

Recruiter

THE MOST INFLUENTIAL IN-HOUSE RECRUITERS

AI is high on the agenda for all
of our 11 influencers this year



ARE YOU AIMING TO ACQUIRE OR PLANNING AN EXIT STRATEGY?

WHY CHOOSE RECRUITMENT MERGERS?

Recruitment Mergers are specialists in the sales, mergers and acquisitions of companies within the recruitment sector, priding ourselves on an unrivalled, expert service, specific to the industry. Our primary objective is to assist company owners in achieving their growth plans or ensuring a successful company sale.

- › Market leader in M&A within the global recruitment sector.
- › Combined total over **75** years' recruitment industry experience.
- › An unparalleled knowledge of the industry.
- › Operates nationwide providing clients with a **360**, comprehensive service.
- › Access to all the current, leading industry buyers and sellers.
- › Database of contacts built up over **10** years.

GET IN TOUCH...

+44 (0)7551 330249 | nick.hooper@recruitmentmergers.com

WWW.RECRUITMENTMERGERS.COM

THE MOST INFLUENTIAL IN-HOUSE RECRUITERS 22

C O N T E N T S 12



NEWS

05 Listening to the voices of flexible workers

The REC has launched a campaign to highlight the benefits that flexible work brings to the UK

06 Launch of new Recruiter Apprenticeship

The government-funded Level 3 qualification will be available to all recruitment businesses

07 Pendragon empowers firms on the world stage

The employment and compliance brand offers Employer of Record services worldwide

09 Contracts & Deals

TRENDS

11 Business Advice

Tara Ricks on the strategic role of first-line managers

12 Workplace

Advice on planning ahead of tragedies

16 Insight

Is it time for the recruitment industry call time on after-work drinks?

18 Tech & Tools

The latest recruitment technology and services



INTERACTION

20 Viewpoint

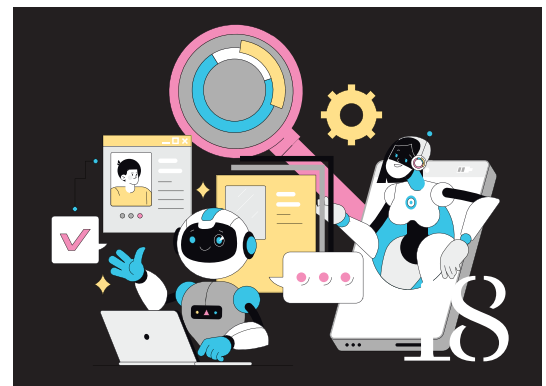
Sid Barnes, Mastermind Consulting and Elite Leaders

21 Soundbites

FEATURES

22 THE BIG STORY: 11 Most Influential In-House Recruiters

Our in-house line-up demonstrates the agility and willingness to respond to transformative organisational changes due to artificial intelligence. We may not know what future work looks like, but if our 11 are an indication, there is plenty of great work going on to prepare for it.



COMMUNITY

32 Social

35 My Brilliant Recruitment Career: Cindy Gunn

36 Movers & Shakers

37 Recruiter contacts

38 The Last Word: Alan Furley



By **Francis Larson**,
founder and
CEO of Ascen
(ascen.com)

If you want to grow your recruitment business, the best opportunity is expanding to the US market, and here's why.

The US staffing market is considerably less competitive. There are over 30,000 recruitment firms in the UK, while there are only 20,000 in the States, which has a population five times the size of the UK. If you've had any success in the UK market, you will perform well in the US market due to the skills you've learned winning in the competitive UK market.

Gross margins are higher in the US. On average, US staffing agencies earn up to 30% gross margins, 50% higher than UK recruiters' 20% gross margins. The market is bigger, a lot bigger. The US staffing industry does over \$200bn (£158bn) in sales in the US, while the UK is closer to \$50bn. Salaries are also higher. Average US wages are over 40% higher than in the UK, increasing fees based on wages. The business culture is favorable for UK entrants. True to the stereotype, US businesses routinely take risks to work with new vendors.

Knowing the US is a great recruitment market doesn't make entering easy. Here are some things you should know before expanding into the States. Employment laws vary by state. Some broad federal laws exist, like overtime pay regulations, but other laws, such as required harassment training or paid sick leave, vary by state, sometimes drastically.

All states will require various registrations for state tax and

unemployment insurance, among others. Insurance is important. Staffing clients will expect certain coverages on your Certificate of Insurance (COI); some are required by law, such as workers' compensation insurance for on-the-job injuries. Contract staffing is dominant. Contract staffing in the US represents over 80% of the revenue for staffing firms versus permanent hire fees.

Once you decide to leap, you have some choices to make. You can set up your own entity to run payroll in the US. This will require creating a legal entity, getting insurance from a staffing-specific insurance broker, engaging a staffing-focused law firm for your MSA and compliance, acquiring US invoice financing, and handling registrations state-by-state. For larger UK staffing firms, managing these items in-house will be the most cost-effective approach, especially at around \$10m in US payroll and beyond.

The other option is to engage an

Employer of Record (EOR) to handle payroll, onboarding, compliance and funding. An EOR becomes the legal employer of your workers, eliminating the need for you to have a legal entity in the US. The EOR will make sure all the Labor Laws are followed and will ensure payroll compliance. Here, you will also have many options on which firm to pick. The trick is to find an EOR who works with staffing firms specifically and one who is used to working with UK staffing firms expanding into the US. Bonus points if you find an EOR offering a pay and bill platform and payroll funding, such as Ascen.

You are now ready to begin expanding into the US for contract staffing. Don't overthink it; start selling. Once you get your first US client and contract role, there are services available, such as EOR, that can sort out the details while you are growing your new US business.

● For more information on Ascen, visit www.ascen.com

WHY AND HOW UK RECRUITMENT FIRMS SHOULD EXPAND TO THE US



WELCOME

Leader

Is autumn becoming the new spring, with renewal, revival and freshness on our work agenda and perhaps the government's agenda, too? The prime minister's speech at the end of August warned of bad times to come but his frank message almost had a bit of newness about it after all of the empty promises of recent years. If we brace ourselves for the not-so-great news of the upcoming Budget, there won't be many surprises.

Take some inspiration from our 11 Most Influential In-House Recruiters this month, an exciting troupe of professionals! Also, prepared to be inspired by the flexible workers that you and the rest of the UK will meet through a 'Voice of

"Take some inspiration from our 11 Most Influential In-House Recruiters this month"

the Workers' campaign run by the REC. The campaign will shed light on the many flavours of flexible workers, their ambitions and how flexibility is key to exhilarating futures.

Your help is needed in driving through to those outside recruitment that flexible work is not a last resort to eke out a living – flexible work is part of building a better future worldwide, and it's imperative the myths around it are shattered.

Finally, take a moment to reflect on our article about contingency planning if one of your colleagues dies. The industry has been shaken by several tragic losses this year, and in *Recruiter's* own company, we've recently lost one of our great stalwarts and creators, our design studio manager Claire Echavarry. It's important to grieve and reflect without unnecessary burdens.

Dee Dee Doke, Editor



REC wants the voice of flexible workers to be heard

BY DEEDEE DOKE

A CAMPAIGN TO BRING a more realistic view of flexible work in the UK to government and the public has been launched this month [September] by the Recruitment & Employment Confederation (REC).

Called 'The Voice of the Worker', the campaign will feature workers who choose flexibility – for example, to pursue goals such as education and building their own businesses or to accommodate long-term illnesses. The emphasis in employment commentary to date from the new Labour government has been on protecting vulnerable workers in low-paying jobs from exploitative employers. While a necessary aspect of the employment debate, experts contend that the picture is bigger, more nuanced and has not to date widely revealed how choosing to work flexibly as a temporary worker is a choice. Dramatic changes in the world of work have amplified the flexible work debate.

"It's about really stripping it all back to individual workers, talking about why they do what they do," Neil Carberry, REC CEO, told *Recruiter*. "Whether it's someone building a radiography business to train the future workforce while still temping as a radiographer or it's someone who is on the run-up to being the next [film director] Danny Boyle but needs to fund their way through film school, or a worker who's living with a chronic condition and has to tailor their work to do that."

He explained that the public and the government need to understand "the real social value that flexible work delivers, as well as the economic value, which I think we all understand in ▶



the industry". He added: "When we talk to new government, I think they get why flexibility works from a corporate perspective.

"But I think the world has changed quite fundamentally from 10-20 years ago. We're going to see more people choosing to work this way. We need to protect their options."

Carberry described the campaign as "celebratory" and "telling stories in a positive way. So people can expect to see a lot of video across our social media channels but also in presentations around our events; we've got events through the autumn where we'll be using this. We're also really keen to help members use it, so there will be a toolkit available for members in terms of how they can use our materials and also how they can generate materials of their own and feed that back into us.

"I think there's a whole range of ways in which we can mobilise the industry to fight for the good that temporary work and contracting does," he said.

Carberry pointed out that half of the newly elected members of Parliament have never been MPs before, which creates an even larger imperative to spread the word about the contributions of flexible work and workers, and the recruitment industry to the UK economy. "And I hate to tell you," he joked, "but not many of them are labour market specialists, so we've got a lot to do to tell a story about the labour market."

Economic and financial journalists are generally the targets for employment-related stories, but Carberry acknowledged that this campaign will also be aimed at journalists who deliver "longer read-style stuff" in, for instance, lifestyle sections to tell these human interest stories. "You [the public] have to hear it from the worker's mouth," he said. "I think it's about showing, rather than explaining, the difference we and they make."

Government-funded Recruiter Apprenticeship launches

BY DEEDEE DOKE

A NEW RECRUITER APPRENTICESHIP

Level 3 will be launched on 10 September in a modernised standard designed to meet the evolving needs of recruitment consultants, in-house recruiters and talent acquisition professionals.

Matt Trott, CEO of Recruitment Juice, said the new Recruiter Apprenticeship is funded by the government and available to all

recruitment businesses. "This programme is designed to empower both new and existing staff, with a focus on real-life application rather than exams and assignments, ensuring faster, more relevant skills development. By aligning the learning priorities with the needs of employers, we are confident that this apprenticeship will deliver exceptional value and drive business success."

The new Recruiter Apprenticeship



Level 3 supersedes the previous Resourcer and Recruiter apprenticeships, which will no longer be available. “By consolidating these pathways into a single, comprehensive standard, the new apprenticeship is now relevant and accessible to all recruitment roles, whether within agencies or in-house talent acquisition teams,” he explained.

The new apprenticeship aligns with professional recognition, qualifying completers for certification from the British Institute of Recruiters (Cert PRec for agency recruiters and STAR for in-house recruiters) and Affiliate membership with the Recruitment & Employment Confederation (REC). “This professional recognition underscores the apprenticeship’s value in equipping recruiters with the credentials needed to excel in the industry,” Trott said.

Key enhancements of the new Recruitment Apprenticeship Level 3 include:

- Modernised learning focus: Unlike the previous standards, the new Level 3 apprenticeship does not include interim qualifications, allowing apprentices and employers to focus entirely on the end goal. This shift supports a more streamlined and effective learning journey, where energy is directed toward achieving real-world outcomes rather than passing interim assessments.
- The new standard adopts a generic title that applies to all recruiters.
- A greater emphasis is placed on aligning the apprentices’

learning with the employer’s business strategy and goals. This ensures that the skills acquired are immediately applicable and beneficial to the organisation’s growth.

- With a specific focus on the use of technology, including artificial Intelligence, and a strong commitment to sustainability and the green economy, the new standard ensures that apprentices are equipped with cutting-edge skills that reflect the industry’s future needs.

- The new standard reduces the number of behaviours from 12 to five, addressing a key challenge of the old standard and making the learning process more manageable and focused.

- The new standard offers the opportunity for a more flexible learning schedule that can be tailored to fit the apprentice and employer’s needs.

“Juice initiated and led on the Trailblazer group that created this new standard,” said Kevin Culver, MD Apprenticeships and Qualifications, Recruitment Juice. “The group included agency and in-house employers, professional and membership bodies, end point assessment organisations, and other training providers. It spent around 18 months crafting the new standard to ensure it meets the current and future needs of the sector.”

- For more information visit <https://recruitmentjuice.com/recruiter-development-programme/> or contact enquiries@recruitmentjuice.com

Pendragon empowers firms on the world stage

Employment and compliance brand Pendragon has launched a global workforce solutions firm with an expanded presence in over 150 countries, offering Employer of Record (EOR) services to companies worldwide.

The transformation marks a significant milestone as the company transitions from a UK-centric focus to becoming a strategic global player in workforce and compliance solutions.

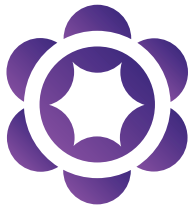
“Our goal has always been to remove the barriers businesses face when attempting to enter new markets, giving them the freedom to scale their businesses globally – minimising the risks while maximising the opportunities,” said CEO Janet De-Havilland (above).

The global offering includes EOR services, independent contractor payments and compliance, and UK professional employer organisation services for UK businesses looking to outsource EOR requirements or internationally-based clients wanting to employ UK talent without a UK entity. De-Havilland noted that the offering is not an umbrella service.

De-Havilland said that the growth in hands-off platform services leaves businesses exposed to unnecessary errors and compliance risks.

“We are delighted to bring our expertise and experience to an international audience,” added De-Havilland. “Our mission is to empower businesses of all sizes to operate confidently on the world stage.”





DILIGENCE HUB

Diligence Hub by FCSA is the UK's leading matching service for due diligence requirements between recruiters and umbrella companies.

Diligence Hub allows for the exchange of due diligence data on a controlled and secure platform enabling recruiters and umbrellas to share that data safely.

Diligence Hub offers many benefits, including:

- Saving you time and reducing your costs
- Reducing risk
- Ensuring security
- Improving compliance
- Confirming your due diligence

DUE DILIGENCE EXCHANGE SIMPLIFIED

Powered by  **FCSA**

SAVE TIME & RESOURCES

Diligence Hub streamlines the due diligence process by providing you with a centralised source of vetted and verified due diligence data on umbrella companies or recruiters. By making the whole process much faster and easier, Diligence Hub will reduce your usual costs.

ENSURE SECURITY

Our controlled, secure and encrypted platform runs on globally recognised cloud-based servers with rest-state encryption. We use bank-level security for both login control and data storage. You'll also be required to use 2FA to login.

IMPROVE COMPLIANCE

We help you to improve your compliance by providing you with a standardised and comprehensive due diligence data pack. Diligence Hub will provide you with an audit trail on request, independently proving you carried out due diligence.

WWW.DILIGENCEHUB.CO.UK

CONTRACTS & DEALS



Eastward Partners

Executive search and human capital consultancy Eastward Partners has acquired New York-based Press & Associates. Press & Associates was founded by Paul Press in December 2016 as a search firm that supports private equity firms and their portfolio companies to hire executive-level talent across the technology function. Eastward Partners will continue to be headquartered in New York City, with offices in Miami, San Diego, Chicago and London (UK).



Connect Appointments

Connect Appointments has secured a contract to supply temporary staff at Russell Contract Packing, Hillington, Scotland. Russell's packing solutions encompass services such as carton assembly, luxury gift packaging and spirit decanting. As the primary supplier, Connect Appointments aims to deliver an efficient, high-volume staffing solution to meet the increasing demand for Russell's Contract Packing services.



A&M Search

US-based global professional services firm Alvarez & Marsal (A&M) has acquired London-headquartered executive search firm Wilkinson Partners. Tom Wilkinson, founder and CEO of Wilkinson Partners, will assume the role of managing director and lead the newly formed A&M Search (AMS) business. AMS will deliver executive search services to professional services firms, private equity (PE) funds, their portfolio companies, financial institutions and corporates.



In2Dialog

In2Dialog, a Dutch start-up company that uses AI-driven technology in its recruitment and interview process, has secured a second round of investment from a group of angel investors. According to the company, In2Dialog saves recruiters time by eliminating the need to write post-interview reports, allowing interviewers to focus on candidates. It generates accurate reports on candidate interests, motivations, skills, and customised parameters. In2Dialog was created by recruitment specialist Diddo van Zand and a team of professionals with expertise in recruitment, psychology, AI and data science.



New Street Consulting Group

People advisory firm New Street Consulting Group (NSCG) has raised £6.5m to support its build-and-build strategy, as it looks to grow in the UK and expand overseas. Leeds-based Fresh Thinking Advisory supported the management team in developing the funding round and securing a deal with White Oak UK, a specialist SME funder.



RAMP Global

Talent acquisition platform RAMP Global has announced a strategic partnership with Velocity Global, an all-in-one HR platform for global teams to provide its enterprise customers with access to global talent and grow teams at scale. According to a company statement, RAMP Global is a SaaS-powered hiring platform, saving enterprises time to source a global and diverse talent pool across a wide range of specialist areas and skills.



★ DEAL OF THE MONTH

Hamlyn Williams



A specialist, international staffing business has secured a multi-million dollar investment from a recruitment-focused private equity house.

London-based Meraki Capital has invested upwards of \$7m (£5.49m) into recruiter Hamlyn Williams to help accelerate its aim of rapid growth.

Hamlyn Williams employs 100 people across five offices in London, Cardiff, New York, San Diego and Amsterdam.

It specialises in recruitment for financial services, fintech, cybersecurity and life sciences.

Nick Vaughan, founder and CEO at Hamlyn Williams, said the investment "will allow us to scale our business taking it from \$50m in revenues in 2024 to achieving over \$100m in revenues by 2026".

Meraki Capital founder Nick Gordon will join Hamlyn Williams's board.

 **More contract news**
at recruiter.co.uk/news



**RECRUITMENT
AGENCY EXPO**

9-10 OCTOBER 2024 NEC BIRMINGHAM

Twitter/X #recexpo @recexpo

**FREE
ENTRY**

nec
Birmingham

Unleash your potential with our star keynote speakers!

Join us for an extraordinary experience at the Recruitment Agency Expo, where our phenomenal keynote speakers will motivate and empower you to excel. Discover groundbreaking strategies, cutting-edge technologies, and invaluable insights that will set you apart from the competition. Network with the industry's finest, gain fresh perspectives, and lead your agency to unparalleled success. **Be part of the revolution – register today!**

Inspiring Keynotes: Learn from renowned speakers.

Latest Innovations: Discover cutting-edge recruitment solutions from over 70 leading suppliers.

Networking: Connect with industry leaders and peers.

Expert Sessions: Attend sessions featuring insights from over 40 industry experts.

Exclusive Deals: Access special offers from top vendors.

Sir Ranulph Fiennes OBE



Photo ©Gary Salter

Elle Simmonds OBE



Greg Savage



Secure your **free ticket** now!
recruitmentagencyexpo.com/birmingham

Supported by



Media partners



Marketing partners



For exhibiting and sponsorship enquiries contact us on 0208 230 0066 or sales@recruitmentagencyexpo.com

THE STRATEGIC ROLE OF THE FIRST-LINE MANAGER

THE UK RECRUITMENT MARKET is one of the most saturated and competitive markets, globally, and in the face of this landscape I would argue that our first-line managers are some of the most important individuals in the business.

Sometimes the unsung heroes, these managers are the linchpin between the board-level strategic vision and the operational realities of the day-to-day activities. As we navigate the complexities of client demand, the economic cycle, candidate acquisition and ensuring a healthy EVP [employee value proposition], first-line managers stand out as crucial drivers of success. Their internal influence should extend across multiple facets of the business, impacting employee engagement, operational efficiency and ultimately customer satisfaction.

Before understanding the full impact that they will have in a high-performance culture, challenge the career development path in your business and who/how you promote to team management roles. Make sure you have a fork in the road at the right point of the career path trajectory; as an industry we stand guilty of making team management roles the only vehicle for promotion when, in fact, many recruiters who seek seniority in their career path may not be ideal candidates for team management.

The nexus of strategy and execution

First-line managers take the strategic vision and ensure it is embedded and executed, aligned with company goals. This alignment is critical as it translates high-level strategies into actionable plans, maintaining a consistent focus on achieving the business's objectives. By providing clear direction, these managers empower their teams to high performance, along with setting expectations, monitoring progress and being the feedback conduit.

Enhancing operational efficiency

So much of operational efficiency hinges on the effectiveness of your first-line managers. As the owners of your target operating model, they will be optimising workflows, ensuring that key activities are achieved and all resources are utilised, along with ensuring processes are reflected in a culture of continuous improvement.

In addition, first-line managers should be instrumental in leveraging technology. They will oversee the integration of recruitment software into the business, ensuring compliance and proficiency so these tools increase productivity and improve customer experience.

Retaining market exposure

As we know, in recruitment, building and maintaining strong client relationships is paramount. First-line



Tara Ricks

Co-chair of Elite Leaders

managers are the role models here, embodying and demonstrating on a daily basis the full service offering, the collaborative sell and the values of your business. By fully understanding current market dynamics (gained via a market-facing approach), client needs and expectations can be tailored into recruitment strategies to meet these specific demands. First-line managers will drive best practice and a consistent, high performance service – building trust with clients and candidates and positioning your business as the partner of choice for talent.

Adapting to market dynamics

As an industry, recruitment is inherently dynamic, influenced by the economic cycle, shifting workforce trends and technological shifts. Your first-line managers are at the forefront of navigating these challenges and changes. Their close interaction with clients and candidates gives them valuable insights into market trends to respond and shift business planning proactively.

In short, do not underestimate the value of first-line managers in your business – their importance is critical. They may not sit on the board or define strategic vision but their ability to execute that strategy, day after day, defines ultimate success. They are the driving force behind sales, operational efficiency, client satisfaction and response to market dynamics. By effectively bridging the gap between strategy and execution, first-line managers deliver your goals, and remain integral to success, growth and value creation: value, appreciate and retain them! ●



TARA RICKS

is a non-executive director, co-chair of Elite Leaders and director of Consulting Eve.

Planning ahead of tragedies

What would you do if a valued member of your team died suddenly and unexpectedly? What contingency plans do you need in place?

BY JANE ROBSON

What is the worst that could happen to your business and leave it reeling? Perhaps if a key team member, partner or director unexpectedly passed away?

For a close-knit recruitment team, losing someone can be devastating, both for colleagues and for clients, particularly if the person has been their key contact for a long time.

We don't like to think about this but it really is best to be prepared. This is why contingency planning/disaster recovery is so important.

My business suffered the sudden and tragic death of a much-valued colleague and friend so let me share some learnings.

Broad issues – contingency planning

However well-designed your procedures for the saving of documents etc, both people and systems are fallible. This means that training staff and reinforcing policies and procedures are of vital importance.

Regular reminders of the importance of saving work, including contracts, to the correct place are required. Also ensuring that files are saved regularly, not only when a draft is completed. This becomes even more important if staff work remotely. And there should be a contingency if a remote worker cannot get onto a cloud-based server – such as arranging for a copy

of what they have worked on to be emailed to a colleague. Also, all remote workers should have a back-up to cover for Wi-Fi issues – for example, using mobile data connected to their phone, even for just long enough to email documents to another team member.

What if the remote team members dies and you cannot get their laptop or other equipment back? If they've saved their work to the cloud, then the loss of equipment won't be as big a deal as it would be if they had just saved a substantial amount of work to their work to their laptop hard drive.

Specific issues to consider if a key member of staff passes away

- How are you going to contact all of the clients they dealt with and manage any outstanding work they may have left? This is potentially a huge issue where that person works remotely and you cannot immediately access their records. Ensuring that you have a shared calendar and contacts list so you can contact clients to let them know what is going on is a must if you are to reduce the impact of a sudden loss of a key member of staff.
- Can you prove the equipment they use belongs to the company? If they are using company equipment, make sure you have receipts and the serial numbers for the equipment logged. You want to avoid company equipment being counted as part of the deceased's estate. It could potentially be passed to

their heirs with whom you have no relationship or contact.

- What if they use their own laptop and mobile phone? If they use their own equipment, then make sure you have an agreement about how company data is stored. Ensure it is not held on local files. Include

PLANNING AHEAD IN 5 STEPS

- 1** A process for contacting clients and managing outstanding incomplete work
- 2** A system to log ownership of equipment used by remote workers to avoid any possibility that it gets included in the deceased estate
- 3** Remote access for all company materials so you can remove access/delete files to avoid data privacy issues (particularly if someone is using non-company equipment)
- 4** Keeping next of kin/nominated representative information current
- 5** Agree a process with remote staff on how you will be informed if problems arise

need to discuss with your staff member and agree a process. Look at the logistics of where the person is working from: how far away they are, language barriers you may encounter with local officials, etc. And establish some local contacts to assist you.

- Do you have the contact details of your staff's next of kin or nominated representative? Do they have your contact details? As a recruiter I'm sure you'll gather this information during the on-boarding process, but regular checks with staff to get them to confirm the details you hold remain current is essential.

We may never want to believe something so devastating could happen to us or our colleagues, but it is an unfortunate fact of life that it can. Putting plans in place to cover these worst-case scenarios won't prevent the inevitable sense of loss, but they will at least alleviate some of the stress that such events can cause. ●



JANE ROBSON is CEO of the National Association of Licensed Paralegals (NALP), a non-profit membership body.

contingencies to cover loss of Wi-Fi and server issues. This will have to be enforced; this agreement needs to pass to the deceased's estate and therefore to their heirs. It also needs to be considered from a data protection perspective. Ensuring you have remote access means that if something

happens, you can delete all access, to all company files. I'd highly recommend looking into this, especially when staff are using their own equipment.

- What will the arrangements be if your remote staff are actually based miles away, even abroad? How will you be informed? This is something you will


#rmas24
@theRMAwards

RECRUITMENT MARKETING AWARDS

31.10.2024 | THE BREWERY, LONDON

Recognising excellence in Recruitment Marketing and Talent Management

SHORTLIST 2024

ART DIRECTION

Blackbridge Communications
– Baker McKenzie
makelove agency – Sibur
Ph.Creative – Kainos
Ph.Creative – Merlin
Pink Squid – Unlocked
ThirtyThree – National Trust
TMP Worldwide – The Game of Kent Life

COPYWRITING

(in print, online or mobile)

Pink Squid – Costa
TMP Worldwide
– Joined Up Care Derbyshire

CAMPAIGN OF THE YEAR

Creed Communications – DPD
Greene King – Trunk BBI
Havas People – Whitbread
makelove – Sibur
Pink Squid – LSEG
ThirtyThree – Royal Mail
Wiser – BBC

GRADUATE INITIATIVE

Blackbridge Communications
– Lloyds Banking Group
ManpowerGroup – Babcock International
Penna Plc – Aldi
Pink Squid – KPMG
Pink Squid – Unlocked
ThirtyThree – Allen & Overy
ThirtyThree – M&S

OUTDOOR CAMPAIGN

makelove agency – Sibur
makelove agency Brasil – Sankhya
Pink Squid – LSEG

DIGITAL SOLUTION

makelove agency Brasil – Deloitte
Ph.Creative – Intuitive

RECRUITMENT WEBSITE

(below £50,000)

Blackbridge Communications
– Lloyds Banking Group
Cielo – Campari Group
Greene King – Smart Recruiters ATTRAX
SMRS – Yodel
That Little Agency – Clarks
WeLove9am – Jewish Care

RECRUITMENT WEBSITE

(above £50,000)

Blackbridge Communications – Dunelm
Great State – Royal Navy
Radancy – British Airways
ThirtyThree – M&S
TMP Worldwide – Circle Health Group

COLLEAGUE COMMUNICATIONS

Ph.Creative – Merlin
Pink Squid – Sanofi
sb.inc – Hogan Lovells
TMP Worldwide
– Derby and Burton NHS Trust

SOCIAL MEDIA

Blackbridge Communications
– Lloyds Banking Group
LEAP Create – CGI
makelove agency – Sibur
Radancy – Primark
sb.inc – Hogan Lovells
ThirtyThree – Army
Tonic Agency – Currys
White Space Concepts – Westpac Group
Wiser – King

PRINT COLLATERAL (brochure, poster, flyer etc)

makelove agency – Sibur
Ph.Creative – Merlin
Tonic Agency – easyJet

AUDIO

(radio, podcasts etc)

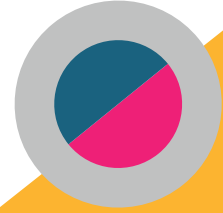
Blackbridge Communications
– Lloyds Banking Group
Not Going To Uni & Content Marketing
Pod – Royal Air Force
Radancy – Barclays

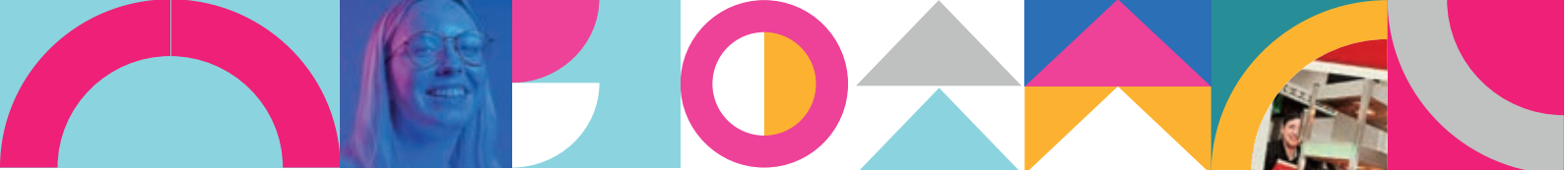
CONTENT MARKETING

sb.inc – Hogan Lovells
Stafford Long – CyberFirst
ThirtyThree – Allen & Overy

EXPERIENTIAL

Ph. Creative – Merlin
Pink Squid – KPMG
Radancy – Arm
Symphony Talent – bp





CREATED RESULTS?

WE'VE BEEN THE JUDGE OF THAT!



JOIN THE CELEBRATIONS!

BOOK NOW
thermas.co.uk

CONGRATULATIONS TO THE FINEST RECRUITMENT AND TALENT MANAGEMENT SOLUTIONS

VIDEO (£5,000 or under)

ManpowerGroup
– JLR (Hero Team Video)
ManpowerGroup
– JLR (Mia's Video)
Tonic Agency – JLR

VIDEO (£5,001 - £15,000)

Atomic – Irish Distillers
AudienceLink, Content Marketing Pod
and Human Features – Cygnet
LEAP Create – CGI
Not Going To Uni & Content
Marketing Pod – Royal Air Force
WeLove9am – Jewish Care
WeLove9am – Osborne Clarke

VIDEO (£15,001 +)

Blackbridge Communications
– Baker McKenzie
Creed Communications – DPD
Havas People – RWE
Not Going To Uni & Content
Marketing Pod – Royal Air Force
sb.inc – Hogan Lovells
TMP Worldwide – HSE
Wiser – King
Wiser – Soho House

CULTURE

LEAP Create – CGI
Ph. Creative – Merlin
Pink Squid – Sanofi
Tonic Agency – OLX

SKILLS SHORTAGE RE sourcing

AudienceLink, Content Marketing
Pod & Human Features – Cygnet
Creed Communications – Evri
Havas People – Whitbread
Stafford Long – CyberFirst

EMPLOYER BRAND

Great State – Royal Navy
Havas People – RWE
Ph.Creative – Intuitive
Pink Squid – Alshaya Group
Pink Squid – Lidl
Pink Squid – Luno
Symphony Talent – bp
That Little Agency – Met Office
WeLove9am – Jewish Care
Wiser – Kraft Heinz

RECRUITMENT EFFECTIVENESS

Blackbridge Communications
– Rolls Royce
Creed Communications – Iceland
Havas People – Whitbread
ManpowerGroup – Babcock International
– Service Leavers
ManpowerGroup – JLR
Radancy – Primark
Symphony Talent – GSK
Wiser – National Grid

DIVERSITY AND INCLUSION INITIATIVE

SPONSORED BY CV-LIBRARY

Blackbridge Communications
– Rolls Royce
LEAP Create – CGI
Pink Squid – Vodafone
SMRS – PepsiCo
ThirtyThree – Allen & Overy
White Space Concepts – Westpac Group

EARLY CAREERS INITIATIVE

Alexander Mann Solutions (AMS)
– Santander
Havas People – Enterprise Mobility
ManpowerGroup – Babcock International
Penna Plc – The UK's Intelligence Service
Pink Squid – ICAEW
Stafford Long – CyberFirst
ThirtyThree – M&S

IN-HOUSE RECRUITMENT MARKETING TEAM

Greene King
Macquarie Group
Source Group International

TECHNOLOGY INNOVATION

makelove agency – Sibur
Radancy – Arm
Radancy – Barclays
WeLove9am – Jewish Care



CALLING TIME ON AFTER-WORK DRINKS

The post-work pint: is this tradition dying out?

BY CHRIS RONALD

The traditional image of the recruitment industry is one of relentless hustle, long hours, work hard/play hard mentality, which includes socialising with colleagues outside of work. The post-work pint has been a crucial part of this culture, becoming a lubricant for deal-making, relationship building or just 'letting your hair down' outside the corporate office environment.

However, in recent years, what was a standard work cultural 'norm' has been evaporating from across all business types, and according to International Alliance for Responsible Drinking, the once prevalent post-work drink is facing a decline. Having adapted to a new culture of working from home during Covid, and the subsequent rise of hybrid working, there has been a shift in what employees want from their employers, their connections with their colleagues, including the extent to which they socialise outside of work. But with two thirds of employees valuing workplace friendships as essential, teams must come up with new ways to come together.

Changes to the industry

The rise of remote work has made spontaneous after-work gatherings increasingly challenging. The surge in hybrid working models, where employees split their time between the office and home, has meant that spontaneous after-work gatherings

and in-person meetings have slid off the radar for employees, decreasing the social value people used to crave from their office space. A growing emphasis on work-life balance has led many employees to prioritise personal time over extended workdays, even if it is away from the laptops. Employers also need to consider that a new generation, Gen Z, is now entering and establishing themselves in the workforce with a totally different set of social preferences and priorities. This demographic is less inclined to follow a repetitive format of engaging in 'heavy' drinking and more focused on a range of experiences, including online.

The recruitment industry is an example of a workforce that was stereotyped as being reliant on these after-work social interactions, so is bound to be feeling the impact of change. The ability to build rapport and trust over a drink has long been seen as essential for closing deals and forging stronger friendships with colleague. However, this culture could be criticised for discouraging diversity within the industry. The focus on socialising in pubs has been seen by some as a traditionally male-dominated environment. While this image is now somewhat antiquated with a more balanced reality, there is still a recognition that this form of social engagement may not be as accessible or attractive for all, whether that be based on religious, lifestyle or family situations.



Reimagining the post-work pint

To thrive in this evolving landscape, recruitment firms must reimagine their approach to company culture and staff engagement. It's essential to create inclusive environments where everyone feels valued and respected, regardless of personal preferences or background. This involves creating a culture of open communication, where employees feel comfortable sharing their thoughts and ideas without fear of judgement. It also means giving employees choice when building out wellbeing, benefit and incentive programmes to accommodate all needs.



To gauge employee satisfaction and identify areas for improvement, regular feedback is crucial. At BHN, we conduct quarterly employee surveys, which provide our management team with insights into employee engagement, morale and perceptions of company culture. By acting on feedback, firms can make data-driven decisions to enhance the employee experience.

The decline of the post-work pint does create a void in staff bonding and engagement, however, it presents a unique opportunity for the recruitment industry to reinvent itself for the needs of today's workforce. By embracing

diversity, promoting work-life balance and creating a culture of inclusivity, companies can create thriving and social workplaces that attract and retain top talent.

Redefining company culture

While the post-work pint may be fading into the background, the spirit of camaraderie that it once represented can be reimagined in new and exciting ways. By prioritising employee wellbeing, diversity and inclusivity, the recruitment industry can build a stronger foundation for future success.

However, the transition to a new era of work culture is not without its challenges. Building strong relationships and adopting a sense of community in a remote or hybrid work environment requires deliberate effort. From online coffee mornings to office sports days, virtual team-building activities, mentorship programs, charity events and social events can help to bridge the gap.

While the workplace landscape is evolving, employers must prioritise tailoring incentives to meet the diverse needs of their employees. Offering a variety of options ensures that everyone feels valued and engaged. A highly engaged workforce directly contributes to the overall success of the business with research from BHN highlighting that 80% of workers feel more valued for their work when receiving rewards from their employer. Building morale is particularly crucial in the recruitment industry, where long hours and demanding workloads can take a toll on team members.

Ultimately, success in the modern workplace will depend on a company's ability to create a culture where employees feel valued, supported and engaged. By embracing change and prioritising people, the recruitment industry can not only survive but thrive in the post-post-work pint era. ●

Chris Ronald is vice president, B2B EMEA Rewards, Incentives, Loyalties at BHN



POWER POINTS

1 The recruitment industry has traditionally been built on long hours, intense competition, and a heavy reliance on after-work socialising. The post-work pint was more than just a drink; it was a lubricant for deals, a place to build relationships, and an essential part of industry culture. However, in recent years there has been a change.

2 The rise of remote and hybrid work has minimised the opportunities for spontaneous after-work gatherings. A growing emphasis on work-life balance has led employees to prioritising personal time. Additionally, a new generation of workers, less inclined towards heavy drinking, is entering the workforce. This shift is forcing the recruitment industry to adapt. A culture built on after-work socialising is no longer sufficient to attract and retain top talent. Instead, companies must focus on creating inclusive, supportive work environments that prioritise employee well-being and diversity.

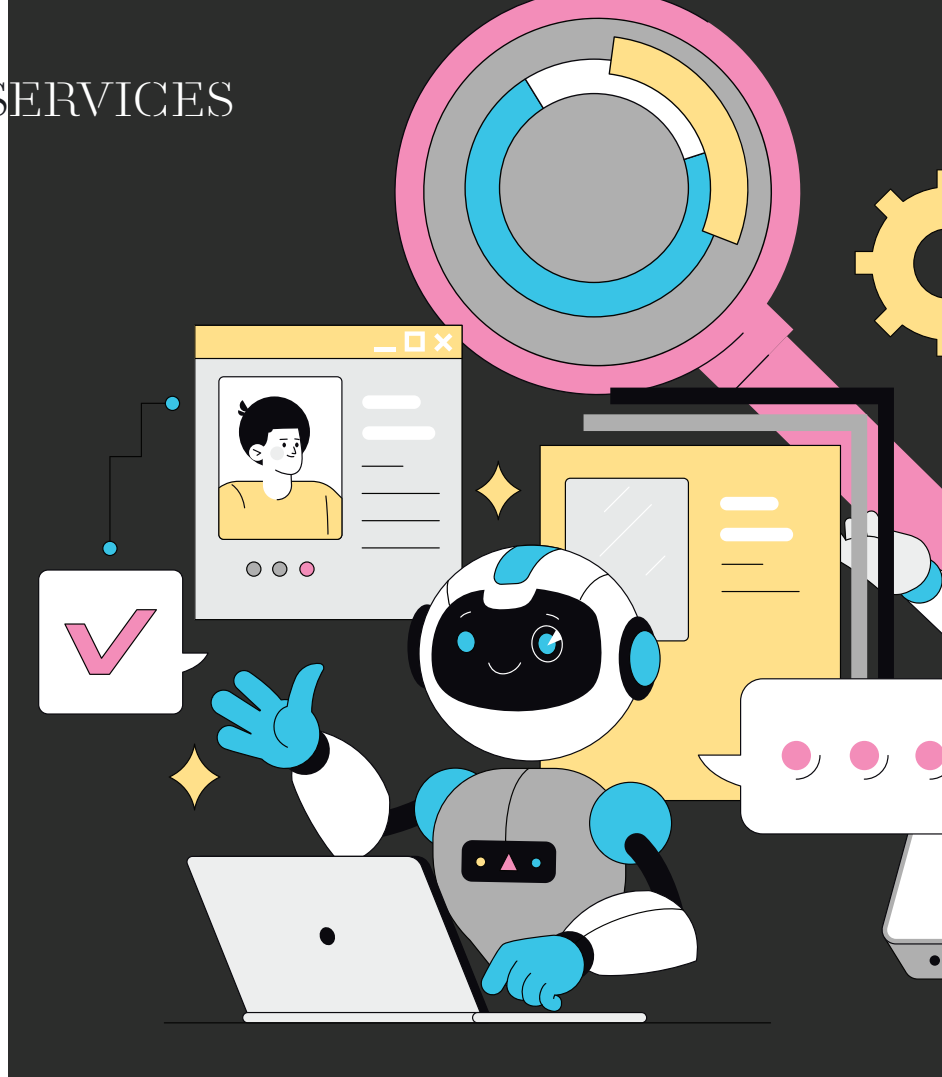
3 To succeed, recruitment firms must reimagine their approach to company culture. This includes nurturing open communication, offering flexible work arrangements, and investing in employee well-being programs. By prioritising people over pints, the industry can build a stronger foundation for future success.



TECH & TOOLS

IN FOCUS: Implementing AI in hiring

BY SUE WEEKES



While the discussion and debate around the use of artificial intelligence (AI) in recruitment will rightly continue for years to come, we are now starting to see substantive information being released that can help recruiters from a practical standpoint to implement AI in recruitment processes.

In July, the Better Hiring Institute (BHI) released the Artificial Intelligence in Hiring toolkit, a UK first that contains resources and advice organisations can use to apply AI. BHI worked with Lord Holmes, and other members of Parliament, as well as Reed Screening, Future Work, Arctic Shores and Lancaster University to lead the conversation on raising awareness and harnessing AI in hiring.

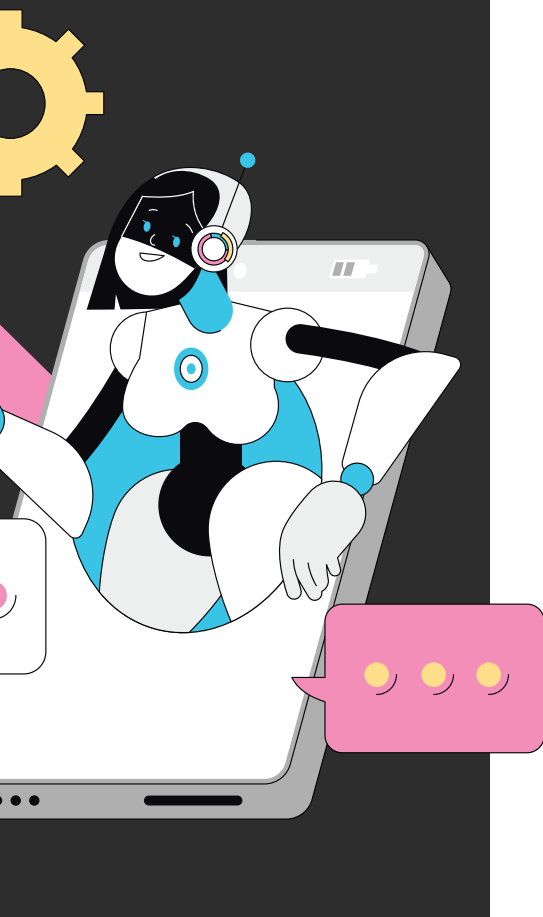
The guide has been well received, says Keith Rosser, director of Reed

Screening and director of group risk, and chair of the BHI, describing it as an important collaboration between recruiters, wider industry, legal firms, academics and Parliament. “That doesn’t happen very often so we are delighted we achieved it for this work and provided a free-to-use guide to everyone,” he says.

The recently launched International AI Maturity Model and associated ‘Trust in AI’ report published by the British Standards Institution (BSI) reveals that the UK has progress to make in areas such as investment, training and supplier engagement. BSI said the emerging and developing economies of China and India have a greater level of readiness to smoothly integrate AI into their operations, prepare employees for resulting changes to work, and leverage it as a force for good than countries such as the UK, Japan and the Netherlands.

BSI’s model assesses and weighs a suite of measures including organisational confidence and readiness for AI adoption among businesses globally. On all measures, China and India led the way, with the US in third place, followed by Australia. The analysis identifies the UK and Japan to be less mature relative to others, potentially influenced by factors including policy direction or media narratives focused on risk rather than opportunity.

Perceptions and attitudes are, of course, all important as AI takes its next steps in the recruitment world. Recruitment technology firm HireVue recently took a pulse survey on HR professionals’ and workers’ perceptions of AI in hiring. It surveyed 3,100 workers and 1,000 HR professionals across the US, the UK and Australia. It reports it found several tensions in how both groups are feeling “tucked between” an



RESOURCES

AI in Hiring toolkit

<https://www.betterhiringinstitute.co.uk/resources-hub/artificial-intelligence-in-hiring>

HireVue 2024 Global Guide to AI in Hiring and survey

<https://www.hirevue.com/resources/report/ai-in-hiring-report>

appreciation for the efficiencies AI can bring on one hand and concern for how it's used on the other. Almost three-quarters (73%) of HR professionals say they trust AI systems to make candidate recommendations and 70% use or plan to use AI in some capacity in the next year. When it came to worker perceptions, three in four are opposed to AI making final hiring decisions, 79% want to know if the employer is using AI in hiring when they apply for a job and

almost half (49%) believe AI could help the issue of bias and unfair treatment in hiring.

Craig Bines, CEO of The CareerWallet Group, which provides a range of recruitment technology solutions, is among those who remains concerned about AI tools causing an increased bias in job applications and removing the human touch from recruiting.

While it is encouraging to see that many candidates believe AI tools will be fair and many HR leaders trust AI systems to identify qualified candidates, he stresses that we must approach this trend "with caution".

"The integration of AI into recruitment processes presents significant opportunities, but it also carries potential risks," Bines says. "AI systems can inadvertently perpetuate or even amplify existing biases if not carefully managed and regularly audited.

"As we embrace these technological advancements, we mustn't lose sight of the human element in hiring and ensure that AI serves as a tool to enhance, rather than replace, human judgement."

As a provider of jobseeker traffic globally, Bines reports that CareerWallet is seeing how AI can impact this traffic with the increased use of this tech reducing the quality of traffic. It is also working closely with the Institute of Job Aggregation (IJA), the industry body for recruitment traffic, to help combat the issue.

Ultimately, regulation may be the key to tackling such issues. Rosser reports that since the UK general election, Lord Holmes, who wrote the foreword to AI in Hiring, has been actively campaigning in both Houses of Parliament on the need for AI regulation so watch this space.

"These issues are certainly not going away," concludes Rosser. ●

IN BRIEF



Fiverr transitions to hiring

The freelance services marketplace Fiverr is transitioning to a hiring and recruiting platform, and says it is continuing "to weave AI" throughout the platform. The new platform has extended the Fiverr Neo dataset into the search experience, which uses AI to help employers find the right talent, while AI Briefs will draft briefs to help customers quickly articulate project needs.

www.fiverr.com



Gen AI tool added to IRIS platforms

IRIS Software is launching a generative AI chatbot and automation features within its Networx recruitment, Cascade HR and Staffology payroll platforms to streamline workflows and increase operational efficiencies. Recruiters can use the new tool in Networx to build full job descriptions. Meanwhile, Cascade HR users can take advantage of a 24/7 chatbot to answer employee queries and IRIS is streamlining payroll management with a range of automated features.

www.iris.co.uk/



Tech companies team to build AI-powered employee agent

Salesforce and Workday have announced a strategic partnership to deliver a personalised AI-powered employee service agent. The combination of Salesforce's new Agentforce platform and Einstein AI with the Workday platform and Workday AI aims to create a number of use cases in areas such as onboarding and career development.

www.workday.com



Companies team for AI-powered social recruiting

Socially Recruited has rebranded to Gaia after joining forces with Soccialy, another social recruiting platform. Earlier this year, it also acquired the education recruitment consultancy TJS Education. The mergers mean Gaia can accelerate its expansion into public sector recruitment, as well as target a broader range of other industries. Gaia's development aims to automate talent searches on digital media with smarter, generative job ads and precision targeting. GaiaAttract, GaiaPages and GaiaChat are available now with GaiaMatch and GaiaTrack coming soon.

www.iamgaia.com

Effective leadership and Generation Z

Getting the best out of Gen Z

BY SID BARNES



I believe that effectively leading Generation Z employees (born between 1995 and 2009) internally outweighs the economic challenge facing us externally. The external macro market, we have little control over; the internal micro market is where we must focus our efforts.

Managing Gen Z presents a unique set of challenges due to their distinct characteristics and preferences, and Gen Z's desire to understand the 'why' and 'how' it benefits them is at the core of what they commit their time and effort to. Traditional 'telling' style of management simply does not work. Successful leaders must communicate context as well as content.

Common challenges are:

- **Technology reliance:** Gen Z is highly reliant on technology for communication and information access, which can create issues with traditional communication methods in the workplace. This means combining their love of new technology, with the tried and tested traditional personal communication channels.
- **Short attention spans:** Gen Z is used to consuming information in quick, bite-sized chunks, which can make it challenging to keep them engaged in longer tasks or

projects. Confirming messages and initiatives are understood and adopted is essential. Redesigning outdated onboarding and L&D programmes is essential to their engagement and success.

- **Desire for instant feedback:** Members of Gen Z are accustomed to instant feedback and may struggle with more traditional performance review processes. Gen Z want to see quick wins and success. Leadership is developing their ability to master ruthless efficiency to productivity ratios, matching the 'why' with the 'how'.

- **Work-life balance:** Gen Z prioritises work-life balance and may seek flexibility in work hours and remote work options. They want to be able to do more work in less time. Leadership must learn to measure success in terms of quality and not purely on quantity.

- **Desire for purpose:** Gen Z is driven by a desire for meaningful work and may be more likely to seek purpose-driven organisations, posing challenges for companies that do not emphasise their social impact. Leaders must be able to articulate the Employee Value Proposition (EVP) and establish the 'Why' with every colleague.



+

SID BARNES
is CEO, Mastermind
Consulting and
managing partner,
Elite Leaders

To successfully manage Gen Z colleagues, it is important to understand and adapt to their unique traits and preferences, provide opportunities for growth and development, offer regular feedback and recognition, and create a supportive and inclusive work environment. This must be coupled with agreeing clear expectations and understanding the needs of the employee and the needs of the business. It must be a clear and explicit two-way agreement.

Leadership is today a side-by-side psychological contract of trust, mutual respect and meaningful connection. 'One-size-fits-all' leadership simply does not work. Leadership is about communicating the need of the business and the need of the individuals and achieving maximum success.

It is fascinating to see how current Millennials lead Gen Z, and it will be even more interesting to see how Gen Z will lead Gen Z. ●



SUSTAINABILITY NEWS

SUSTAINABILITY CREDENTIALS CREATE VALUE FOR BUSINESSES

An increasing number of business tenders now request sustainability credentials, according to the RSM Q2 2024 Sustainability Report.

Of the 414 senior executives of middle market companies responding to the survey, 76% believe sustainability provides opportunities for their business, 69% have a formal sustainability strategy in place, with a further 25% planning to create one in the next 12 months.

Fifty-nine per cent believe their sustainability strategy has created, and will continue to create, value in the future. However, 18% said their sustainability strategy has created value only in the short term, and another 18% reported that it has not yet created value but believe it will in the future.

RSM is an audit tax and consulting service provider to middle market businesses, meaning those with turnover between £10m and £750m.

• Send your news to recruiter.editorial@redactive.co.uk with the subject line **Sustainability News.**

“What is the strangest career change you’ve come across?”



RICHARD EVANS

DIRECTOR, GENESIS EMPLOYMENT

“One of the strangest career changes I’ve ever come across involved an administrator who transitioned to becoming an embalmer. Initially managing office tasks and admin duties, this individual decided to pursue a completely different path – driven by a fascination with the science behind embalming and a desire to provide comfort to grieving families. It was a profound shift from a typical 9-to-5 office job to a role that required not only technical skills, but also a great deal of compassion and sensitivity. Their journey highlights how personal interests can lead to unexpected, yet fulfilling, new professions.”



MANNY HUSSAIN

FOUNDER/MANAGING DIRECTOR, RECRUTEASY AND CARERIGHT

“The strangest career change I’ve come across is my own. I joined the RAF as a 17-year-old, serving 22 years as an aircraft engineer, repairing fighter jets and helicopters. At the end of my service in 1997, rather than continuing onto civilian aircraft, I co-founded a mobile phone business. Recruitment challenges led me to create RecruitEasy, an internal recruitment agency that I spun-off as a stand-alone business. I now also co-own and run a homecare agency, CareRight, which cares for 60 elderly clients and employs 30 staff. My background in recruitment helps a great deal in the care business. A bit of a journey that has taken me from repairing fighter jets to owning and managing recruitment and homecare businesses!”



TOM JOHNSON

DIRECTOR, HERNSHEAD GROUP

“Changing careers is becoming increasingly common, but probably the strangest move I’ve seen is an automotive engineer to chocolatier. As someone who prides themselves on identifying people’s skills, this initially seemed a strange move but in reality their passion for motorsport and engineering has been transferred into the chocolate they create, helping them craft chocolate that their industry loves! As the world and skills develop, it’s important as recruiters that we keep an open mind and look at the skills of a person and how transferable they are.”

**THE
INFLUENCE
ON
RECRUITMENT**

An abstract graphic design featuring a solid yellow background. Overlaid on the background are several concentric, overlapping circles in a lighter shade of yellow. Within these circles, a faint grid pattern is visible, creating a layered, architectural effect. The circles are positioned diagonally across the frame, from the top right towards the bottom left.

The image features a solid yellow background. Overlaid on this is the text "MOST ESSENTIAL HOUSEHOLD ITEMS" in a large, bold, black, sans-serif font. The text is arranged in four lines: "MOST", "ESSENTIAL", "HOUSE", and "ITEMS". A transparent, three-dimensional sphere is positioned on the left side of the frame, partially obscuring the text. The sphere has a bright highlight on its upper-left surface and a subtle shadow on the yellow background, giving it a sense of depth and volume. The overall composition is clean and modern, with a strong color contrast between the yellow, black, and the transparent sphere.

MOST

ESSENTIAL

HOUSE

ITEMS

Welcome to the 11 Most Influential In-house Recruiters report, the 12th edition of the showcase

Artificial intelligence (AI) is cited as representing both the biggest challenge and opportunity in recruitment, so it comes as no surprise that it is high on the agenda for all of this year's 11.

Yasar Ahmad of HelloFresh hopes AI tools will finally rid the function of routine daily tasks that should have been automated long ago. This would enable them to add far more value. Indeed, an appetite to become more strategic emerged as another theme this year. Some resourcing leaders talk of a broadening remit within the talent and people function, and many are clearly demonstrating the value they can bring as a true business partner to an organisation.

As ever, our line-up demonstrates the agility and willingness to respond to change. As Toby Culshaw of Worldwide Amazon Stores highlights, AI won't just change TA but "entire business structures" and bring transformative organisational changes. We may not yet know what future work looks like but if our 11 are an indication, there is plenty of great work going on to prepare for it.

Method: Information and data were gathered from a range of sources in the public domain. Having arrived at our selection, the individuals identified were asked what they saw as their main achievements during the past year and main objectives going forward. As always a degree of

subjectivity will be in a list of this nature, but consistent with other years we aim to apply a set of criteria that qualifies a person for inclusion based on: the size, scale, scope and challenge of the position and effectiveness in the role; ability to be strategic and add value, and position the resourcing function central to the business; the degree of innovation or change brought to the current and/or previous organisation; perceived influence both internally and externally; and the extent to which the individual is considered an industry visionary, trailblazer or thought leader. Industry or company-specific challenges are also taken into consideration where appropriate.

YASAR AHMAD GLOBAL VICE PRESIDENT – PEOPLE, HELLOFRESH

Yasar Ahmed's main focus over the past 12 months has been transforming the TA team into versatile, multi-skilled individuals by broadening their scope to encompass total reward, global mobility and travel, and internal and group communications. By providing secondments between these teams, Ahmed explains they are no longer just talking about "other" HR areas "but truly understand and can execute these roles". This has enhanced the team's return on investment and boosted the recipe box company's acceptance rates to more than 90%, as well as enable the individuals to futureproof themselves. Next up is confronting the business

challenges related to talent density and to build a renewed focus on skills taxonomy. "This involves deep organisational thinking and design, particularly around developing future-oriented job catalogues." As you'd expect from this exemplar of modern recruiting methods, he sees the biggest challenge for recruitment in the coming year as eliminating redundant daily tasks that should have been automated long ago and shift the focus to more strategic tasks and thinking, leveraging AI to optimise processes. "Adopting a hybrid approach, where work is divided between automation and human effort, is crucial," he says. "We need to think of ourselves as centaurs (half work automated by AI, half done by humans) or cyborgs (human work with AI elements integrated throughout). Prioritising this approach will improve productivity and allow us to focus on strategic initiatives."





KEVIN BLAIR
**GLOBAL HEAD OF TA,
 ERICSSON (CONTRACT)**

Kevin Blair returns to the 11 as an exponent of the great work being done by the contractor resourcing community, using his skills and experience to impact a range of organisations. He's currently working as global head of talent acquisition at telecoms and tech firm Ericsson, where he is developing the TA capability for the next generation of telecom and cloud hiring. Before this, he worked with software-as-a-service company Celonis to scale from 500 to 3,500 people organically in two years. His tech roots go deep: previous roles include global vice president of TA at IBM and global TA leader at Cisco. This year, Blair also co-founded Exec TA Social, a community exclusively for TA executives that now has 800-plus leaders in 10 countries with a focus on supporting, learning and sharing experiences with each other – it is agnostic of vendor and event companies. He's not afraid to speak out on a range of topics, recently posting his concerns about how technology such as ATS and CRM systems are often pitched and sold to the recruitment industry. He also deserves praise as a champion of dyslexic thinking and fighting to remove "credentialism" from hiring processes. "I see recruitment's biggest challenge as the need for TA leaders to take a firm position on the positioning of technology and automation," he says. "This seems to be dividing the thinking much more than it is unifying it."



TOBY CULSHAW
**GLOBAL HEAD OF TALENT
 PIPELINE STRATEGY &
 INTELLIGENCE,
 WORLDWIDE AMAZON
 STORES**

The demand for talent intelligence remains high at the global retailer with Toby Culshaw and his team having to remain agile to meet customer needs in the face of great change. He says talent intelligence is key to understanding how changes internally and in the

bigger picture impact. Given the rise in recognition of the discipline's importance, it's no surprise that the Talent Intelligence Collective, founded by Culshaw, continues to grow with 2,500 members and an eager audience of 9,000 consuming the regular newsletter and other content. It also held its first ever Talent Intelligence stage at Recfest this year, attracting 1,000 people throughout the day. Close to Culshaw's heart is the idea of creating a solid training programme for his field. "I believe it's crucial for us to have a way to recognise and validate the skills that make talent intelligence so unique," he says. "This isn't just about ticking boxes; it's about making sure we're all growing together and staying at the cutting edge." He predicts AI will change entire business structures and anticipates shifts in hiring volumes, patterns, and skill requirements, alongside transformative changes in organisational structures. "These developments are likely to drive a pivot from transactional recruitment to strategic business advisory roles," he says, concluding: "Those who can blend technological proficiency with deep business acumen will be best positioned to thrive in this new era of talent acquisition and management."



RAJ GILL
**HEAD OF TALENT ACQUISITION
 – SERVICE, BT GROUP**

Raj Gill returns to the 11 after forming and shaping the TA team to support integration of two of BT Group's largest units to form BT Business. She took an "arms around approach" to lead the team through change to ensure focus and energy didn't drop as well as making sure the standard of service levels of the business remained high, all while consistently hitting TA metrics. She also led the TA Re-start Programme that helps individuals who have been on a career break for 18 months-plus.

"The approach was looking at transferrable skills and challenging our line managers to be open to considering people who had great experience but had not worked for at least 18 months, supporting their transition," she says. "In some instances, we recruited individuals who had been out of work for 22 years and to see the joy on their faces when they arrived on their first day was amazing – definitely one of my proudest projects within my TA career." Gill credits her dedicated team who have also helped to increase employee engagement by more than 20% even during times of uncertainty. There are ambitious targets for inclusion and diversity ahead, an ongoing skills shortage for niche/critical roles to tackle and the challenge of AI: "Our challenge will be how we implement AI tools into the right parts of our process to ensure we do not lose the human element."

LOUISE GRIFFITHS TALENT INTELLIGENCE MANAGER, UKI EY

Louise Griffiths' mission is clear: to support her colleagues as the professional services firm's TA function drives to become "intelligence-led". She says she and TI senior associate Stephen Pitman get out of their "comfort zone" every day and learn but there is little doubt about the contribution they're already making to the business. Projects delivered in the past 12 months range from simple salary analysis through to high value research projects that cover multiple data and research activities such as location strategy, competitor intelligence, and reward. She credits direct boss Sam Ramsay and EY talent supremo Matthew Jeffery with trusting them to try things. A key focus has been their work with employer brand and candidate engagement teams in key projects to provide a joined-up approach when it comes to hiring strategies and viability of hiring. The team also launched a brand-new tool across TA that supports EY's ability to understand sentiment and labour market data, straight from their conversations with the talent market. "We're converting casual recruiter-candidate dialogues into a structured data repository." One of the biggest challenges they face as a function is capacity but says the demand for their services is a nice challenge to have and she wants to continue to build on TI's positive reputation. "If we can support our recruiters to enhance their data and insight-led mindset, I'll be delighted that there will be more future potential TI specialists in the industry who can forge their own path in this space."



HALL OF FAME

CATH POSSAMAI EMEA TALENT ACQUISITION DIRECTOR, AMAZON STORES

Cath Possamai is responsible for all mid to senior-level hiring for the Amazon retail and logistics businesses, which translates as around 20,000 hires in 2024 across roughly 25 countries, with a team based across 16 of those countries. She says working for Amazon means being "customer-obsessed" and "extremely data-driven". "Like many other organisations we are having a lot of fun right now working out how best to utilise the gift that is GenAI to best effect and seeking to optimise our external candidate experience plus innovate around internal mobility," she says.

JON HULL HEAD OF TALENT, NOMINET

Jon Hull joined Nominet, a tech firm at the heart of the internet operation, in January this year. The company aims to be a force for good in the UK digital economy. "I'm hiring talent for a company that delivers security for critical infrastructure of the UK. If the internet stops working, everyone notices," says Hull. "This is a varied role helping a small company really punch above its weight hiring scarce talent for a public benefit company."

JACQUI HARRIS HEAD OF TALENT ACQUISITION, MISSION MARS

With the hospitality industry notorious for high turnover rates, multi-concept operator Mission Mars' aim over the past 12 months has been to build a world-class recruitment process and reduce employee turnover. It implemented a robust talent attraction strategy, enhanced the candidate journey and put in place a comprehensive training programme, which includes leveraging its own Pizzaiolo Academy. Jacqui Harris can feel it's a case of mission accomplished having delivered a 26% reduction (exceeding the ambitious target of 20%). Mission Mars delivers food, drink, entertainment and hospitality experiences "through innovation, people and sustainability", and its brands include the Alpine dining experience Albert's Schloss and Rudy's Pizza. The work done this year also aligns with what Harris sees as hers and recruitment's big challenge: to change the perception of careers in hospitality industry from 'stop-gap jobs' to long-term career paths. Her strategy

to tackle this includes showcasing the potential for growth by highlighting the company's core values of Fun, Authentic, Positive, Initiative, Neighbourly and Committed (values she communicates perfectly and with great energy in her own online postings), sharing employee success stories of those who have advanced through the business and continuing to enhance training and development.

"Overall, our goal is to shift the narrative around hospitality careers, making it clear that this industry offers not just jobs, but opportunities for meaningful and fulfilling professional growth."



ANDY HEADWORTH DEPUTY DIRECTOR, TALENT ACQUISITION, HM REVENUE & CUSTOMS (HMRC)

Andy Headworth is confronting the AI challenge head on and trailblazing the use of generative AI tools across the TA, recruitment

and HR departments. "AI is a primary objective for me this year," he says. "Having assembled a small AI team in TA, we are focused on enabling as many colleagues as possible across both CPO [chief people office] and the wider business to use AI in their daily work." The biggest challenge has been that they are all new ways of working to the Civil Service, so it takes a little longer to get buy-in and to build the trust, says Headworth, but "persistence, belief and great products overcame that" with hiring managers now using two new AI tools. Nobody will be surprised Headworth is taking a lead in this area given he was also one of the first to provide practical advice on how to integrate social media in recruiting 10 years ago with his book, *Social Media Recruitment*. Over the past year, the TA team has also delivered a new CRM to enable it to build talent pipelines and rolled out a new EVP and Headworth will continue to build the capability of the TA team to empower them to recruit the ever-changing skills mix that HMRC needs to meet its objectives. There is another challenge that AI is bringing though: the increasing number of AI-driven applications is adding up to 10-20 times the normal number. How these are managed "fairly, ensuring minimal bias and maximum inclusivity" is the challenge, he says.

PAUL MAXIN FOUNDING DIRECTOR, MAX INTALENT

Paul Maxin continues to advise companies on talent acquisition strategy and transformation. He's also continuing his push for carbon strategies to be known in job descriptions and sustainability goals to be shared in campaigns. He also wants to support the reduction of carbon footprints and increasing carbon offsetting in the recruitment process. People are being receptive to this, he says, and the next level will be how to harness AI to enhance sustainability. Maxin also added another string to his bow this year, becoming a professional celebrant.

MATTHEW JEFFERY HEAD UKI TALENT ACQUISITION & ACQUISITION (TA2) LEADER, EY

Jeffery reports "massively exciting times" for EY, with a new CEO, Janet Truncale, the first female CEO of a Big 4 Company, now in place, promoting bold ambitions to take the \$50bn (£39.2bn) company to \$100bn. Recruitment will be critical to Truncale's huge ambitions. Despite the challenging economic conditions, Jeffery's UKI recruitment team hired more than 2,000 experienced hires, over 2,000 students (graduates and apprentices) and 700 contingent workers in the past financial year, with similar plans for the year ahead.

ADRIAN THOMAS DIRECTOR OF TALENT ACQUISITION/ RESOURCING, BOARD ADVISER, RETAINED CONSULTANT

Adrian Thomas' current focus is ensuring that leaders within the industry are equipped to seize the initiative and are able to drive not just hiring success, but also to influence the direction of travel on a range of other activities such as the use of AI and building new roles within their teams like talent scientists. "I am also looking forward to continuing to influence government on all TA matters and to support (pro-bono) recruitment initiatives that help our most important public services deliver for the citizens of the UK."

MATT REEVES HEAD OF TA, GLOBAL FUNCTIONS, SENIOR HIRING AND EARLY CAREERS, PHILIP MORRIS INTERNATIONAL

Matt Reeves' talent at building high-performing teams has been used to maximum effect at Philip Morris International (PMI), the company whose mission it is to create a smoke-free future. He moved into his current role in September 2022, having joined the company in 2019 as global head of TA delivery, products and life sciences, with a proven track record built at multinationals like AstraZeneca and The Co-op, as well as private equity-backed businesses. He is now responsible for driving delivery across all of the global functions and over the past year has been central to a global TA transformation programme that included integrating 90-plus markets into a global TA delivery team to achieve a standard globalisation of processes. He's also led the development of a regional early careers model to provide greater visibility of global programmes, and a TA digitalisation programme to realise efficiencies. Priorities going forward include further standardising of global processes with "local fluidity and flexibility", introducing greater governance and data-driven decision-making and more AI intervention at all stages of the TA processes. But he reminds the world of recruitment that it is also a case of getting "back to basics". As he explained: "Given the fast pace of change, revisiting and reminding TA and the business of some fundamentals to ensure a quality experience for candidates and hiring managers is paramount."



LISA SCALES TALENT ACQUISITION DIRECTOR, ROYAL MAIL

A "monumental team effort" over the past 12 months resulted in Royal Mail making more than 20,000 permanent hires and hiring roughly 40,000 contingent workers for its Christmas peak. Scales arrived in April 2023 and said her initial months were the most challenging yet rewarding of her career. She re-engineered hiring processes to address operational needs and, amid a tight labour market, managed to hire and onboard up to 1,000 new hires weekly. "This experience was incredibly humbling, providing employment opportunities across the UK and supporting a business critical to the nation's infrastructure," says Scales, who also sampled life on the frontline as a postie after which she described them as our "everyday heroes". She also built a team of in-house executive search professionals and technology specialists. Next on the agenda is a comprehensive TA transformation programme, which includes bringing in more automation to reduce the burden of administrative tasks so the team can focus on strategic activities. She says integrating AI will augment the team's effectiveness, enabling more data-driven decision-making and personalised interactions with candidates but acknowledges AI also brings its challenges. Political and economic volatility also pose another major challenge and she says with a new government in place they must be prepared for changes in employment practices, particularly regarding flexible worker rights: "Our ability to quickly adapt will be key."



UA92 SUPERTeam IAN TURNER, CHIEF OF PEOPLE & PLACE; HELEN FINLAY, PEOPLE DIRECTOR; KATIE SMITH, TA & RETENTION BUSINESS PARTNER; ELEN JONES, HR & RECRUITMENT EXECUTIVE



University Academy 92 (UA92) does things differently when it comes to education (there are no traditional end of year exams and students choose when they start their study) and the approach to recruitment aims to be equally fresh. The team has grown the headcount from 80-145 over the past 12 months. Katie Smith and Elen Jones are constantly looking for innovative ways of engaging talent and hold dear the principles of diverse and ethical recruiting. "The main aims of UA92 have been to build a truly diverse workforce that resonates with our students and community," says Smith. UA92 was founded by the Class of 92, members of the stellar

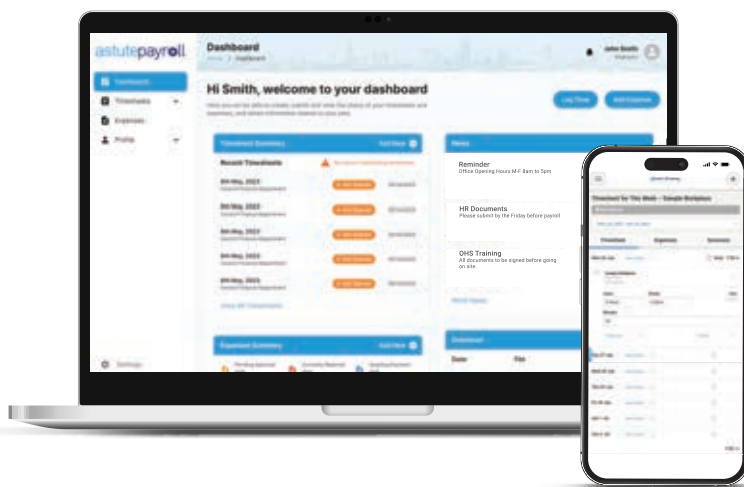
Manchester United Football team from the Sir Alex Ferguson era (including Gary and Phil Neville, Paul Scholes, Nicky Butt and Ryan Giggs), alongside Lancaster University. Offering degrees in business, digital, media and sport, it is the epitome of a purpose-driven organisation, committed to delivering not just a qualification but preparation for life and the world of work (it describes itself as 'industry-inspired'). Given its roots, it's no surprise that the team ethos clearly runs deep across the organisation. At the top of the people team are the highly experienced duo of Ian Turner and Helen Finlay. Turner was previously talent director at TalkTalk and Finlay head of people transformation at tech company Restore. "Our purpose is what made the decision to join UA92 a very easy one," says Turner. Going forward, Smith sees candidate experience and retention rates as huge priorities as well as having a truly inclusive, accessible recruitment process, "supported with strong people-centric processes. She adds: "I think with economic/external factors, there may be a slowdown on the candidate market, meaning it's essential to retain staff and ensure they feel valued and engaged."

CHRIS WRAY BUSINESS MANAGER, TALENT & CAPABILITY DEVELOPMENT, SAINSBURY'S

After more than six years as group head of recruitment strategy at Sainsbury's, Chris Wray is stepping up to his next challenge with his characteristic high-energy, enthusiasm and passion for people. Wray's new role involves supporting the new director of talent and capability development in bringing together a brand-new team that combines DE&I, wellbeing, colleague engagement, people development, talent and performance, as well as recruitment, to drive strategy, productivity and key outcomes between the Centres of Expertise. The broader remit aligns with Wray's desire to be involved in the end-to-end talent lifecycle: his career-long belief is the importance of co-creation and working collaboratively across various teams, "be it people or technology". It's been a busy 12 months for Wray; he has overseen significant changes, including the transition to Oracle, providing a single system for recruitment, and the launch of a new 'video-first' careers site, internally and externally. "I always consider how we give candidates the best understanding of what it's like to work for Sainsbury's and its culture, purpose and strategy," says Wray. In the bigger picture, he feels recruitment still needs to become more two-way for the candidate. "It's an ever-changing landscape and we cannot lose the human-centric approach in certain parts of the journey. It's important for candidates to understand what capabilities they need to make the right career choice. It's as much their journey as it is ours."



astutepayroll by deel.



Find out more at
astutepayroll.com/uk

Workforce management software you can trust

Astute Payroll by Deel is an award-winning pay-to-bill SaaS platform designed to take the complexities out of workforce management. Experience streamlined automation with this powerful and versatile middle-office solution, featuring online timesheets, onboarding, configurable pay rules, payroll, and invoicing.

Data can flow seamlessly from your front-end system into Astute, and then from payroll to billing in one smooth workflow.





BOOK NOW

WINNERS ANNOUNCED

26 SEPTEMBER 2024

JW Marriott Grosvenor House London

Headline sponsor:



Category sponsors:

Brabners



PayStream*
Makes Perfect Sense...

Qdos



Secure your
place now for the
UK's largest
recruitment event
of the year

020 7324 2784 | X @RecruiterAwards

recruiterawards.co.uk



**Recruitment
Matters** Issue 111
SEPTEMBER-
OCTOBER 2024



THE VIEW AND THE INTELLIGENCE

REC messages for the party conferences p2



BIG TALKING POINT

Time to consult on employment rights law p4



LEGAL UPDATE

When should we expect legal changes? p6



Q&A

Lessons in business growth p8

REC launches campaign to show temp work works

Voice of the Worker

The Recruitment & Employment Confederation (REC) is putting the human stories of temporary workers at the heart of its Voice of the Worker campaign to demonstrate to the new government the value of flexible work and role of recruitment agencies in facilitating it.

Research undertaken for the campaign shows more than a third of temporary workers prefer to work through an agency rather than in a permanent role. And one in three temporary workers (32%) can access the labour market only by doing temp work.

The new government is in a hurry to legislate on the employment rights they pledged in their manifesto, but there is real concern that they will create barriers to flexible working in the process.

Our new hearts and minds campaign explains to policymakers how the opportunity to do temporary work, and benefits from the flexibility it offers, can be life-changing in many ways. Many people wouldn't be in work if they didn't have this option. This flexibility is crucial to dealing with the UK's economic inactivity problem.

The Voice of the Worker campaign begins imminently and will feature polling data, plus a series of short video case studies and articles about the work temporary workers do and why they do

it, and the difference that their work makes to them and others who benefit from it. More details on the resources available can be found on our website and we are keen for members to share the campaign content.

By targeting social media advertising and sharing the materials with politicians, we hope to influence politicians and policymakers working on the government's Employment Rights Bill in the coming months. We want to remind them of the importance of agency work for both individual workers and for its value in economic growth.

"As a collective voice for the industry, the REC and our 3,000-plus members are leading the charge to make sure we explain to policymakers why flexible work is so important, and why we need to protect our world-leading temporary labour market," said Kate Shoesmith, REC Deputy Chief Executive (pictured).

"The new government has a big mandate to deliver growth, and this means they need to start with how many of us need, and choose, to work. It takes a partnership approach to understand what is currently working well and where we can make changes that will help workers, while allowing employers to attract and retain talent. The most successful changes to the jobs market have been those developed with



businesses, not just handed down to us," she added.

"We've found that temp work works – particularly for individuals who need flexibility to support their life choices. Curbing flexible working is not a solution to stubbornly high economic inactivity levels or labour and skills shortages."

In the campaign, workers from different regions and sectors across the UK will explain their various reasons for choosing temporary work, including health concerns, caring and studying commitments, among others.

"The campaign will help to explain why we need to support the rights of the one million temps on assignment on any given day across the UK to work the way they want to work," Shoesmith said.

To find out more, visit:
rec.uk.com/voiceoftheworker

 the view...


Community matters. Too often we forget to look up and out from our own perspective, says **Neil Carberry**, REC Chief Executive

For businesses, the day-to-day has been tough this year. Keeping heads down and ploughing through makes sense, but we shouldn't forget what we can gain from reaching out and expanding our networks. Staring at our feet can mean we miss the lamppost in our path!

Our future will be shaped by factors outside our core business – from the impact of technology to climate change and changing end-markets, we play on the pitch that is available to us. But getting outside means we hear from more people who are also struggling with the same issues. Better networks promote the flow of advice and opportunities to those who reach out to them.

This matters at every level, from supporting recruiters who are deeply rooted in their local communities or specialist sectors and who drive economic impact and change lives, to influencing a new government's regulatory agenda. Keir Starmer's team have come to office with vigour and a large agenda. We need to help them see that recruiters are a social good, as well as an economic one – a solution to problems.

It matters in our profession too. We have been exploring what is needed to build the next generation of our industry. At REC Live in June, speakers offered incredible insights on AI, leadership and the market (you can view the highlights online). In our podcasts, we have explored the need for relationship skills to build durable, profitable client relations. We'll build on that with our fantastic business development event series this autumn.

But the real value comes from doing these things together. For me, the highlight of REC Live was filling our theatre with positive, focused, change-making professionals. I could see how everyone benefited from seeing and hearing each other. Not all answers are on the stage.

Networks matter. We try to provide an important one for you. Joining your sector body is a stake in our profession, not just a vital source of services. Our profession makes a huge difference to one of the most vital parts of anyone's life, their work. But I encourage you to think more broadly still. Good people working together make a better place for us all to do business and create a healthy society.



If you want to keep up to speed with all things recruitment then follow me on X @RECNeil



CAMPAIGNS

Party conferences can't come too soon

Shazia Ejaz, Director of Campaigns at the REC

We have a new government in a rush to implement employment and economic changes, a Conservative party leadership contest, more Lib Dem MPs than ever before, and an end to the dominance of the SNP in Scotland.

We look forward to representing members' views to politicians, policymakers and journalists at all the party conferences. We will continue to advocate for the labour market conditions needed to drive growth, fund public services, and lower the tax burden. We will argue that success in the mission to boost UK prosperity rests primarily on the talent of our people.

Our key message to politicians is that they need to work with businesses and labour market experts to understand how people work and what skills employers need. How can we create the right conditions to ensure we have the skills to support growth? We will use conference season to promote our Voice of the Workers campaign, which highlights temporary workers who explain in their words why they choose to do agency work and the importance of flexibility for their lives.

At the Labour Conference, we are partnering with the Institute for Government to sponsor a roundtable entitled 'Can the government meet the UK's workforce demands without relying on immigration?'. It will be interesting to learn whether invitees agree that successful modern economies are international and higher salary thresholds for working visas rob the UK of key people at a time of worker shortages.

We are also partnering with the CBI to host receptions at the Labour and Conservative conferences. We hope to have many discussions about how diverse ways of working support the economic and social development of the UK. We will highlight our 'Tech-enabled humanity' and 'Labour laws fit for the future' reports and our work on inclusive recruitment.

Let us know if you are at any of the party conferences. We look forward to seeing you there. We will keep members informed of the key debates on our website.

the intelligence...



London jobs market signals confidence

Mukul Tiwari, REC Research Manager

Maybe it's because I'm a Londoner that I am optimistic about the UK economy.

Now that the uncertainty of the general election period is over, business activities are ramping up. This, in turn, unlocks hiring decisions. The recruitment industry and the labour market are showing clear signs of growth.

Employers in London are optimistic and are planning to increase their permanent hiring. The most recent Jobs Outlook survey showed that they intend to increase permanent employees in the next three months by net +33.2, a significantly higher number than employers in the rest of the UK (net +18.4). London employers' outlook for hiring for permanent roles in the next four to 12 months is also ahead of the overall UK figure (net +35.3 compared with net +15.3).

Furthermore, 29.3% of London employers said they will "increase greatly" their permanent headcount in the short to medium term, compared with 6.9% of employers (short-term) and 4.7% (medium-term) in the UK overall.

The positive signs are already clear. The REC's August 2024 'Report on Jobs' for the London region showed that London saw an increase in permanent staff appointments in July after 21 months of continual decline. This has been welcomed as a sign that the labour market in the capital has at last turned a corner.

While the overall UK outlook remained uncertain, London also



Employers in London are optimistic and are planning to increase their permanent hiring

saw a rise in job vacancies and demand for both permanent and temporary workers for the first time in 18 months and five months, respectively.

The latest data from the REC's 'Labour Market Tracker' by Lightcast shows that, in London, higher-level teaching assistants (+21.58%), nannies and au pairs (+20.24%), and hairdressers and barbers (+17.19%) are the occupations that have experienced the strongest increase in adverts in June 2024 compared with the previous month.

The data also shows a growth in vacancies in the legal sector, as adverts for legal associate professionals increased significantly in London (+17.18%). In the UK overall, the increase was far lower at 1.5%.

Job adverts in the IT sector also increased in the capital in June.

Tech occupations that saw large increases in demand include IT network professionals (+7.82%), IT user support technicians (+7.73), data analysts (+7.10%), and IT project managers (+6.81%).

The recent surge in employers' intention to hire, alongside the growth in permanent placements and overall vacancies in London, is a welcome and promising development for the UK labour market and recruitment industry.

The growth reflects a robust demand for skilled labour across diverse sectors, suggesting that businesses are optimistic about the future.

Such trends typically ripple across the UK, inspiring similar hiring practices in other regions. London's job market growth sets a positive tone for the UK's economic outlook and the wider employment landscape.

big talking point

More haste, less speed

The government is in a rush to implement manifesto commitments on employment law, but consultation with employers and recruiters is essential if these are to deliver growth

The new Labour government wasted no time after the election in signalling employment law changes ahead. Many of the proposals were indicated in its manifesto, but the King's Speech in July set a clear direction, with several important pieces of employment legislation now on the Parliamentary agenda. Given the size of the government's majority, there is every chance that these will be passed. But the devil is in the detail and that's where REC advocacy comes into play.

The timing of the July election meant the new Parliament went into summer recess just as business, industry, unions, trade groups and opposition parties demanded more details on the new government's policies.

Despite the apparent clarity in direction of travel, much of the detail is yet to be refined and several areas are up for consultation. The REC will respond to consultations and ensure that its members' voices are heard, but recruiters should watch these areas to identify what the changes will mean for them, their clients and their candidates.

The key ideas in the King's Speech have been widely publicised and include: giving employees full employment rights from day one in the job; extending

equal pay rules to include ethnicity and disability; moving towards a universal National Living Wage (NMW) for all adults by the end of the parliament; eliminating the lower level NMW for younger workers; banning 'exploitative' zero-hours contracts; reforming the Apprenticeship Levy; extending protections for women returning to work after maternity leave; strengthening statutory sick pay; and giving workers rights to request flexible working patterns from the first day of work.

Becci Newton, Director of Public Policy and Research at the Institute for Employment Studies, expects the Employment Bill to spark significant debates along party lines. "The bill aims to improve employment quality for all and contains proposals that will be attractive to individuals, potentially increasing rights, equality and workers' voice," she says. "However, employers may see it as decreasing labour market flexibility and increasing regulation and employment costs, which will affect business and the economy."

The government needs to balance the two views and convince employers that the wider benefits of 'good work' will also help them, she warns.

The details matter hugely. What, for

example, does 'day one' mean? What will the government deem as 'exploitative' versus non-exploitative zero-hours contracts? And what does this mean for those who want the type of flexibility that zero-hours contracts offer. Will changes to the Apprenticeship Levy enable temporary workers and those who require rapid upskilling to access funds for shorter courses (something the REC has campaigned for)?

Immigration is another important factor, particularly given the strong feelings on this subject that sparked riots in August. Employers need skills and, while upskilling is an answer for some, the numbers of people who will be allowed to enter the country to work (and what they need to earn) remains a vexed question.

As Kate Shoesmith, REC Deputy Chief Executive, points out: "Today's labour market is a global one and we need to think about the signals we send to talent around the world. Failure to join up skills and immigration policy could cost the economy £39bn a year by leaving us short on skilled labour."

Above all, the government needs to promote growth to raise money. Chancellor of the Exchequer Rachel Reeves (pictured) has talked of tough





to myriad regulations. Enforcing these regulations is what roots out bad practice and gives competitive edge to the good and great UK businesses out there – which is why we have long supported the creation of a Single Enforcement Body. But it needs to be resourced effectively, it needs to be responsible for the whole labour supply chain – including umbrellas – and it needs to understand today's flexible labour market."

Practical clarity

Unintended consequences of rapid change are the main concern of Tracy Evans, Group HR and Quality Director at Pertemps. Her agency works across multiple sectors, so she is used to scrutinising employment changes to see how they will work for different groups of employees and employers, and for the wider recruitment industry. "We need to ensure that MPs really understand the impact that changes will make because unintended consequences can be significant," she says. "We need to look at all the 'what ifs'."

It's essential that MPs listen to what people really want, she adds. "For example, the wording around zero-hours contracts has changed to 'exploitative' zero-hours contracts, but what does this mean in practice? What does 'flexible' mean? Lots of people want flexibility and no good recruiter knowingly puts a candidate into an 'exploitative' contract."

It's vital that the government consults with people who work with these contracts, she warns.

Some of the changes may already be covered under existing laws, Evans adds, so adding further rules could complicate things unnecessarily. If current legislation is little known, or rarely tested, that may mean that people are unaware of it or that it doesn't matter to them.

One change that she is looking forward to is reform of the Apprenticeship Levy. "We need to be able to use the levy pot to upskill people quickly. We pay the levy on our temporary workforce on payroll, so we need to be able to use it to support their development. This will help us to get people into new and different assignments that earn more," she says.



choices and announced a "big bang" of reforms to grow the economy and encourage investment. Public sector pay rises to resolve strikes have added to government costs, so employment reforms must not undermine corporate growth or dent employers' confidence.

Listen and learn

Neil Carberry, REC Chief Executive, is clear that the sector's voice must be heard to ensure new laws support growth. "We welcome the commitment to a new partnership with business. Only growth can deliver the individual prosperity and funding for the public services we all need," he says.

However, rushed reforms to the labour market will do more harm than good. "Big changes can be successfully delivered when a proper partnership with business is created," he says. "Changes that restrict choice and opportunity for workers must be avoided as they will undermine both the fight against inactivity and the quest for growth."

Confident growth

Businesses need continuity and certainty to invest, adds Shoesmith. "An industrial strategy that gets the people and skills policies right will make all the difference. It is good to see the commitment to a single Budget per year and a business taxes roadmap."

However, further clarity is essential. "Recruiters will be keen to work with Skills England to offer insight into local jobs markets and employer needs. Plans to bring Jobcentre Plus and the National Careers Service together could help tackle skills shortages, but only if they are funded sufficiently and can draw on the information and insights our members have at their fingertips," she says.

"We back the need to modernise employment laws and give workers clarity on their rights," she adds. "Our recruiters and employers already adhere

legal update

Employers unlikely to face legal changes immediately

By Rachel Davies, REC Solicitor

Employment law is set for a major overhaul as the new government plans what is touted as the biggest change to workers' rights in a generation. The government intends to achieve this through the introduction of the Employment Rights Bill and the Equality (Race and Disability) Bill, which we expect to be introduced into Parliament within Labour's first 100 days in government. This means that the draft bills should be presented to Parliament no later than 12 October.

The full details of the proposed legislation will not be available until the actual draft laws are put forward. Until these are published, it is difficult to determine what exact impact these will have on employers and recruiters. We know from the briefing notes on the King's Speech on 17 July 2024 and other announcements that changes will include:

- A ban on 'exploitative' zero-hour contracts
- The introduction of a single enforcement body to be known as the 'Fair Work Agency'
- 'Day one rights' – the extension of employment rights certain types of workers

are entitled to so they apply on the first of their employment

- The introduction of two categories of employment status – 'Worker' and 'Self-employed'
- A strengthening of the Transfer of Undertakings (protection of employees) Regulations 2006 (TUPE)
- The introduction of a legal right to equal pay for ethnic minorities and disabled people
- The introduction of mandatory ethnicity and disability pay reporting for large employers (more than 250 employees)
- The repeal of the Strikes (Minimum Service Levels) Act 2023.

In addition to the two bills, the government is proposing to introduce a 'real living wage' and to remove the national minimum wage age bands under which workers under 21 are subject to a lower minimum wage.

The introduction of a bill does not necessarily mean that the proposed measures will become law. The draft bills will need to pass through both houses of Parliament, which could take months and

may involve several amendments. It is unlikely that it will take effect immediately because there may need to be additional laws and guidance introduced, outlining how the primary bill will work in practice. This typically requires consultation with interested parties, businesses and organisations likely to be impacted by the proposed changes.

Unlike the Employment Rights Bill, the Equality (Race and Disability) Bill will be introduced in draft form, suggesting that this is a slightly lower priority. It is also likely to take longer to become law, because it should involve more extensive consultation.

Some of the changes proposed outside these two bills, such as the removal of the national minimum wage age bands, will not require a change in primary legislation and could be introduced relatively quickly.

New Labour, new laws: temp workers get a makeover!

By Joe Taffurelli,
Chief Operating Officer,
Liquid Friday



The election of the Labour government has brought a wave of proposed reforms aimed at transforming temporary labour and umbrella engagement. Central is the ambitious 100-day pledge for workplace reform.

The proposed changes are commendable, reflecting a commitment to enhancing worker protections and creating a more equitable labour market. However, their rapid implementation carries the risk of unintended consequences, particularly for supply chains that may struggle to absorb the increased delivery costs associated with higher wages and expanded rights.

One of the most significant aspects of the Labour government's agenda is the formation of a single enforcement body for the sector. This move aims to streamline regulatory oversight and ensure consistent application of employment

standards across the board. For businesses that engage temporary labour, and umbrella companies, this means a more predictable and transparent regulatory environment, ultimately benefiting both workers and compliant providers.

Another issue is the classification system that often leaves temporary and gig economy workers in a grey area and does not reflect modern working practices. By revisiting these definitions, the government aims to provide clearer guidelines, potentially offering greater security for workers and clarity for employers.

As the new government rolls out its plan, the recruitment industry must stay agile. A trusted network of suppliers and advisers should be a priority for every recruiter. At Liquid Friday, we are committed to delivering exceptional service and support to clients navigating these changes.

Growth and renewal in recruitment businesses

What I know



Ford Garrard is CEO of Auxo Group (formerly The MCG Group)

Organic growth is vital

I joined The MCG Group a year ago. The company had grown rapidly through acquisition from a single construction sector recruitment business to six brands in engineering, technology, education and healthcare. We have 240 people based mainly in the UK, with 50 in South Africa and small teams in the Middle East and Asia. Rapid growth meant that the group needed management with experience in large recruitment businesses to consolidate acquisitions and integrate processes, people and culture. We needed to focus on organic growth and customer service.

A new name for a renewed company
We've just rebranded as Auxo Group and

launched managed services to offer a one-stop-shop talent solution called Auxo XPO. Customers want more from recruiters than just people to fill vacancies and we offer a complete service. We are emerging from a huge change programme, including a new CRM system, culture and structure. Staff motivation was crucial – so I've focused on providing regular, honest communication and an open door. Trust is essential.

We are optimistic about our future

The permanent market has been tough for all, but we have benefited from working in several markets. The new government's ambitions to build homes and put money into education and healthcare promise growth in many of our key sectors.

Q&A



Kasia Krieger is business manager at Pineapple Recruitment

What do you do?

We provide catering and hospitality staff from chef level upwards. Our biggest clients are caterers for schools, but we also work with five-star hotels, Michelin-starred restaurants and care homes. When I joined in October, hospitality was new to me, but it's been exciting to learn about the industry – recruitment skills are the same in all sectors. It's all about good communications and understanding clients' and candidates' needs.

How is hospitality faring?

It varies hugely. Accommodation is an issue in some places, and it can help if clients offer a live-in option. We advise clients about, for example, whether pay, transport to work or accommodation is an issue. We have two markets: jobs in

schools offer term-time work and school hours, whereas jobs in hotels and restaurants involve longer hours and weekends.

How are you developing?

We employ eight people and we're growing. There are lots of opportunities in hospitality. We are continuing to attract new clients, and companies regularly come back to us with more new roles, which is fantastic. We also work with Job Centres and support candidates with writing CVs and identifying skills. We always find out as much as possible about the interview process so we can help candidates to do their best. Many people don't appreciate how significant the role a recruiter plays in getting people into work. Finding the right person is a mission.

Learn lessons from Formula 1 racing stars

Hamant Verma, REC Communications Manager



Former Formula 1® business leader and motivational speaker Richard West (pictured) is joining the REC's 'Business development for high performance' masterclass series, offering insights into 'Lessons in Formula 1 to achieve high performance!' in London (26 September), Manchester (15 October) and Birmingham (5 November). How does he believe recruiters can bring the magic of F1 winners into their work?

Colin Chapman was the founder of Lotus. He was a designer, engineer, inventor, businessman and pioneering maverick who changed the world and is famous for saying "Simplify, then add lightness".

The late Colin Chapman is remembered for designing cutting-edge racing cars and continually pushing the boundaries of his industry. His comments regarding the design of F1 cars and lightness are great messages for business today. Someone once said it is not difficult to build a heavy racing car, but it takes real skill to build a lightweight and competitive racing car.

This is reflected in business today, for while technology and different working practices provide amazing tools, the 'weight' of understanding them and using them to best effect can slow us down. Therefore, think like an F1 designer and consider systems and business tools for not only their 'lightness', in terms of integration into the business, but also the ease with which staff can utilise them.

Sir Ron Dennis was founder of the McLaren Group and one of the most successful F1 team leaders. His famous view is: "Focus is thought to be good, obsession is thought to be bad. But

basically, they're the same thing."

My former boss Ron Dennis is THE master of focus, both personally and in terms of business. To be good at what one does takes absolute focus and dedication to the objectives of the business. Personal focus within roles is also important in ensuring that we are prepared for every eventuality.

I believe that, while obsession is similar to focus in driven people, when being focused, we must ensure that we are careful to retain sensitivity and empathy and avoid distractions. We need the strength not to allow external negativity to derail our thoughts and focus on the objectives set before us.

Ayrton Senna, possibly the greatest F1 driver of his generation, is known for saying: "If you no longer go for a gap that exists, you're no longer a racing driver."

Having worked with Ayrton when I worked for the McLaren and Williams teams, I gained an incredible insight into one of the greatest F1 drivers of all time and the nature of his competitiveness. Going for gaps at high speeds involves huge risks, but his comment is equally relevant to business today. Whatever roles we are in, we are employed to deliver results. F1 is a result-driven sport from the outside, but behind the racing there are up to 1,000 people who are all responsible for making the team a success. In this sense, the team is a business with structure, communication, budgeting and sales functions like any other.

I have always said that it is not difficult to achieve 95% efficiencies/deliverables, but the final 5% is the real challenge. This is where the racing team (or business) has to work hardest to achieve results. Once

you are past the '95% rule', you must take measured and calculated risks, and have faultless products and services.

Very importantly, you need to be able to make changes quickly for the sake of continuous improvement and market leadership and competitiveness. If you see a gap in the market, evaluate it and go for it. If it's not for you, pass it by quickly and look to the next opportunity.

Sir Frank Williams was one of the greatest F1 team owners and he became an icon because of his determination to compete at the top despite a disability. He said: "Believe in your dreams, but more importantly believe in yourself; because that's where dreams begin."

Confidence! Humans need dreams and aspirations for these drive us forward subconsciously or consciously. Confidence is essential and it is grown within individuals and the workforce from strong and empathetic leadership. Some are born with more confidence than others, but we all dream. Therefore, reaching out within an organisation for help, guidance, inspiration and help with almost anything is vitally important.

I have always been confident, which is why I have worked in the commercial side of motorsport and become an author, motivational speaker and event host. My confidence comes from research, preparation and rehearsal. So find a mentor who will develop your dreams.

**To book tickets, visit rec.uk.com/businessdevelopmentmasterclass
To learn more about Richard West, visit www.richardwestassociates.com and [@theconsummatespeaker](https://www.instagram.com/theconsummatespeaker)**



The official magazine of
The Recruitment &
Employment Confederation
20 Queen Elizabeth St,
London SE1 2LS
Tel: 020 7009 2100
www.rec.uk.com

Membership Department: Membership: 020 7009 2100, Customer Services: 020 7009 2100
Publishers: Redactive Publishing Ltd, 9 Dallington St, London EC1V 0LN
Tel: 020 7880 6200. www.redactive.co.uk
Editorial: Editor Ruth Prickett. Production Editor: Vanessa Townsend
Production: Production Executive: Rachel Young rachel.young@redactive.co.uk Tel: 020 7880 6209
Printing: Printed by Precision Colour Printing

© 2024 Recruitment Matters. Although every effort is made to ensure accuracy, neither REC, Redactive Publishing Ltd nor the authors can accept liability for errors or omissions. Views expressed in the magazine are not necessarily those of the REC or Redactive Publishing Ltd. No responsibility can be accepted for unsolicited manuscripts or transparencies. No reproduction in whole or part without written permission.

Leading Experts in Right to Work and Certified Identity Service Provider



We provide thousands of compliant checks for recruiters every month



A straightforward, intuitive and clear service for employers and applicants



A range of Right to Work services offering secure checks, no matter how you onboard applicants



Scan to find out more about our Digital Right to Work service



WHAT HAVE YOU BEEN UP TO? GET IN TOUCH!

Recruitment organisations continue to work with partners and charities to make a real difference since the last edition *Recruiter*...



KINGSTON BARNES TAKES THE TEAM FOR A RIDE

The team at construction, industrial and logistics recruitment consultancy Kingston Barnes has completed a 1,650km cycle challenge for The Lord Mayor of Bristol's Children Appeal, raising an incredible £1,718. The team, on static bikes, cycled 1km for each family supported by the charity, totalling 1,650km – roughly equivalent to the distance from the UK to Spain – in one day, finishing at 16:50 from its Bristol headquarters. The recruiter aims to raise £10k for the charity, with future events including a 5-a-side charity football match in September and a Christmas Quiz. Best of luck, Team Kingston Barnes!



THE CITY RECRUITER'S SNOWDON CLIMB TO SUPPORT SCOLIOSIS RESEARCH

A Manchester recruitment firm has raised thousands of pounds for scoliosis awareness after being inspired by a young woman who was told she might never walk again due to the condition. With the challenge of the 1,085m high Snowdon in Wales, The City Recruiter's Kyle Wilding (top, right) joined a group of budding climbers, including close friend Niamh Finerty (top, left), who discovered she had serious scoliosis as a teenager. The expedition raised a total of £3,140, which will go towards The Scoliosis Association and raise awareness of the disease that affects millions worldwide.



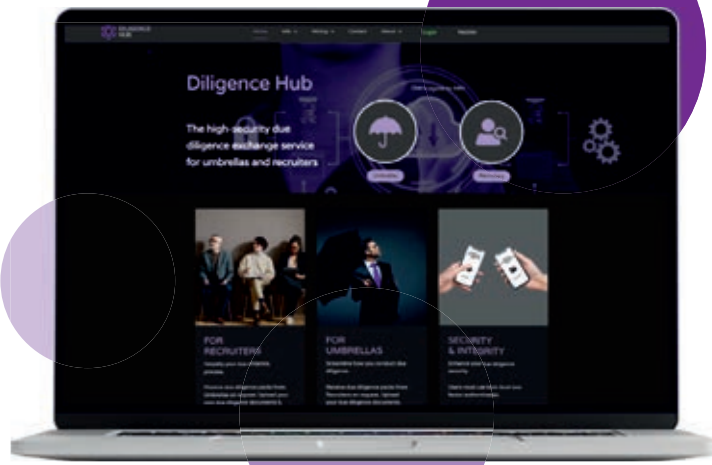
L-r: Jasper Thompson, Velco Vatahov, Carol Jones, Ali Arslan, Tom Burr, Karen Titcomb, Major Ben Neeamuthkhan and Craig Kilminster



GI GROUP HOLDING FIRMS DO THEIR BIT FOR CHARITY

Teams from Bristol recruiters Gi Group UK and Marks Sattin have been volunteering at Help Bristol's Homeless. The local charity turns ordinary, disused shipping containers into safe, warm and unique micro-flats. The recruiters donned their painting overalls to help the charity spruce up the temporary living spaces to house the homeless of Bristol.

And following on from the success of the team's hiking efforts last year, a team of 15 from Gi Group has tackled the 3 Peaks Challenge for the second year running to raise vital funds for Dementia UK and Well Child. Tackling the 30-mile hike up the three highest mountains in England, Scotland and Wales, the team raised an incredible £6,800 for their two chosen charities.



Streamlining Due Diligence for Recruiters and Umbrella Companies

FCSA is delighted to have recently launched **Diligence Hub**, a ground-breaking platform designed to revolutionise the due diligence process for recruiters and umbrella companies within the freelance and contracting sector.

Developed in collaboration with industry experts, Diligence Hub promises to simplify and streamline the often time-consuming task of information sharing, ultimately **saving both umbrella and recruiter valuable time and resource.**

As the leading authority in compliance and professionalism within the contracting industry, the Freelancer & Contractor Services Association (FCSA) recognises the need for a centralised platform that facilitates efficient due diligence practices.

With Diligence Hub, recruiters can access essential

information about companies quickly and easily, enabling them to make informed decisions with confidence.

Umbrella companies also benefit, as Diligence Hub provides them with a streamlined process for sharing critical information with recruiters. By centralising due diligence information in one accessible location, Diligence Hub eliminates the need for repetitive data requests and manual document exchange, allowing umbrella companies to focus their time and resources on serving their clients effectively.

Diligence Hub's benefits include:

- **Saving recruitment agency and umbrella both time and minimising cost**
- **Reducing risk**
- **Ensuring security**
- **Improving compliance**
- **Confirming due diligence**

"Diligence Hub represents a significant step forward in our

ongoing commitment to promoting best practices and transparency within the contracting industry," says Chris Bryce, Chief Executive of FCSA. "By providing Recruiters and Umbrella Companies with a secure platform for sharing due diligence information, we aim to enhance efficiency, foster trust, and drive positive outcomes for all stakeholders."

Diligence Hub empowers industry professionals to make informed decisions efficiently, ultimately driving greater success and compliance across the freelance and contracting sector.

Registration to Diligence Hub is now open for FCSA Members and will be open to non-members shortly.

For more information on Diligence Hub and how it can benefit your organisation, please visit diligencehub.co.uk.

You do the recruiting. We do the screening.

You've found the perfect candidate for the role – but then it's time to begin the compliance process. Thankfully, PayStream's Candidate Screening service can do the legwork for you:

- **Dedicated support team** of vetting professionals
- **Unlimited compliance profiles** set up free of charge to suit your needs
- **Pay for what you need** – no set-up fees, tie in or monthly fixed cost
- **Over 50 checks** – including DBS, right to work and FCA standard

Let us take care of the screening and onboarding, so you're free to focus on what matters most. Save time, money and minimise risks – talk to PayStream today.

Speak to one of our team

T **0161 971 8979** (Option 1)
E **screening@paystream.co.uk**
W **paystream.co.uk**



PayStream*

“It’s important to be open and transparent about a situation, while also instilling confidence in others”

MY BRILLIANT RECRUITMENT CAREER

What was your earliest dream job?

When I was a kid I would sit and watch the news and dream of being a **newsreader**. I guess a big part of my role still involves communicating news, so there is a parallel. It doesn’t feel as glamorous though!

What was your first job in recruitment and how did you come into it?

I started working as a temp for Staffline Recruitment back in 1997, which led to an admin role in their Leicester office. I fell in love with the sense of satisfaction that comes from seeing people who had struggled previously to find work land their dream roles.

Who is your role model – in life or in recruitment?

My role model in life was definitely my Nan. Sadly, she passed in 2021. She was 97 and had seen so much change in her lifetime but took it all in her stride and always saw the best in everyone.

What do you love most about your current role?

People! A cliché I know, but I work in a people profession, in a people team, in a people company, in a people industry. I have a fantastic team and no two days are the same.

What would you consider to be the most brilliant moment of your career?

I was called up on stage at one of our annual conferences, thinking it was



CINDY GUNN
Group head of people at
Gi Group Holding

CINDY GUNN

recognition for length of service – to be surprised with a promotion to HR director. I’ve never forgotten that moment.

Laugh or cry, what did your most memorable candidate make you want to do and why?

I remember interviewing a potential candidate and suffered an embarrassing clothing fail in the middle of the interview. I had managed to shove two mismatched **shoes** on from under my desk and one was higher heeled than the other... We both laughed it off though!

What would you regard as your signature tune?

It is so difficult to pick one song – my music taste is so varied (I used to work in the Heavy Metal industry before recruitment). But one of

my all-time favourites is **Bruce Springsteen**’s *Dancing in the Dark*.

The last few years have been a bit of a rollercoaster. What have you learnt about yourself?

I’ve become more measured in my thought processes. I manage to keep my calm during challenging times, which I’ve been told means my team feel they can lean on me for support.

What personal qualities do you think are needed to lead through change and uncertainty?

The need to have empathy and not presume that everyone is having the same experience as you are. It’s important to be open and transparent, while also instilling confidence in others in their ability to help steer the company through turbulent times. ●

Cindy Gunn spoke with Roisin Woolnough.





MOVERS & SHAKERS

BALTIMORE CONSULTING

The Bristol-based recruitment firm has appointed **Ailidh Van Wyk** as associate director of client engagement, following a six-month secondment in the role. Van Wyk will be responsible for driving sales and delivering quality service to both new and existing clients across vulnerable subject areas in education and social care. She joined the business in 2016, starting her role in education.



CALIBRE ONE

Barry Wahlberg joins the global executive search firm

as partner. Working from Virginia in the US, Wahlberg will focus on searches covering all aspects of the technology marketplace, with a focus on private equity clients both domestic and global. He brings more than a decade of experience in executive search, sales and marketing, and was previously a managing director at ZRG.



CEZANNE

The human resources information system (HRIS) specialist



Coople, a leading digital staffing platform on the European market, has appointed **Hadi Moussa** as its new CEO.

With a wealth of leadership experience from some of the most dynamic and innovative digital marketplaces in the world, Moussa will lead Coople into its

next phase of growth. His career spans roles at Meta (formerly Facebook), Airbnb, Deliveroo and Coursera.

At Meta, Moussa played a pivotal role in strategy, operations and business development to support revenue growth and expand the company's footprint and penetration across Europe, the Middle East and Africa.

Most recently at Coursera, he served as VP and general manager, consumer, where he led and expanded the global consumer business.

One of Europe's largest digital staffing platforms, with over 1.1m registered workers and 30,000 companies, Coople places flexible workers for short to long-term assignments in the areas of catering, hotel, retail, logistics, events, and promotion and commercial sectors.

Cezanne has appointed **Simon Noble** as the company's new CEO. Noble joined the business just under 18 months ago as its chief commercial officer.



FORSYTH BARNES

Jack Shadwell has been appointed executive vice president of the global talent partner's New York City office in the US. He brings invaluable expertise to Forsyth Barnes as the

company continues to expand its presence in North America. With more than 20 years of experience, he joins Forsyth Barnes from the executive VP role at recruitment specialist GCS, where he helped grow the GCS New York and US operations.



FRESHMINDS

The specialist recruitment firm has promoted two long-term colleagues. **Edith**

Email people moves for use online and in print, including a short biography, to recruiter.editorial@redactive.co.uk

Carmichael has been promoted to director of search at the recruiter. She has been at the firm for seven years and will lead the specialist search division. **Thom Cunningham-Burley** is promoted to chief operating officer. Heading up the Consultants On Demand division for six years, as COO, Cunningham-Burley now has an expanded role, which will include leading company-wide sales enablement and talent development strategy.

HIREVUE

A global leader in human potential intelligence, HireVue has appointed **Alberto Silveira** as chief technology officer (CTO) and **Marcy Daniel** as chief product officer (CPO). Silveira brings over 20 years' experience in technology leadership, while Daniel brings a wealth of expertise in product management, product design and data science.

NRG/GREENBEAN

The talent acquisition and recruitment process outsourcing organisations have unveiled a series of pivotal promotions within their senior leadership team. Key appointments include: **Kerri Rankin**, promoted to director of operations; **Julie Mordue**, elevated to associate director of marketing & partnerships; **Georgia Scott**, advanced to associate director of volume solutions; and **Matt Lazenby**, appointed associate director of strategic hiring.



RUBICON PEOPLE PARTNERSHIP

Jess Comolly-Jones and **Terry Porter** (middle and right) have been appointed joint managing directors of the recruiter. The promotions come as **Lloyd Banks** (left) steps down from the employee-owned national recruitment consultancy after 24 years at the helm. Comolly-Jones joined the business as a trainee in 2005, rising to commercial director. Porter joined the following year, also as a trainee, and rose to director of operations.

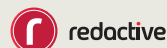
VANTAGE CONSULTING

The engineering & technology recruitment specialist has appointed **David Berks** as new MD as the recruiter expands across the STEM market. Berks brings a wealth of experience in the recruitment market, growing brands to over 200 staff, across five markets, with an international reach.

YODEL

The UK independent parcel carrier has appointed **Alison Richardson** as its new HR director. Richardson has over 20 years' experience in human resources, delivering business improvements and managing relationships with key stakeholders. Previously Richardson led the HR business partner and recruitment teams at Yodel. In this new role, she will lead the full people division with overall responsibility for all 30 HR workstreams.

Recruiter



Redactive Publishing Ltd
Fora, 9 Dallington Street, London EC1V 0LN
020 7880 6200

CONTACTS

EDITORIAL

+44 (0)20 7880 7603
Editor **DeeDee Doke**
deedee.doke@recruiter.co.uk
Contributing writers
Sue Weekes, Roisin Woolnough
Production editor
Vanessa Townsend
vanessa.townsend@recruiter.co.uk
Senior designer **Will Williams**
Picture editor **Jessica Marsh**

ADVERTISING

+44 (0)20 7880 7661
+44 (0)20 7880 6231
display@recruiter.co.uk

RECRUITMENT ADVERTISING

recruitment@recruiter.co.uk
+44 (0)20 7880 6215

PRODUCTION

+44 (0)20 7880 6209
Senior production executive
Rachel Young
rachel.young@redactive.co.uk

PUBLISHING

+44 (0)20 7880 8547
Publishing director
Aaron Nicholls
aaron.nicholls@redactive.co.uk

RECRUITER AWARDS

+44 (0)20 7324 2771
eventsteam@redactive.co.uk

CIRCULATION and SUBSCRIPTIONS

Recruiter is the leading magazine for recruitment and resourcing professionals. To ensure each issue of *Recruiter* magazine is delivered to your desk or door, subscribe now at <https://subs.recruiter.co.uk/subscribe>. Annual subscription rate for 12 issues: £35 UK; £45 Europe and £50 Rest of the world • *Recruiter* is also available to people who meet our terms of control: <http://bit.ly/RecruiterCC> • To purchase reprints or multiple copies, or any other enquiries, please contact subs@redactive.co.uk or +44 (0)1580 883844

CONTRIBUTIONS

Contributions are invited, but when not accepted will be returned only if accompanied by a fully stamped and addressed envelope. Articles should be emailed. No responsibility can be taken for drawings, photographs or literary contributions during delivery, transmission or in the editor's hands. © 2024 Redactive Media Group. All rights reserved. This publication (and any part thereof) may not be reproduced, transmitted or stored in print or electronic format (including but not limited to any online service, any database or any part of the internet) or in any other format in any media whatsoever, without the prior written permission of Redactive Media Group. Redactive Media Group accepts no liability for the accuracy of the contents or any opinions expressed herein. The publishers cannot accept liability for any loss arising from the late appearance or non-publication of any advertisement for any reason whatsoever. ISSN 1475-7478



Total average net circulation between July 2019 & June 2020 – 16,076. *Recruiter* is also sent to all REC members



Recycle your magazine's plastic wrap – check your local LDPE facilities to find out how.



Scan here to get your own copy of **Recruiter**



“It’s essential we recognise now that AI alone won’t resolve the underlying issues being faced”

Alan Furley

Let’s not use GenAI to write ourselves out of a job

Has GenAI made a big difference to our outcomes as an industry?

This is something I considered recently after a client’s over-reliance on GenAI led to them missing out on candidates who did not fit the algorithmic mould – yet I’d argue possessed unique qualities worthy of consideration.

It is also prompted by the fact the recruitment market remains stagnant, meaning we could conclude this AI ‘efficiency’ is mostly driven by a desire to get bums on seats quickly, rather than using it as a strategic hiring tool when used collaboration with trained human skills.

I’m not saying AI’s impact has not been massive in terms of the day-to-day. Automating repetitive tasks, analysing vast amounts of data and providing predictive analytics – all get a big tick.

For scaling tech businesses, which is our bread and butter at ISL

Talent, GenAI can seem particularly beneficial. These companies often experience rapid growth and need to fill positions quickly to sustain momentum, and so many lean into the advantages GenAI provides.

But it’s essential we recognise now that AI alone won’t resolve the underlying issues being faced: a challenging economy, or the need to improve the recruitment industry’s reputation to gain more traction in creating hiring solutions.

Given these limitations, coupled with the fundamental changes it is making in recruitment, we cannot afford to be passive users or observers.

Take one of the primary concerns – potential for bias and the fact AI systems are only as good as the data they are trained on. If this data contains biases, the AI will likely perpetuate them, leading to unfair hiring practices over the long term

– and potentially leading to serious productivity issues for the economy.

These problems exist. A study by the Massachusetts Institute of Technology (MIT) found that facial recognition systems, a type of AI, had error rates of up to 34.7% for darker-skinned women compared to 0.8% for lighter-skinned men.

GenAI also carries the risk of diminishing the experience for clients and candidates if not implemented thoughtfully.

And now, more so than ever I feel, a critical question arises: could tech prevail over recruitment completely in this evolving landscape?

I think striking a balance is paramount but to harness its potential while safeguarding the industry’s reputation, there are three things to take action on as ‘hygiene factors’:

- Augmentation – review and refine AI-driven and human-led processes to align with best practices and ethical standards

- Soft skills development – invest in developing human empathy, communication and critical thinking

- Continuous learning – as a leader, stay informed and lead by example in integrating AI responsibly.

But more than this, as business leaders we need to keep our eyes on the horizon, on our deeper benefit to the economy and enabling productivity and growth. A good recruiter has a real chance to shine in this setting, to get more joy out of advising on the nuances of human behaviour, cultural fit and how businesses can harness these elements.

Maybe this is about believing in ourselves more – because seeing how some recruiters (and in-house teams) are currently deploying AI, the bar could get set so low that we write ourselves out of a job. ●



Alan Furley
is CEO, ISL Talent



**DILIGENCE
HUB**



Save Time

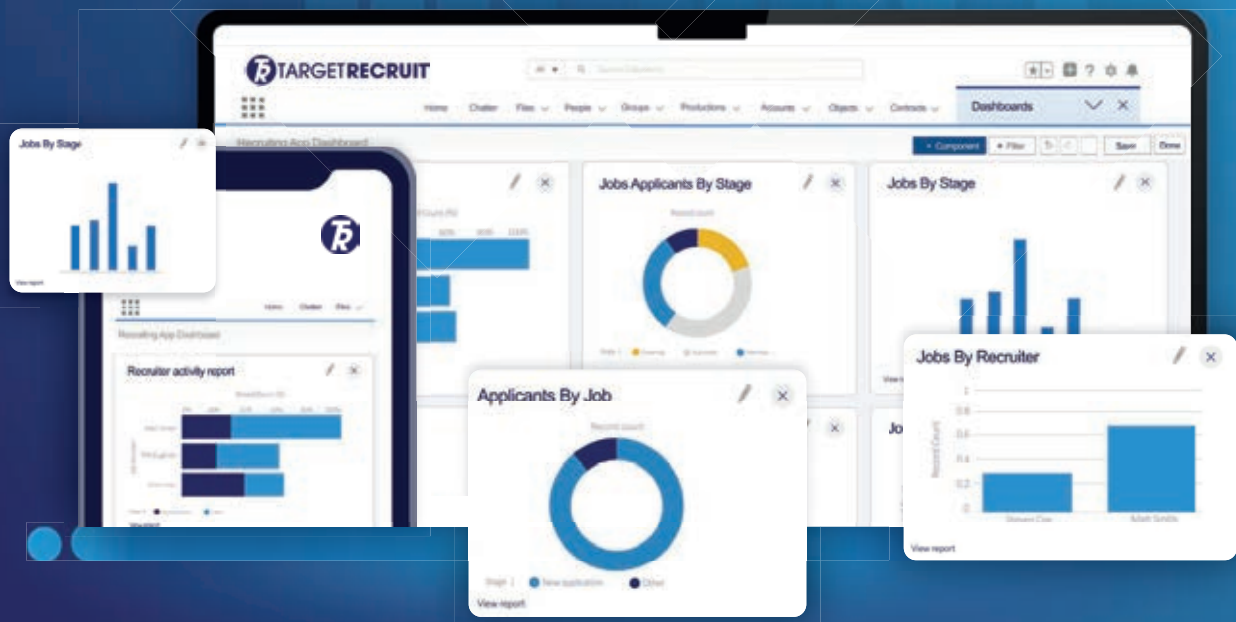
Due diligence done the right way.

Create your compliance pack once,
and share it countless times.

DILIGENCEHUB.CO.UK



Enterprise CRM Software for Recruitment Firms
Built on Salesforce



For when you need a true enterprise CRM software for your established recruitment and staffing agency

Built on Salesforce, TargetRecruit is a full ATS/CRM suite, packed full of innovation. It's a business critical tool which is easy to configure and is customisable to your exact business needs, keeping you ahead of the competition.

Empower your recruitment firm with the ultimate CRM.