

Future of Work

Trends that are Shaping
the Future of Recruitment





Foreword

At LinkedIn, talent is our number one priority. We live and breathe it - it's one of the four operational priorities we measure and our exec team provide updates on it in our bi-weekly company all hands. That's how deep our focus is on talent.

As a HR leader, I am constantly thinking about the Future of Work and how as a Talent Organisation we prepare ourselves and the business for this. Key to building such a strategy is leveraging talent analytics and the insights they produce. Extracting value from all the data we currently have, using machine learning to create predictive data and forecasting future trends based on key data points across industries and geos and then entwining this

with our culture & values, employee experience, purpose and workforce planning helps me navigate the challenges ahead in the digital world of work.

One example of this is in the area of Talent Acquisition. Recruitment today is no longer a function of filling roles. It's about identifying and retaining top talent, as well as predicting what skills and attributes will be needed in the future - where to find them and how to attract them, all of which requires a seat at the leadership table. Recruitment today is fueled by data, and not just during the hiring process, but beyond that, to demonstrate the value of the function. It's a recruiter's instincts combined with data and insights that propels the function

forward and demonstrates its strategic significance. More and more organisations will need to develop this strategic muscle.

In this book, you will read quotes from leading HR executives in the UK who celebrate recruitment and talent and are at the top of their game, leveraging technology and data to transform teams, businesses and sometimes, even the world.

It gives me great pleasure to introduce you to HR leaders who are at the forefront of their profession. I hope you find the content in here, as insightful as I did.



Wendy Murphy

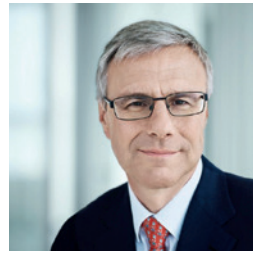
**Senior Director,
HR EMEA at LinkedIn**

Digital Dexterity in Workforce Solutions: Why Does it Matter?

THE
ADECCO
GROUP



THE ADECCO GROUP



Alain Dehaze
CEO

Digital transformation is everywhere. From cars to consumer durables, sensors, artificial intelligence and inbuilt communications have made life unrecognizable compared with our parents. It's the same in our field, Human Resources. We are living this revolution and need to embrace it to understand and prepare for the future of work. At the same time, as world leader, we have a responsibility to show the way and drive change for the benefit of all, offering better user experiences for our clients, candidates, associates and colleagues.

Digitisation in workforce solutions is proving a crucial enabler to helping people find jobs. It brings greater value to clients and candidates. It delivers better solutions, with improved user experience in terms of

convenience, flexibility, speed, and transparency. And digital innovation will drive expanded services, deeper customer relationships and a lower cost-to-serve by reducing manual processes and leveraging technology.

So we're pushing ahead to Perform, Transform and Innovate in the Digital HR services field. Perform by digitising our legacy systems to improve productivity; Transform by bringing traditional offline models fully online (digital twins); And Innovate by adding new services, new business models and new markets to our portfolio in disruptive ways, including the potential of the so called "gig" economy.

But while we like to picture ourselves as innovators based on

our more than 50 years experience in workforce solutions, we are convinced that most innovations nowadays stem from intense co-operation between individuals and teams – no matter how appealing the myth of the lone investor still may be.

As a rule, innovation happens when the best minds and partners come together, learning from each other and collectively devising game changing solutions. Co-operation doesn't have to be among giants: The Adecco Group's digital strategy involves partnering with the best, teaming up with everyone from niche start-ups to household names. So far, we've developed or invested in more than 10 ventures across areas like online staffing and HR services, big data analytics and

assessment – all to better match job seekers with potential employers and to ensure we have a digital champion for every aspect of the HR value chain. In each case, the model allows us to co-create, not just buy in know-how from others.

Our partnerships are as diverse as their names: Beeple, WoWooHR, Talentoday, Adecco Analytics, LinkedIn... Some are commercial relationships or joint ventures; others direct investments or acquisitions, so flexible is our approach.

Thanks to our partnership with Partech Ventures, we have consolidated our process of scanning the market. Having access to a comprehensive sourcing of digital ventures in the European and US start-up ecosystem, with an annual

deal flow of over 4,500 opportunities, it gives us great insights into developments across the technology and digital start-up space, as well as the chance to invest where attractive.

Given the fast changing world of work, digital dexterity will let us enhance our solutions and experience for clients, candidates, associates and colleagues, help us develop and adopt new approaches and create new competencies and business models to lead in the new world of work.



“...innovation happens when the best minds and partners come together, learning from each other and collectively devising game changing solutions.”

Alain Dehaze
CEO

Talent Acquisition for the Future and the Trends That Matter

ARM

arm



Yvonne Erlandsson
Head of Global Talent Acquisition

When it comes to the future of work, there are a number of macro trends changing the world in which we live. These trends have the potential for a domino effect on how we can expect to experience work in the future. At Arm, we are taking a proactive approach to explore these opportunities that are right at our fingertips. Using thought leadership and research capabilities, we are investigating the impact of trends such as Artificial Intelligence, Robotic Process Automation (RPA) and how we can accommodate five generations in the workplace. These will help us to understand how we organise and experience work whilst encouraging communication and collaboration in a progressive organisation to 2020 and beyond.

Given the continued growth opportunity at Arm our people are at the heart of what we do. Looking at how we conduct strategic workforce planning will ensure we have the right people with the right capabilities in the right place at the right time. Understanding our talent capabilities is pivotal when acquiring, developing and retaining the future talent which is essential for us meeting transformational organisational changes and market dynamics.

Based on this we are seeking to move away from requisition driven hiring using traditional job descriptions to a more talent focused approach, looking at 'talent' in terms of capabilities, values and motivations. This will be

fundamentally connected to how we recruit individuals into our business through internal and external talent communities, assessing motivational culture fit and 'what great looks like' in Arm.

Through our early careers programmes, we seek to understand how we can be architects for the organisation of the future and shift the "when" to an even earlier entry point through STEM activities in schools, apprenticeships, internship and graduate programmes. From this, we can grow our own talent for skills that are niche or more difficult to hire in the external market.

At Arm, the culture is collaborative, innovative and inclusive, and this stands us in a great place to

both attract and retain top talent alongside the impact of our work in shaping the world's technology. We are architecting a progressive place to work where we seek to create extraordinary Arm experiences for all our people. We support our people in having an exciting career AND the life they want out of work – in essence this means providing the right development opportunities for people to reach their full potential at work while giving them the flexibility to follow their passions outside the office. You can see this support in action through an informal flexible working environment, high trust approaches to getting work done, sabbaticals to have a break, volunteering activities and an interest in what our people do outside of work. We actively

encourage people to be themselves and one of our core beliefs is “Be your brilliant self”.

In the future of work, we see Talent Acquisition playing a more impactful role in the boardroom using labour market intelligence to allow the business to make informed decisions. Leaning on external and internal talent insights, hiring demands analysis, location strategies and our ‘taxonomy of capabilities’. As a Talent Acquisition leadership team, we now find ourselves with a seat at the table at our executive committees to ensure our people, workplace and location are connected to our future business strategy.

“...we see Talent Acquisition playing a more impactful role in the boardroom using labour market intelligence to allow the business to make informed decisions”

Yvonne Erlandsson
Head of Global Talent Acquisition

The Challenge Economy

BLENHEIM
CHALCOT



Mark Ridley
Group Technology Officer

The next revolution in the workplace, I hope, will include recapturing the spirit of the itinerant journeyman. The German term, “Wanderjahre” referred to the period in which a young craftsman would move from place to place after their apprenticeship. A large component of this journey was to experience different workshops and cultures, developing skills and mindset as part of the quest for eventual mastery.

Evolution from our post-industrial recruitment processes will be driven by the realisation that automation is inevitable in sub-second knowledge worker decision making, or dull, dangerous and dirty manual labour where it is more cost-effective not to pay a human. In this world, people will be valued for the flexibility and creativity which will set us aside

from the machines for a few decades more.

To make the most of this flexibility the 20th century career-for-life will start to disappear. Instead of falling into a path set by our parents, our aspirational career as an accountant or doctor dictated on our behalf before we reach university age, I hope that we will start to understand the capabilities and natural preferences of students while they’re still at school.

Allowing children to discover their own craft, and supporting them as they develop skills which will lead into an enjoyable and valuable career is critical to the workforce of the future. Arguably, apprenticeships already do a much better job of providing practical workplace skills

than college or university education, and are much more appropriate for the majority of careers.

There has been much talk about the growth of the ‘gig’ economy, where work is treated like a series of music gigs, but I prefer to think in terms of what has been called the ‘Portfolio Career’. Instead of a series of relatively low value gigs, or a single career dominated by one profession, the portfolio career will allow workers to blend and balance their experiences, much like artisans on their Wanderjahre.

The development of this portfolio will require a new way for workers and employers to find each other. Instead of hiring for job titles, employers will put teams together for specific projects; or to use a

design thinking term from IDEO, “challenges”. The Challenge Economy will centre around matching talent with meaningful challenges, developing skills and teams and retaining long term relationships with workers who are the right fit for the business during specific projects and phases.

The CV and the interview are no match for this fluid, hyperactive workforce. A new way of evidencing our portfolio, our mindset and our personality for discovery by employers is needed. Similarly, employers will need new ways to advertise their challenges, rather than their staid and unchanging job titles. Matching will need to be rapid and evidence based, hopefully allowing for shorter engagements with less risk, and a greater emphasis

on developing a relationship between company and worker. The obvious benefit is that a two-way trust and rapport can be developed over several engagements, as bigger and more meaningful challenges are accepted and accomplished.

It’s hard to believe that this development won’t itself be a candidate for the use of advanced technology. Recording our portfolios, our skills and mindset and matching these with challenges seems like a natural candidate for automation through machine learning and analytics. Social and skill graphs, and what I call the ‘career graph’, will underpin the matching of interconnected talent and employers.

Perhaps the most powerful change is that within these networks, the challenges and workers don’t need to be physically co-located. We’re already quite capable of connecting with workers all across the world with services like Upwork, but the future challenge worker will be able to work from a beach in Greece or a mountain in Montana on creative, inspirational challenges, perhaps in communities designed to encourage exactly these engagements.

The future of work should ultimately not be defined by technology, but rather by the amazing capacity of the human mind to solve grand problems.

“...employers will need new ways to advertise their challenges, rather than their staid and unchanging job titles.”

Mark Ridley
Group Technology Officer

Gender, Diversity and the Business Impact

COLUMBIA THREADNEEDLE INVESTMENTS



Alison Jefferis

Head of Corporate Affairs, EMEA and Asia

Diversity adds a valuable dimension to money management. At a time when individual investors face increasing challenges, the investment industry needs a broad mix of experience, ideas and opinions to help us understand and deliver the financial outcomes our customers expect.

The financial services industry as a whole still has much to do in terms of diversity, despite the fact it has been an issue on the radar for some time. While there has been some progress made, efforts are typically focused on graduate recruitment, networking, shared interest groups and broad awareness-raising. All of these are important, and they should continue, but surely we are missing something? What if firms

viewed diversity as a customer imperative rather than (or indeed as well as) a corporate one? Perhaps then the issue would command the same attention and competitive drive to win that dominates more commercially-focused challenges.

In thinking about this, there are two key questions to ask:

1. Does diversity provide any benefit to our customers, and is it a benefit they care about?
2. If so, can that contribute to improved business results?

At Columbia Threadneedle, our sole business is to manage other people's money. We provide actively managed investment funds and the primary outcome our customers

value is fund performance after fees. When we began to consider whether diversity is relevant in terms of delivering long-term net outperformance, we found existing research from a number of sources to support the business case. Firstly, we found that mixed-gender investment teams were the best long-run performers. In research measuring results from 12 months to 10 years mixed-gender teams came out on top. We also found evidence that female fund managers produce more consistent and less volatile performance than their male counterparts. During the financial crisis of 2008, portfolios managed by women comfortably outperformed those managed by men. This was attributed to women focusing more on downside protection than

men, sticking to their investment choices (most notably through market turbulence). This diversity of decision making and approach adds to the evidence that mixed-gender teams perform best. Finally, we found research which suggested that while female fund managers are rarely among the top performers, they are less likely to be among the bottom performers. This is linked to them producing more reliable and less volatile results. These are all outcomes our customers value.

The representation of women in asset management is persistently – and alarmingly – low. Women comprise just 9% of investment managers in the UK. . This contrasts markedly with the number of women entering comparable professions;

women now represent 44% of accountants, 48% of GPs and 24% of solicitors at partner level in the UK. At Columbia Threadneedle, 29% of our EMEA-based investment professionals are women. Reflecting on our own experience, we believe that our strong performance track record is due to an established and consistent investment process that generates richer perspectives by sharing insights and exchanging and debating ideas. Put simply, female fund managers can offer different views that help us to deliver better informed investment decisions for our customers.

Our industry is missing out on a huge pool of talent and resources. A pool that is not only populated by individuals who are just as capable

as the men who currently work in the industry, but who could potentially bring an entirely different and valuable skill set into the mix. This matters for an industry trusted to manage other people's money.

“...we found that mixed-gender investment teams were the best long-run performers.”

Alison Jefferis
Head of Corporate Affairs,
EMEA and Asia

Putting Flexibility at the Heart of Human Resources

GALLIARD
HOMES



Victoria Anthony
Group Head of Human Resources

The challenges we face in the HR profession have never been as many and varied as they are today. The established methods of recruiting, developing and retaining people that have evolved over a number of decades are now proving inadequate for the current times.

Flexibility is the umbrella under which everything sits for me. Our employees expect it, the market demands it and the economy dictates it.

I believe we must re-evaluate our preconceived ideas as to what defines a 'career' and consider the 'lattice approach' to work. This would encourage us to implement and support a more fluid and collaborative approach to both job roles and careers. In turn this may

enable us to address the drivers and motivations of the millennials whilst preserving all that is positive about our existing employee base and their needs.

When skills and expertise in our sector are scarce we must respond pragmatically to this new landscape and educate our managers and leaders to think differently. We must not be sceptical of 'job jumpers', but value difference and get comfortable with a remote workforce.

We need to harness the power and possibilities afforded to us by the 'Human cloud' of freelancers and develop strategies to ensure we are securing and matching talent to the right task, at the right time, and for the right price without disadvantaging our permanent

workforce who still, in spite of the many changes, seek engagement, fulfilment and recognition. To remain competitive we must offer an employee proposition which meets if not exceeds these expectations.

We hear much about artificial intelligence and automation and the impact this will have on our role and working lives. As a function tasked with continuously improving the performance of both our employees and our business, the elimination of purely transactional activities, which are a necessity but add minimal value; we should welcome these innovations as creating more space for creativity, entrepreneurship and co-operation.

Ultimately you can't remove the 'Human' out of Human Relations.

The background of the slide is a photograph of a modern interior space. It features a staircase with a dark metal railing and a wooden handrail. Several large, white, spherical pendant lights hang from the ceiling. The lighting is soft and ambient, creating a contemporary feel.

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How the World of Work is Evolving

HAYS

HAYS
Recruiting experts
worldwide



Nigel Heap

Managing Director, Hays UK & Ireland

We may still be waiting to see the shape Brexit will take and the UK economy may be faced with uncertain times, but it is certain that the recruitment and retention of talent will remain one of the top challenges for business leaders. However, that's not to say that there aren't changes taking place in the world of work too – it is constantly shifting and adapting. Here we outline the top three workforce trends.

1. The trend for temporary workers

Skilled temporary, contract and interim workers can bring a valuable skillset to a business to provide a short-term boost to a team or a particular project. Many of our clients are increasingly looking to temporary workers to carry out projects

that would have been managed differently in previous years and this looks set to continue. Organisations want the flexibility that temps can offer. They are searching for a “blend” of temporary and permanent workers to meet the peaks and troughs of the business – ensuring they have access to the skills they need, when they need them. Many of our clients are looking at how they can increase their appeal to temporary workers, particularly in areas of skills shortages where candidates have the choice of employers and often receive multiple job offers.

This trend is also in line with changing candidate expectations, the desire for portfolio working and a greater interest in flexible working.

The entrepreneurial spirit and search for more control over their working life is leading candidates to explore – and express a preference – for temporary working.

2. Multi-generational workforces

Today's modern workforces are becoming more multi-generational than ever before. We see a mix of Baby Boomers, Generation X, Y and Z all working together. People are working for longer for financial reasons, people are entering the workforce sooner because of the rising cost of higher education and this is changing the dynamic of the working population. This new workforce model has to be managed properly with effective leadership, benefits must have an element of personalisation to accommodate

different needs, and employers need to look at how they can position themselves to best attract the different generations.

If employers want to hire the right candidate, it is imperative that they look in the right places. For example, Generation Y, also known as Millennials, were born into the technological age and grew up with the digital revolution. If a company's online presence is non-existent or gives a negative impression they will struggle to recruit. Companies need to make sure their online presence is a strong representation of their brand and appeals to the generation.

3. Changing skill sets

Given that there has been a shift in the types of businesses across the

UK and the way of working, it isn't surprising that this is being reflected in the types of skills employers are looking for and the skills that are most in demand. We are seeing new job titles all the time, particularly within the digital sphere. The job titles of security architects, data scientists and e-CRM automation specialists didn't exist until recently but their stronghold will only continue to take effect as companies look at their digital offering and ensure they have the right people in place to ensure their business is protected – particularly from cyber crime – and is best positioned to grow in our digital economy. Due to the change of pace – how quickly the new skills are being identified and how quickly the new job titles are coming into play – employers are looking for

candidates who they can easily identify as having the necessary skills, who can convey that they have the right transferable skills and who are able to continue to adapt with the changing needs of the company. Employees should therefore be keeping abreast of what is happening in their industry and consider what new skills might be needed in the future for their profession and industry. They should also be developing their transferable “soft” skills, such as communication and negotiation, so they are able to adapt into new roles with greater ease and effectively sell these skills to prospective employers.



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Nigel Heap
Managing Director,
Hays UK & Ireland

Creating a People First Business

HOMESERVE



Greg Reed
CEO HomeServe Membership

Over the past few years, we've worked really hard to transform our business and create a unique culture that every person at HomeServe is proud to be part of.

This means the way in which we recruit and the talent we want to attract has changed fundamentally as experience is no longer the priority; behaviours and attitude have become our number one focus. We simply no longer recruit based on skills, we want People who share our values and who will help innovate and enhance our culture.

As a People first business, bringing in the right attitudes is crucial, and, given the improvements we've seen in our Customer satisfaction and even our stock market value since our cultural transformation, the drive

for attracting top talent is at the top of the agenda at Board level and beyond.

Technology has changed the recruitment landscape with the evolution of social media including sites such as LinkedIn, and this will surely grow in the future. As well as our own digital careers hub, we actively promote employee advocacy and this means our People are vocal on sites that the top talent will look at when considering an application.

Culture becomes even more important when you consider millennials (and soon Generation Z) are making up more and more of the workforce, so you have to be attractive to them as an employer. Younger workers want roles with a

sense of purpose and employers today must make that desire part of their strategy and values.

Your People are truly your strongest asset and we believe if you take care of them, they will take care of your Customers and the rest takes care of itself. This means if you get that right, word of mouth from your People can be a really powerful tool for attracting the best people.

Our People values form part of the interview process and assessment centres so we are able to identify candidates who will enhance and, more importantly, grow our culture and our business, not just in the role they start their career with you in, but across other areas of the company too.

We seek talent from a mix of diverse backgrounds, meaning you can find candidates who bring something new – whilst skills to do the job are important, for HomeServe, our culture is so integral to how we do what we do, that values have become increasingly important over the past couple of years.

Creating a workplace environment where work and fun are seamless, where People have real purpose and most importantly, are engaged, all helps make it a place where people not only want to work, but also become advocates of working there. This can only help attract – and retain – the best talent.

“Your People are truly your strongest asset and we believe if you take care of them, they will take care of your Customers and the rest takes care of itself.”

Greg Reed
CEO HomeServe Membership

Market Disruption & Talent Acquisition

JAGUAR
LAND ROVER



Graham Thompson
People Capability Director

Change or die... sounds a little stark but that is the reality that we at Jaguar Land Rover (JLR), and all other automotive manufacturers are facing. Our strategic need is to complete the change from an engineering company into a technology company as the traditional look and feel of the automotive sector is more than ripe for disruption. Some significant non-traditional players like Google and Apple are already entering our sector so the need to change, adapt and work in a new way is upon us - like it or not.

My role as the People Capability Director at JLR is to devise strategies to attract, train, develop and retain talent in an increasingly global and volatile market place. I have to think and work more in a marketing

mindset and embrace the effect that my recruitment processes have on the candidate / customer. If we give a graduate a poor resourcing experience today, they will share that with their peers – and in ten years' time they will be very unlikely to buy one of our cars.

So in a challenging disruptive world of Talent Acquisition what are we going to do?

1. Develop an Employee Value Proposition

It is crucial that we have a compelling story as to why people should join JLR and also why they should stay. Working in conjunction with our PR teams it is vital that the story we tell has relevance for all sectors of the market place.

2. Embrace Technology

This will be a major way to obtain a competitive advantage in terms of the candidate attraction and experience. We will need a multi-dimensional approach to recruitment as some of our scarce skills need to be sold as an opportunity. Recruiters will not succeed through a cold Applicant Tracking System "how can I hinder you" process.

3. Work with our Product

Marketing teams – go to the experts. Our marketing teams know how to communicate with customers and we will copy with pride. We cannot act as happy amateurs in this place and now need to start to apply data analytics, professional well thought-out communications and

work with thought leaders in Talent Acquisition. The work we have done with the LinkedIn “Elevate” product has been a major enhancement to our resourcing strategy, as carefully curated content really has added to our employment proposition.

4. Understand candidates and employees needs are changing

Not all the talent that JLR needs will want to come and work for us in the UK and also not on traditional contracts. We are not there yet but our vision is to engage with people around the world on contracts / statements of work that suit both parties. This approach is not just a case of being flexible and progressive – it will be a business imperative in order to deliver solutions from a talent pool that is truly global.

We don’t have all the answers but we are trying to adapt and change every day in a world where one size does not fit all. We have a fantastic brand and we are a British success story: but we must still embrace change, or suffer the consequences.



“... adapt and change
every day in a world
where one size does
not fit all.”

Graham Thompson
People Capability Director

The New Big

PAYSAFE



Nicholas Walker
Chief Human Resources Officer

Big used to matter. Big meant big profit, big bonuses, big organisations and clumsy solutions. Big caused recession and collapse. Big was expensive. Big worried about shareholders, not customers. Big was one size fits all. Big put you in a box. Big started to fail. It failed big.

Welcome to the “new big”, a model that sees no compromise or trade off between the individual and collective, a model that’s able to marshal the idea of the sole contributor and scale it.

The new big means big picture made up of fine detail. Thousands of physically and culturally disconnected resources, boundary-less and without face, all working in the same company, but also contributing with the zeal of a start

up. In essence, the ‘new big’ is achieved by acting small.

In a future of work perspective, the “new big” represents a paradigm shift:

- A world without contracts, org charts, titles, borders, boundaries or length of service. Fluid, agile, equal.
- From employee to contributor: A workforce driven by “meaningfully impactful contributions” that make up the big picture.
- A programme oriented, agile workplace: Contributors connected through platforms of mini projects, driven by their ability, value and a common good, working on multiple projects for multiple causes.

- Technology for all – a block chain related platform on which all contributors operate and compete for work. A platform where problems will be posted and solutions created by all.
- Payment via “commission” and “bitcoin”.

How to prepare for the new big?

The ability to manage ‘business as usual’ whilst preparing for the expectations of millennials and the future generation of workers is a huge dilemma - particularly for large companies and HR teams tasked with anticipating and planning for the future.

The ability to change the culture, process and environment in which employees/ contributors operate,


engage, are paid and deliver is a seismic shift that most companies, cultures and indeed economies are going to find incredibly difficult.

Disruptors are already setting some pace through shared work spaces, remote working, bring your own tech to work, flexible contracts allowing contributors to engage with multiple organisations, consulting driven resourcing and cloud computing/ share platforms. These are all very attractive propositions. They're trending and working, but fast becoming the price of entry.

At Paysafe, in line with our ethos and culture, we are moving ourselves into an environment of having centres of excellence across 15 locations world-wide, all contributing to the bigger picture. These teams of agile,

driven contributors are connected by shared platforms and tools which enable them to develop solutions at pace within a trusted and secure environment.

These are small steps...and there is a long way to go to address the 'new big', but Paysafe is readying itself for the challenge. A challenge which is driven in part by the requirements of the merchants and consumers with whom we work with but also the millennials we are trying to attract. Our 'new big' is very much a work in progress, but small increments lead to big outcomes.



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Nicholas Walker
Chief Human Resources Officer

The Remote Workforce

REGUS



Francesca Peters

Chief Talent Officer

The numbers don't lie: remote working is not only on the rise, but it's also fast becoming our new normal. The amount of people telecommuting (who aren't self-employed) dramatically increased by 103% between 2005 and 2016, and many Fortune 1000 staff work away from their desks 50-60% of the time. Research also shows that more than a third of global business directors and managers are planning to allow their teams to work remotely for one or two days per week this year. There are new challenges that must be addressed (and new benefits that should be considered) when deciding whether to allow your team to work away from the office.

Research has shown that more than half (56%) of telecommuters find that remote working helps them to concentrate, while 53% found that the change of scenery improves their overall wellbeing

by removing feelings of 'cabin fever'. The biggest challenge for managers is finding ways to be present, supportive, and motivational without taking away any of these benefits.

As a result, trust is a major component of successful remote management. Directors must be prepared to take a step back and allow staff to handle their own schedules. The reduction in micro-management practices gives staff more independence, which has been shown to increase feelings of confidence and contentment in employees. By encouraging self-motivation and general morale, you should see your staff producing work of a higher quality with greater efficiency.

However, the ability to touch base with (and offer support to) staff throughout

the workday is still very important in this modern, remote working structure. Management teams may no longer be as hands-on as they would be in an office environment, but they should put a support framework in place so that employees are kept 'in the loop'.

This needs to be the case regardless of whether they're working from a co-working space in Thailand, or from a coffee shop two-doors-down. A huge number of teleworkers have said that they want this, with 86% of those surveyed saying that managers should use modern technology – like instant messaging – to stay in touch, while the good old-fashioned phone call shouldn't be forgotten either. Checking in regularly to make sure staff are happy and have everything they need to do their job properly is an important part of remote management.

Thankfully a number of software developers have crafted some helpful apps to make remote team management that little bit easier. Tools such as Asana, Slack and Harvest are designed for communication and project management, helping managers keep employees up-to-date even while they're on the move. Using products such as these can help to provide a firm basis for your communication framework. As more team members work remotely, other cloud based solutions may become useful to your business. These span a number of services, including accounting (Wave) and customer service (Zendesk).

Communication is key, whether this means keeping all your employees connected as they work on a project, or to help them feel less isolated. Having a

'water cooler' channel on Slack – where staff can chat about their favourite Netflix shows, for example – can help to generate feelings of connectivity between team members who may never have met in person. This generation of online friendships can increase comfort and encourage colleagues to speak to each other when they have problems with their work.

Despite advances in technology, face-to-face meetings are still an important part of a team management strategy. For remote work structures, meetings need to strike the balance between maintaining the telecommuter's independence and instilling your own business management style. Scheduling too many meetings can remove the illusion of freedom and cause frustration for staff who use their remote status to travel. When used sparingly (and

scheduled as far in advance as possible), meetings can create a backbone for them to work with in giving staff clear deadlines to work towards. They also form an important part of the communication framework as staff have a set time to raise any ongoing issues or ask about lengthy projects.

Face-to-face meetings also provide a chance for staff to come together and share ideas. Offices aren't quite obsolete yet, and are still an important place for fostering conversation and promoting inspiration. In lieu of a set office to work from, co-working spaces – like the ones we provide at Regus – can give remote staff a similar experience in allowing them to meet and mingle with people with different skill-sets. Encouraging staff to work from co-working spaces while they're travelling can help to foster creativity and inspire in the same way

that a quarterly or yearly office-based brainstorming session can.

For remote teams spread across the globe, technology such as Skype or Google Hangouts can help to encourage creative thinking, both outside of the box and across country borders.

When remote working takes over as the new everyday norm, our businesses need to be ready and waiting. With the right team management and technology in place to support your employees, your company can easily leap from strength to strength while problem-solving any issues that occur along the way. If the future's remote, it's time to start preparing the way for a successful transition today.

AI and the Future of Recruitment

RESOURCE SOLUTIONS

RESOURCESOLUTIONS



Faye Walshe
Global Head of Innovation

There will always be fear and a certain amount of risk associated with the adoption of new technology. But at Resource Solutions, we believe the benefit could outweigh the risk, and embracing the use of AI in certain parts of the recruitment process will allow people the time to focus on the strategic imperative of developing relationships with candidates and clients.

Here are four areas of recruitment where robotics, automation and the use of artificial intelligence (AI) are beginning to make a meaningful impact.

1. Applicant screening

AI software can learn from employer data to determine what a strong candidate profile looks like. The software can assess skills, experiences and other qualities that successful candidates and employees have, and compare them to historic data to rank and prioritise applicants.

2. Interview scheduling

It can be inefficient and labour-intensive for an employee to find availability amongst numerous stakeholders to meet with a candidate. Online tools, such as Calendly, automate interview scheduling to a degree and allow an employer to dedicate their time to higher-priority tasks.

3. Candidate query management

Chatbots simulate human conversation, or chat, through artificial intelligence. Certain early conversations between applicants and employers can be limited in content; straightforward enquiries in relation to salary, policies and culture make chatbots and automation suitable in the recruitment process.

4. Internal mobility & job matching

Having current employees as a source of talent can foster a culture of career development and personal growth whilst reducing attrition and company 'brain drain'. Chatbots can be used internally to understand employees' skills, strengths and career ambitions, whilst

recommending career opportunities they may not have considered (similar to the ‘recommended for you’ options used by Amazon and Netflix).

The opportunity for HR and Recruitment leaders is to harness these new technologies that can have the potential to increase efficiency and reliability. Critically, these could allow staff to focus on work that is more beneficial to the organisation and more interesting for the employee.

“AI in certain parts of the recruitment process will allow people the time to focus on the strategic imperative of developing relationships with candidates and clients.”

Faye Walshe
Global Head of Innovation

Diversity & Bridging the Skills Gap

RICS



Sean Tompkins
Chief Executive Officer

The British inventor of the World Wide Web, Sir Tim Berners-Lee, once noted that “we need diversity of thought in the world to face the new challenges”. It’s a time of significant change, and the challenges the world faces are great. Today, cities are already home to 55% of the world’s population. In 2050, the UN predicts the global urban population will be 66% – around 6.3 billion people living, working and playing in cities around the world.

Urbanisation is fundamental to future growth, productivity, living standards and resource efficiency. In this environment, the role of real estate – and our professionals working in the sector – is vital. We can help cities by providing the infrastructure and environment to

facilitate creativity and innovation. However, to achieve this, we need to attract and retain diverse talent in our industry. And we currently have a huge skills gap.

The global construction industry is set to expand by an average of 3.2% per year for the next decade. The challenge facing the industry on a global scale is how to deliver this unprecedented volume of work. We need a seismic shift in strategy to create skills capacity, from entry level roles to encouraging experienced professionals from other professions into ours. We also need innovation and new enterprise as the existing ways of doing things cannot keep pace with demand.

To put the skills gap into perspective: the UK’s National Infrastructure Plan for Skills reveals that the sector will need nearly 100,000 additional workers by 2020, with 250,000 of the existing workforce requiring retraining and up-skilling as the type of work changes. This is also true of other industrialised markets, such as Australia, Hong Kong and the USA, who are suffering from the dual challenge of an aging workforce coupled with rising demand.

Fostering greater diversity is an important way to increase the number of professionals and skilled trade workers. We can learn lessons from regions who are making the most progress. For example, Norway has had the greatest success with gender diversity – women

account for 35% of the construction workforce. This is compared to 14% in the UK, and just 2% in Greece. But diversity isn't just about gender. A McKinsey report Diversity Matters, showed a linear relationship between racial and ethnic diversity, and better financial performance in the USA. For every 10% increase in Black, Asian and Minority Ethnic (BAME) diversity on the senior executive team, earnings before interest and taxes rise by 0.8%.

Along with EY, RICS published a report in 2016 looking at the current state of play for diversity in our industry, "Building Inclusivity: laying the foundations for the future". It was the first report of its kind to look at all aspects of diversity and inclusion in the land, property and construction

sector. The data was provided by UK firms committed to changing their diversity profile, and shows we are working against a backdrop of low levels of representation: 14% female, 1.2% BAME, 0.6% disability group representation among our professionals.

We need to lead the way to help the profession compete in the war for talent. And this is across all aspects of diversity – recruiting the next generation of surveyors from the whole workforce, not just select parts.

Financial incentives are no longer enough. The industry needs to offer employees the flexible working that allows people to keep commitments outside of work while delivering

within it. We need to cultivate learning agility, adaptability and resilience. Diverse teams adapt better in an uncertain climate with an accelerating pace of change. We need the power of diverse thought more than ever to support our changing world.



“We need the power of diverse thought more than ever to support our changing world.”

Sean Tompkins
Chief Executive Officer

Workplace Evolution: Where to Focus for Success

SHAZAM



Ruth Penfold
Talent Acquisition Director

The workforce continues to evolve and as employers, it's our role to stay ahead of what some of those changes might be, and to keep providing an eco-system that allows people to truly thrive. I think there are a number of areas that employers need to focus on to ensure they continue to attract and retain great talent:

Purpose

People are looking for a real sense of purpose in the work they do, and for that purpose to connect to who they are as people. Increasingly, people will have an environmental approach, so people really do care a great deal about what they do and why they are doing it. Try to make sure that people can find the meaning in their work, and see the

impact that they are having on the 'greater good', even in a small way.

Freedom

The spirit of the entrepreneur is alive and well and growing in your business. Harness it. People want to evolve, up-skill, develop and learn fast, they want to feel like they are truly innovating, so find ways to turn entrepreneurship into intra-preneurship. Give people the space to innovate and grow and in return you will harness their energy in the right way; their ideas and innovations could have a profound effect on the potential growth for your business. Listening and reciprocal education are key, because you will learn a lot more from them than they will ever learn from you. You just need to make sure your company is actually

listening. Freedom is increasingly important to people. The rise of the 'gig economy' is a clear sign of that. Are there things you could do to offer more flexibility to your team?

Diversity

Diversity will be - and should be - the norm, and businesses need to not only reflect that, but also celebrate that by providing truly inclusive environments. Traditional categories will become less and less relevant, so as businesses, we should be aware of that. People entering our workforce today really are truly worldly, and will often have been to around 11 countries by the time they are 16 years old.

Technology

The vast majority of us are now ridiculously efficient at using technology, and increasingly may see people communicating a little better via screen than in real life. We can overcome that as employers by encouraging in person collaboration, and supporting our people to develop their other communication skills where needed.

The key to all of this as employers, is to treat our people like individuals; empowering them to drive their own development, inspiring them to 'lean in' to the business and it's mission, and encouraging them to create the kind of work/life experience that they want to build. The more we can learn to celebrate them as they truly are, the more we will gain from the skills, innovation and experience they can apply to our businesses.

“Freedom is increasingly important to people. The rise of the ‘gig economy’ is a clear sign of that.”

Ruth Penfold
Talent Acquisition Director

Technology, Digitalisation and the UK Civil Service

UK CIVIL SERVICE



Civil Service
Human Resources



Rupert McNeil
Chief People Officer

The nature of work is changing. A new digital wave of automation is occurring and it is likely to impact many traditional white-collar occupations.

Within the Civil Service, these include many front line operational delivery roles: the work-coaches who guide and counsel people using job centres and receiving Universal Credit; prison and probation officers; and members of the Border Force, among others. These roles don't just exist in the Civil Service, this type of carer/case worker role can be found in local authorities (social workers), in education (teachers), and in the NHS. What does that mean for these roles, which make up so many of those across the Civil Service and Public Sector?

Looking at these carer/case worker roles, they will remain as central to what the Civil Service does as policy roles will. However, for the work-coaches having conversations with clients, or the prison officers counselling prisoners, it is clear that technology can and should make these caring professionals even more effective in how they interact with and support the people in their care. It will give them more time to provide that support, in more effective ways, and space for professional growth.

The Civil Service of the future will be a more fluid and permeable place, allowing people to join from and leave to other sectors, both private and public. And it will not only be representative of a diversity of backgrounds and points of view, but a greater diversity of practical

experience, and not just among specialists.

The increasing permeability and digitisation of our work will mean we have access to wider talent pools and different ways of working, so we need to make sure that our recruitment and promotion processes are as inclusive as possible and can recognise people with the right experience, values and potential to be successful in the Civil Service, both within the existing workforce and outside. We will also need to move towards a 'Just In Time' approach to strategic workforce planning, with greater clarity over what is needed for a role and ensuring that we are planning ahead to have the right people in place at the right time.



“The Civil Service of the
future will be a more fluid
and permeable place...”

Rupert McNeil
Chief People Officer

Driving Social Change Together

VOCALINK



Debbie Lombard
Chief Human Resources Officer

For decades, companies have been developing their corporate cultures built on a blend of values and behaviours, which were then disseminated throughout the organisation and employees were then expected to absorb and behave accordingly. In today's rapidly evolving business world, with a new global workforce, this approach seems archaic and stifled. With employees now leading the charge, with their own strong values and expectations, they are pushing their companies to interact for social good and to make a positive impact. In fact, research shows that a huge number of employees today want to use their skills for the greater good – 94%.

Vocalink, a Mastercard Company, has worked hard to create a human-centric approach where we offer personal growth and opportunity to our teams,

and empower them to make a real impact through their work; both in terms of the business and the wider community. Our employees will help shape the structure, culture, values and behaviours that will allow innovation and creativity to flourish, and will see the company grow and succeed in an increasingly competitive environment that takes the part it plays in the world seriously.

That's why I believe the following three areas are critical, both now and in the future, to attracting talent, engendering job and personal satisfaction and, as a consequence, driving loyalty to build different, but better, organisations:

Creation & Innovation

Products can no longer be products for the sake of it. They should be

underpinned by an aim to deliver real social impact. At Vocalink, we take this very seriously, ensuring that as we innovate, we are responding to the unsolved issues from economies across the globe:

- Pay by Bank app, launched in 2016 with Barclays Pingit, allows payments to be made in real time, directly from a customer's bank account via the mobile banking app.
- Similarly, Paym, our mobile person-to-person payment solution offers a revolution in enabling small or micro payments between mobile devices, with a fast, easy identification and selection process for payees.
- Vocalink's Immediate Payments Solution continues to gain traction overseas, empowering global economies to move money in

real-time. Most recently, in Thailand, we have seen over 21 million people register for 'PromptPay', enabling access to instant payments via mobile, online and ATM channels.

- Vocalink's Accura system is currently providing data and insights to financial institutions to help detect and prevent financial crime that can have a devastating impact on individuals, small businesses and big corporates alike.

Trust & Empowerment

Trust and empowerment applies to all stakeholders including employees, consumers, suppliers, merchants, business partners, governments and the communities. It is vital that strategy development, the creation of corporate social responsibility plans and product development must be inclusive in the

future; employees want to contribute to decision making to ensure they feel valued and part of the organisation.

Passion, persistence and pragmatism are the core values that underpin our organisation:

- We focus on developing community links so that we're more engaged with local business and small and medium sized enterprises and how we might utilise their skills or support them where we can. We work specifically in partnership with the Chambers of Commerce to help to empower the local community in this way.
- We recognise that involving our colleagues in decision-making and planning is essential, which is one of the reasons we were awarded Gold against the Investors in People

(IIP) 6th generation framework. We were ranked as 'High Performing', the highest possible level including all three themes in the 'creating sustainable success' category.

Responsibility & Delivery

No longer is it acceptable to pay lip service to a corporate social responsibility statement. You need to deliver what you say you will. Millennials will hold your feet to the fire if they feel that you are not authentic in your claims.

- At Vocalink, 'Responsible Business' is part of our overall company-wide objective reinforcing the fact that the impact we have on society and the environment is an essential aspect of all of our business activity. When it comes to our corporate and social responsibility, volunteering

is a key part of us giving back: we offer all colleagues a day per year to volunteer and share their skills and expertise with any charity or cause of their choice.

- We also help to empower and build the confidence of the future workforce through Young Enterprise where our Vocalink people volunteer as Business Advisors in schools to share their knowledge and insight.

Through all of our efforts we believe we are creating a sustainable organisation of the future that is able to operate successfully in a sensitive eco-system, both locally and globally. Our employees are Vocalink, and it is their respect and concern for communities and the planet that will ensure we will continue to drive social change, empower people and power economies for the better.

About LinkedIn Talent Solutions

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