previous experience living there and the hiring of an experienced recruiter to take the office forward. “There have been some tough times in the market,” admits Hannaford, “but we’ve been able to perform positively despite that.” Indeed various economic and business challenges have been dealt with and Maven has still achieved growth of over 100%. They’re currently forecast to exceed predicted revenue across the rest of the year.

## Five years forward

The business will not be standing still any time soon. Armed with a five year plan, and underpinned by the sterling efforts of the senior leadership team, there will be careful consideration of and preparation for further international investment. The Asia Pacific region seems promising and Hannaford reports interest in setting up in Dubai, Singapore, India and Australia. That said, the company is anticipating greatest positive movement in its existing US market, both in terms of revenue and headcount. ➤







Despite the increasingly diverse geographical footprint of the company, Hannaford describes their approach as hands on and supportive across the organisation. The leadership team invest a lot of time and energy in pushing the business forward, actively seeking out opportunities and talent to join and encouraging collaboration and the cross-fertilisation of ideas and initiatives.

“One commitment I always make is the commitment of my time,” says Hannaford. “Whether it’s on day-to-day management issues, what the business strategy should be or anything else, having the bandwidth to support the business is usually the most limiting factor.

“I find it fascinating that there’s no defined blueprint for how to be successful,” Hannaford adds. “You look at the different companies from global firms to small boutique businesses, and there are a number of different ways to be successful – there’s lot of opportunity to innovate and disrupt in how you tackle talent-related challenges for clients and provide bespoke solutions.”

Powered by passion for business as much as for recruitment there is little doubt that Maven will continue to grow and develop as a global entity. The only question is how fast it will go. ■