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Jobs *transform* lives

The future of jobs

Creating the best jobs market in the world by 2025 – findings of the REC's Future of jobs commission



Recruitment &
Employment
Confederation

CONTENTS

FOREWORDS	3
EXECUTIVE SUMMARY	4
<i>"The best way to pre-empt the future is to create it. Let's make the UK the best jobs market in the world."</i>	
1 THE FUTURE OF JOBS – AN INDIVIDUAL PERSPECTIVE	6
<i>"We want a jobs market that works for all, where people can progress and make the most of their potential."</i>	
2 THE FUTURE OF JOBS – AN EMPLOYERS' PERSPECTIVE	18
<i>"For employers, the priority is not only to prepare for the future but to play an active role in helping to shape it."</i>	
3 THE FUTURE OF JOBS – A PUBLIC POLICY PERSPECTIVE	30
<i>"Public policy must support a dynamic and inclusive jobs market, where businesses can thrive and individuals can succeed through work."</i>	
4 THE FUTURE OF JOBS – A LONG-TERM PERSPECTIVE	39
<i>"The longer-term implications of technological change are often underestimated. Employers and policy-makers need to start focusing on this wider timeframe."</i>	
5 CONCLUSIONS AND NEXT STEPS	46
6 RECOMMENDATIONS	50
<i>"Let's build the bridge to the future; let's build the best jobs market in the world."</i>	
APPENDIX	54

FOREWORDS

As a previous Minister for Employment, and a champion of social mobility, I was delighted to chair the Future of jobs commission. We have taken a broad and long-term view of the jobs market encompassing future changes likely to arise due to technology, the speed of change, the make-up of the future workforce, flexible working, and the need to support people on their journey from school to retirement.

There will be turbulent times ahead, and we need big game changes in our education system, as well as significant investment in an all-age careers advice service to ensure that the UK labour market remains the envy of the world. There is a need for a rethink and overhaul in career education, not just in understanding what the future jobs market will entail, but also in helping individuals to develop skills to capitalise on opportunities. A key recommendation of the commission is the need for greater collaboration between business and schools.

I am extremely grateful to the other members of the commission – all experts in their field – for giving up their time to consider the challenges and opportunities that lie ahead. We heard from employers, trade unions, trade bodies, think tanks, and academics, and I would like to thank all of those people too for their valuable input.

I hope this report provides food for thought, and is seen as a helpful contribution to the debate about what the future world of work could and should look like.

Rt Hon Esther McVey MP, Chair of the Future of jobs commission

We are delighted with the output from the REC Future of jobs commission. The commission has taken a long hard look at the UK jobs market and defined a clear desired future state, which includes maximising employment and lowering unemployment. But it goes much further than that, by defining an inclusive jobs market where human potential is maximised. The ability to progress is an important human desire, and the commission felt this needs to be nurtured and supported. The commission has sought to be radical and practical, so that the government and employers can take action based on the recommendations.

This report and the recommendations included are an urgent call to action: if its findings are ignored, the economy will be hindered by increasing skills and talent shortages. The REC will champion the recommendations in this outstanding piece of work over the coming months and years. I would in particular like to thank Esther McVey for so ably chairing and leading the commission, and the other members who have contributed their ideas and time to this important work.

Kevin Green, CEO, Recruitment & Employment Confederation

I was very pleased when Brookson was invited to participate in this very significant piece of work. The most valuable asset that this country possesses is its people and the way that people want to work, and the work that they will do, is changing – and that change is coming quickly. Creating the right work environment for people is of critical economic and social importance, and the recommendations that this commission has produced are aimed at delivering this. Two of the most important themes within these recommendations are, first, the ongoing need for flexibility in the workforce, but delivered in a way that fairly balances the benefits between workers and the businesses that engage them, and, second, the impact that technology will have in terms of how we work and what things we work on. This report covers these and other significant themes and delivers a range of important recommendations.

It is incumbent on all relevant parties – the government, employers, recruitment businesses, employees and service providers – to work genuinely together to build the best work environment possible. Even with this collaborative approach, this will be a significant challenge, but it is one we must meet.

Martin Hesketh, CEO, Brookson



The best way to pre-empt the future is to create it. Let's make the UK the best jobs market in the world.



EXECUTIVE SUMMARY

The UK has a resilient jobs market, which adapted to and survived the recession of 2008/09; there are currently a record 32 million people in work (over 3 million more than in 2010), the employment rate is at a record high of 75 per cent, and unemployment is at the lowest since 1975. The UK employment rate is now the fourth highest in the European Union and is 7 percentage points higher than the EU28 average.

The question posed to the REC's Future of jobs commission was: 'How can we improve on this and what do we want the UK jobs market to look like in 2025?'

The world of work is rapidly changing, and many of the jobs being undertaken today will simply not exist in seven years. At the same time, many new jobs are emerging – driven by the advancement of new technologies such as artificial intelligence, 3D printing, and robotics. Many of these new jobs will require skills very different from today's requirements. In addition, people's expectations of the jobs market, and the way in which they choose to work, are evolving. The rise of self-employment and gig working has been rapid; currently 4.8 million (15 per cent of people) choose to work in this way.

The Future of jobs commission has identified the need to build 'bridges', enabling individuals to progress and develop – with an emphasis on lifelong learning and development. Underpinning this aspiration is a need for schools, businesses, and the government to work together like never before. We want to create an environment that enables people to reach their full potential. Our underlying aim is to establish new building blocks to build the bridge to a future UK jobs market that works.

Over the next few years we want to see a labour market that not just provides an adequate number of jobs, but one in which there are opportunities for all individuals to progress. Social mobility and inclusion should be the norm and not just an aspiration. In an era of disruption, we need an agile labour market that is also underpinned by good hiring and management practices.

The commission examined what this aspirational vision of a future jobs market means for three specific audiences: individuals, employers, and the government:

FOR INDIVIDUALS

The best jobs market in the world for individuals is one with opportunities to get into work and subsequently progress, and one where people have genuine choice in terms of ways of working. A future UK jobs market is also one where individuals feel fulfilled, respected, and recognised, and where people can succeed irrespective of their background. Realising this vision rests largely with the government – particularly with regards to the need for an education system that nurtures individual potential and prepares future generations for the changing world of work. However, a future jobs market must also be one where individuals take personal responsibility for their own career development and take advantage of lifelong learning opportunities. Advice, guidance, and development for all workers is an essential development.





FOR EMPLOYERS

The best jobs market in the world for an employer is one where evolving skills and staffing needs of employers are easily met, where productivity levels are improving on the back of increased investment in skills, where recruitment procedures have been 're-imagined' to reflect the new world of work, and where management and leadership capability has been radically enhanced. Planning for the future jobs market must be a priority for UK plc and for the public sector. Demographics, 'flexible hiring', managing a multigenerational workforce, adapting to new technologies, and the use of data will prove critical to organisational success. As technology, artificial intelligence, 3D printing, and robotics gather pace, businesses, recruiters, and managers must plan their workforce more creatively and ensure that they are able to access the talent that they need. Access to UK, EU, and global talent will remain critical, but we also need to see more employers working with schools and colleges.



FOR POLICY-MAKERS

Policy-makers should seek to 'get in front' of the seismic changes that will impact on the jobs market. The government has a key role to play in ensuring that education is adequately preparing young people for this new world of work. The government must also lead a radical focus on lifelong learning and create an infrastructure that enables individuals of all ages to make transitions and compete in this ever-changing jobs market. The Brexit process will have a profound impact on the UK jobs market; we need to ensure that the post-EU landscape is one in which both demand and supply of staff remains vibrant. In addition to a world-class skills and work infrastructure, we need a progressive and balanced immigration system that allows businesses to fill the jobs they have available. We must not take the UK 'jobs machine' for granted. There is a need for a proportionate and effective regulatory and taxation landscape that reflects modern working practices while also facilitating job-creation.

MEASURING SUCCESS

Growing employment rates and falling unemployment are not the only indicator of a successful jobs market; the commission has identified that progression, productivity, inclusion, and individual fulfilment are also important measures. The commission recommends that we measure these different elements as a means of tracking progress towards the kind of jobs market we want to see emerge over the coming seven years. The REC is committed to playing a leading role in effectively measuring and reviewing progress towards our shared goal of creating the best jobs market in the world by 2025.

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We want a jobs market that works for all, where people can progress and make the most of their potential.
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THE FUTURE OF JOBS – AN INDIVIDUAL PERSPECTIVE

The UK jobs market is seen as a success story; we have record employment and one of the lowest unemployment rates amongst developed economies.

However, if our aspiration is to create a jobs market that works for all, we need to facilitate progression opportunities and create a genuine step-change in terms of inclusion.

The focus must be on the quality as well as the quantity of jobs available, and on ensuring that no one is left behind. A future UK jobs market is where good work is the norm.

From the perspective of individuals, a future UK jobs market should be one where people:

- have opportunities to get into work and subsequently progress within work;
- can succeed through work irrespective of their background;
- have genuine choice in terms of ways of working and contractual arrangements;
- are aware of their rights and have confidence that regulations are being effectively enforced;
- have a voice and feel fulfilled, respected, and recognised.



Inclusive, sustainable growth will depend upon creating a jobs market that can adapt to opportunity and build on the skills and assets of people and places across the UK. Poor-quality careers guidance is a persistent feature of the UK skills and employment landscape.

CHARLOTTE ALLDRITT,
DIRECTOR OF PUBLIC SERVICES
AND COMMUNITIES, ROYAL SOCIETY
FOR THE ENCOURAGEMENT OF ARTS,
MANUFACTURES AND COMMERCE (RSA)



THE FUTURE OF JOBS – AN INDIVIDUAL PERSPECTIVE

A FUTURE JOBS MARKET IS ONE WHERE INDIVIDUALS HAVE OPPORTUNITIES TO NOT ONLY GET INTO WORK, BUT SUBSEQUENTLY PROGRESS WITHIN WORK

'What to do as a job' is the most important life decision that most people will ever have to make – 77 per cent of respondents to a YouGov/REC survey¹ ranked this top, ahead of other life-defining decisions, such as where to live, starting a family, or getting married. This underlines just how important jobs are to people's lives. Not only does it enable you to earn the money you need to provide for yourself and your family, but a job also allows you to feel you are part of something.

Individuals will still need access to entry-level jobs

Overall employment levels are not the only gauge of a successful jobs market, but maintaining a strong demand for staff must remain a priority. The UK's 'jobs machine' must not be taken for granted; job-creation must remain a core priority in a post-Brexit era. Government economic and labour market policy will create the building blocks for the kind of jobs market we want to see in 2025 (we will explore this in detail in Chapter 3).

At the same time, having a job no longer guarantees an escape from poverty: six in every ten of the working-age adults in poverty are in working households. Maintaining opportunities for entry-level jobs will remain important, but this must go alongside a new approach to ramping up UK skills and promoting progression opportunities.

Dismantling existing barriers to progression is the priority

The world of work is rapidly changing, and many of the jobs available today will disappear over the coming years. At the same time, new jobs will require new skills. For individuals to thrive in this new jobs landscape, the emphasis must be on continuous learning and development. Underpinning this is a need for schools, businesses, and the government to work together to create an environment that enables people to reach their full potential.

A key message from the RSA's Inclusive Growth Commission² was the need to *"shift away from lifelong learning being a tool to address failure to being a resource that empowers people to respond to a labour market that is changing like never before"*. The government has an important role to play in ensuring that schools are adequately preparing young people for this new world of work by nurturing a radical new approach to lifelong learning. Forewarned is forearmed: the end goal is to ensure that as many people as possible understand the increasing need to take control of their own development and learning as they navigate the world of work.

The future jobs market must be one that is focused on leaving no one behind. Clear progression routes will become increasingly critical, which is why we need to

1 YouGov survey of 2,040 working-age adults was conducted in September 2015. Available at: www.rec.uk.com/news-and-policy/press-releases/what-you-do-as-a-job-is-the-most-important-decision-in-life-rec

2 RSA. (2017) Inclusive Growth Commission. Available at: www.thersa.org/action-and-research/rsa-projects/public-services-and-communities-folder/inclusive-growth-commission

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Upskilling our workforce will be crucial to ensuring people are equipped to thrive in the future world of work.⁴”

JUERGEN MAIER, CHIEF EXECUTIVE, SIEMENS UK

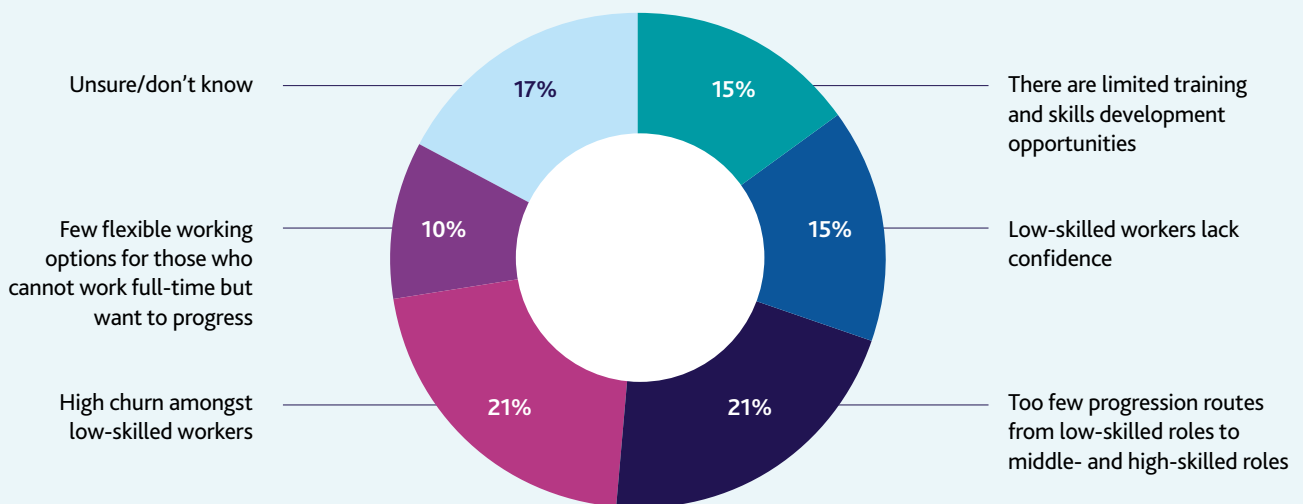


understand and dismantle latent barriers. Recent research³ has flagged a number of key limiting factors, including a lack of internal progression routes, lack of training and development opportunities, lack of flexible work options, and a lack of confidence on the part of workers themselves. A future jobs market is one where these barriers have been addressed.

Boosting progression routes available from low-skilled roles to middle- and high-skilled roles will require action from the government as opportunities within companies will often be limited. This underlines the need for an all-age careers information network that individuals already in work but looking to progress can use as a springboard. People should be able to switch from the technical to academic routes, and back again, to boost career prospects and meet evolving labour market demands. The key is to ensure that individuals have access to the necessary information on how skills and staffing needs are evolving.

Fifteen per cent of low-skilled workers identify a lack of confidence as the most important reason for poor career development.⁵ Incrementally building practical experience in work is one way to break through this barrier. For example, academic research has found that training temporary workers helps to increase employability, in particular by helping to form positive workplace attitudes.⁶

Factors contributing to poor career progression for low-skilled workers, according to employers



Gaining practical experience will fuel progression opportunities

Gaining practical experience and on-the-job learning will remain a crucial element of

3 REC. (2015) *Getting on: what progression looks like for low-paid workers today*. Available at: www.rec.uk.com/_data/assets/pdf_file/0020/260255/Getting-On-2015-progression-for-low-paid-workers.pdf
 4 Speaking at The Spectator Digital Revolution event at Conservative Party Conference (October 2017).
 5 Ibid.
 6 Chambel, M.J. and Castanheira, F. (2012) Training of temporary workers and the social exchange process. *Journal of Managerial Psychology*. Vol 27, No 2. Ehlert, C., Kluge, J. and Schaffner, S. (2012) Temporary work as an active labor market policy: evaluating an innovative activation program for disadvantaged youths. *IZA Discussion Paper*, No 6670.



Work will continue to play a central role in our lives and social identity. It not only represents a means to achieve economic independence; it is also a source of personal fulfilment and social inclusion.

DENIS PENNEL, MANAGING DIRECTOR,
WORLD EMPLOYMENT CONFEDERATION



the journey into the world of work. A recent OECD study of 24 industrialised countries underlined the importance of informal on-the-job learning and found that workers in temporary jobs are *more* engaged in informal learning than permanent workers.⁷ Agency work is also a common way for those previously unemployed to enter the labour market in a temporary role and then to progress to a permanent role. The April 2017 Jobs Outlook survey⁸ found that 23 per cent of employers reported that over half their temporary workers go on to become permanent workers each year.

A future jobs market must be one where individuals are aware of different options available for entering the labour market and progressing in work.

The UK's £35 billion turnover recruitment industry is predicated on helping people get a job, then get a better job. Recruiters support progression opportunities by helping people to change jobs, and by providing work coaching services.

Individuals must take responsibility for their own development

While the government and businesses certainly have a key role to play in helping to build bridges into an ever-changing world of work, individuals will need to take responsibility for their own development and progression. The commission identified a number of specific priorities for individuals, including carrying out their own self-assessment and analysis, building peer and mentoring networks, tapping into coaching and mentoring opportunities, and being aware of how employer hiring and selection procedures are evolving.

How can individuals take control of their progression and compete in a future jobs market?

- Carry out self-assessment and analysis, set personal goals, and take personal responsibility for lifelong learning and development.
- Build wide-ranging peer networks.
- Harness the benefits of coaching and mentoring – and be trained to provide mentoring to others.
- Be aware of how employer hiring and selection procedures are evolving, as well as the skills and competencies that employers will be looking for.

Formal training will remain crucial

Informal on-the-job training will remain crucial, but formal training will also be key for individuals looking to progress in a future jobs market. A significant number of respondents to the REC's 'Getting On' study (15 per cent) identified 'limited training and skill development opportunities' as the single biggest factor in limiting career development for low-skilled workers. This is especially true in sectors such as logistics, which has high barriers to entry and immediate labour and skills shortages.⁹ For

7 Sequeda, M.F., de Grip, A. and van der Velden, R. (2015) Does informal learning at work differ between temporary and permanent workers? Evidence from 20 OECD countries. *IZA Discussion Paper*, No 9322. September.

8 REC. (2017) *Jobs outlook*, April. Available at: www.rec.uk.com/__data/assets/pdf_file/0007/362833/JobsOutlook-April-2017.pdf

9 See REC / Markit Report on Jobs. Available at: www.rec.uk.com/news-and-policy/research/report-on-jobs



Consider one popular estimate that 65 per cent of children entering primary school in 2016 will by the time they are economically active work in completely new jobs that do not exist today. This makes it all the more important that we set learning priorities for young people today that are grounded in a rigorous assessment of what skills will be required of them when they enter the workforce.

HASAN BAKHSHI, EXECUTIVE DIRECTOR,
CREATIVE ECONOMY AND DATA
ANALYTICS, NESTA



example, a worker in a warehouse wanting to transition to become an HGV driver would currently have to fund this training themselves and potentially lose working days. As well as supporting progression, the training of agency workers also helps increase productivity. For example, a study of agency call centre workers in the Netherlands in 2012¹⁰ found that those agency workers who undertook a one-week training course in conversation techniques performed 10 per cent better than the agency workers who didn't receive the training. Despite the clear commercial and individual benefits of training agency workers, in reality it is very difficult for agencies to train agency workers and reap the rewards of doing so.¹¹ Evolving the Apprenticeship Levy into a broader and more flexible training levy that can benefit those working in short-term and temporary contracts would provide an important way forward here.

Agencies currently pay into this levy without being able to access the funds to train temporary staff. The majority of agency workers won't be able to undertake a year-long apprenticeship (the minimum duration for an approved apprenticeship), as fewer than 5 per cent of agency workers are on a single assignment for more than a year. Many commentators are now calling for the levy to be broadened to become a more flexible skills levy.¹² This was also a specific recommendation in the recent Matthew Taylor Review.¹³

There are already established agency training funds in many other European countries, including Spain, Portugal, Italy, Luxembourg, Germany, Belgium, Switzerland, and France. A future UK jobs market must be one where progression is facilitated by access to a more flexible training levy that can benefit individuals working in different types of contracts and working arrangements.

A FUTURE JOBS MARKET IS ONE WHERE INDIVIDUALS CAN SUCCEED THROUGH WORK, IRRESPECTIVE OF BACKGROUND

A future jobs market is one where inclusion and objective hiring are the norm and where individuals feel confident that they can succeed through work, irrespective of their background. To really boost inclusion and social mobility, we must break the 'chicken-and-egg cycle' of limited aspirations leading to limited career opportunities. Individuals must have belief that they have a genuine chance to progress in work.

The inclusion agenda will increasingly encompass pay and progression

The stakes are high – for example, it has been estimated that bridging the UK gender gap in work could add up to £150 billion to GDP in 2025.¹⁴ The inclusion agenda will increasingly focus on more than just fair access to work; representation in senior positions and pay rates are already key focus areas. For example, the gender pay gap currently stands at around 19 per cent, meaning that women make approximately

10 De Grip, A. and Sauermann, J. (2012) The effects of training on own and co-worker productivity: evidence from a field experiment. *Economic Journal*. Vol 122, No 560. pp376–99. DOI: 10.1111/j.1468-0297.2012.02500

11 Sperrmann, A. (2016) How can temporary work agencies provide more training? *IZA World of Labor*, No 251. DOI: 10.15185/izawol.251

12 For example, www.cbi.org.uk/news/cbi-responds-to-launch-of-the-apprenticeship-levy-time-to-focus-on-quality/, www2.cipd.co.uk/pm/peoplemanagement/b/weblog/archive/2017/03/31/apprenticeship-levy-is-inherently-contradictory-say-mps.aspx, www.ippr.org/files/publications/pdf/skills-2030_Feb2017.pdf?noredirect=1

13 Taylor, M. (2017) *Good Work: The Taylor Review of modern working practices*. Available at: www.gov.uk/government/uploads/system/uploads/attachment_data/file/627671/good-work-taylor-review-modern-working-practices-rg.pdf

14 Hampton, P. and Alexander, H. (2016) *Hampton-Alexander Review: FTSE women leaders: improving gender balance in FTSE leadership*. Available at: www.gov.uk/government/uploads/system/uploads/attachment_data/file/613085/ftse-women-leaders-hampton-alexander-review.pdf



The government should examine how the apprenticeship levy could be made to work better for those working atypically, including through agencies.

THE TAYLOR REVIEW OF MODERN WORKING PRACTICES



3.3 million managers in the UK today, but only 34 per cent are women, which means that 513,000 are missing from management.

80 per cent of men's median hourly wage.¹⁵ Pay gaps are a measure of the difference in average hourly pay between different groups and are a good indicator of inequalities in access to work, progression, and rewards. A future UK jobs market is one where these pay gaps have disappeared once and for all.

There are 3.3 million managers in the UK today, but only 34 per cent are women, which means that 513,000 are missing from management. Progress in closing the gap is slow. Based on current trends, the gap will still be 480,000 in 2024. By 2024, the UK will need 1.9 million new managers, but to close the gap, 1.5 million of these need to be women. We need to focus on the 'missing middle' that sees women under-represented in middle management and upwards, facing a 'glass pyramid' on pay and progression.

Better measurement is the way forward

The Equality and Human Rights Commission¹⁶ recently took stock of what needs to change and who needs to take action to reduce gender, ethnicity, and disability pay gaps. Specific recommendations include all jobs being advertised as available for flexible working, greater support for fathers to play more of a role in child care, a new national target for diversity in senior management positions, and progress towards reducing pay gaps by extending reporting to ethnicity and disability and collecting annual statistics. Measurement is a key way forward and was one of the crucial focus areas in recent government reviews into diversity and inclusion, such as the McGregor-Smith Review.

Black, Asian, and minority ethnic (BAME) people are under-represented in business and especially in management roles. Recent research reveals that around 12.5 per cent of the UK population are BAME, yet they hold just 6 per cent of top management positions. Closing this representation gap is an urgent challenge – but also a major opportunity, which could add £24 billion to the economy annually.¹⁷ What's more, the UK's BAME population is set to grow to 20 per cent by 2030, while businesses are missing out on the talent they need. Businesses must work harder to increase diversity throughout the management pipeline, and not just focus on the boardroom. We have to go deeper into companies to understand why so few BAME managers reach the top, and to see how we can create a more diverse management pipeline at every level of business.

CASE STUDY

High Speed Two Ltd – Equality, diversity, and inclusion

HS2 is Europe's largest infrastructure project, designed to increase capacity on our railways and improve connectivity between eight out of ten of Britain's biggest cities, creating thousands of jobs and rebalancing our economy. To match this unparalleled venture in modern engineering with the best talent available, HS2 has been a champion of equality, diversity, and inclusion in recruitment strategies.

Acknowledging the need for HR practices to be a balancing factor in an organisation, HS2 is trialling new recruitment methods, including online, anonymous technical assessments which directly test the key skills required for the role. This new initiative of 'blind-auditioning' introduces objectivity into the recruitment process and ensures shortlisting

15 Catalyst. (2016) *Women in the workforce: UK*. Available at: www.catalyst.org/knowledge/women-workforce-uk

16 EHRC. (2017) *Fair opportunities for all – a strategy to reduce pay gaps in Britain*. Available at: www.equalityhumanrights.com/en/publication-download/fair-opportunities-all-strategy-reduce-pay-gaps-britain

17 CMI. (2017) *Delivering diversity: race and ethnicity in the management pipeline*. Available at: www.managers.org.uk/~media/Files/PDF/Insights/CMI_BAM_Delivering_Diversity_2017_Executive_Summary_Website_Copy.pdf



The gig economy is challenging the very notion of what a job is

ANGEL GURRIA, SECRETARY GENERAL,
OECD



Some people are against diversity of working arrangements, some are in favour. Most people are just confused!¹⁸

GUY RYDER, DIRECTOR GENERAL OF
THE INTERNATIONAL LABOUR
ORGANIZATION (ILO)



is based on ability rather than anything else. The initial pilot resulted in shortlisting for women jumping from 17 per cent to 47 per cent, while success for the black and minority ethnic (BAME) groups soared from 13 per cent to 50 per cent.

HS2 is already changing the way the sector recruits and is determined to ensure its major contractors meet the commitments set out in their contracts to promote inclusion and diversity. For instance, one of the key requirements set to vendors in order to be part of the company's recruitment pipeline is to provide an accessible website, ensuring disabled people are not being excluded from applying.

A FUTURE JOBS MARKET IS ONE WHERE INDIVIDUALS HAVE GENUINE CHOICE IN TERMS OF WAYS OF WORKING AND CONTRACTUAL ARRANGEMENTS

A successful future jobs market is one where flexible working options are available and where people have genuine choice as to how they work. Individual expectations and the way in which they choose to work are evolving. The rise of self-employment and gig working has been rapid; currently 4.8 million (15 per cent) people choose to work in this way.

Flexible working options must become the norm

In recent years there has been a greater recognition within the government and the business community of the need to increase the number of quality jobs that can be undertaken on a part-time or flexible basis. This is important not only to support those who need flexibility to enter the job market, but also to enable people to progress who otherwise would not be able to. However, only 6.2 per cent of quality job vacancies are advertised with options to work flexibly. This compares poorly with the high demand for flexible work (47 per cent of the workforce want to work flexibly).¹⁹ A future jobs market must be one where individuals have genuine choice over how they work. Flexible working options must become the norm and businesses must work to incorporate flexibility into their workforce planning.

CASE STUDY

Capgemini UK's approach to remote working

Capgemini is a global consulting, technology, and outsourcing services company, employing nearly 200,000 workers across over 40 countries, with almost 9,000 working in the UK. Digital technology is changing the world of work and providing flexible working options that are beneficial for all. The key is for companies to embrace a good culture around flexible working.

For instance, software developers within Capgemini are increasingly able to choose where they work because of the high demand for their services and the ease with which they can do their work remotely. This ability to move more frequently between companies makes the long-term benefits traditionally offered by companies, such as pensions and share options, less attractive than better work-life balance and the expertise of the teams they're working in.

¹⁸ Speaking at the World Employment Conference, Paris (September 2017).

¹⁹ Joseph Rowntree Foundation. (2016) *How flexible hiring could improve business performance and living standards*. Available at: http://timewise.co.uk/wp-content/uploads/2016/01/JRF_Flexible_Hiring_Research_Summary.pdf



Only 6.2 per cent

of quality job vacancies
are advertised with
options to work flexibly.

Part of this involves using technology to enhance collaboration and efficiency between office-based permanent workers and flexible workers who are often working remotely. Whereas agile working typically refers to members of different teams co-locating in the same physical space, Capgemini UK has used a number of online software tools to allow virtual co-location between on-site workers and remote workers anywhere on the globe. Online project management software means that on-site and remote workers can organise work between themselves and enable different members of a team to see what another member is working on without having to be in the same physical space.

By creating a workplace that encourages flexible working and has the tools to make remote working as effective as on-site working, Capgemini UK's recruitment teams are able to attract those looking for more flexible work and retain them once their new roles live up to expectations. For instance, the recently launched 'Returners' programme, which seeks to re-hire former employees, has been particularly successful at recruiting parents returning after paternity or, more commonly, maternity leave, as well as career-breakers and former employees who had to take time out for caring responsibilities.

CASE STUDY

Diageo's approach to flexible working

Diageo is a global alcoholic beverage business with annual net sales of over £12 billion. It produces household brands such as Smirnoff Vodka, Captain Morgan Rum, and Guinness Beer. Its global headquarters are in London but it has a presence in over 100 countries worldwide and employs over 30,000 people.

Diageo has taken a range of steps to ensure its employees are able to work flexibly, such as multiple office locations, flexible home working, and an 'output-based' approach to work that focuses more on what gets done than on when and where it gets done. Diageo is keen to promote not just flexible working but also flexible hiring. In their adverts for new roles, Diageo make explicit that they are open to a conversation about flexible working from the very start of the process.

Traditionally large businesses and the teams within them operated a predominantly temporary or a predominantly permanent employment model. By contrast, the gig economy opens up the possibility of a third model, whereby a core of permanent employees are able to draw on a range of flexible freelancers as and when business demand requires them. Increasingly, Diageo recognise that many freelancers enjoy the flexibility to fit work around other commitments in their lives, as well as the ability to build a portfolio.

People work on flexible contracts for different reasons

The positive and empowering reasons that individuals choose to work in this way are often overlooked. *Flex Appeal*²⁰ found that the reasons why people choose to work on a temporary basis are varied. In a survey of over 4,000 British adults, the most common reasons are: to look after children/other family responsibilities; to pursue other interests; to find work and earn money as quickly as possible; to gain experience in a new area of work; to scale back work obligations when approaching retirement; and to supplement regular income. Temporary work also allows those who cannot find permanent work to still work, and to gain valuable work experience as a pathway to permanent employment.

20 REC. (2014) *Flex appeal*. Available at: www.rec.uk.com/_data/assets/pdf_file/0006/155562/Flex-Appeal-2014.pdf

The REC recently worked with the National Institute of Economic and Social Research (NIESR) on the motivations of agency workers in the public sector (specifically supply teachers and agency nurses). The research found that none of the workers they interviewed said they lacked the option of permanent employment and many decided to work this way in a desire for flexibility and a greater work-life balance.²¹ Even if offered the opportunity to work in a full-time capacity, the public sector workers interviewed by NIESR said they would not be interested in taking the job. The government should not limit people's ability to work in different ways, but ensure they are making an informed choice.

A FUTURE JOBS MARKET IS ONE WHERE INDIVIDUALS ARE AWARE OF THEIR RIGHTS AND HAVE CONFIDENCE THAT REGULATIONS ARE ENFORCED

All workers must be protected, supported, and empowered. This can be achieved through a greater awareness of the rights that workers already have through education and communication and by ensuring that current regulations are fit for purpose.

Digital platforms will become more important

The RSA believe there to be 1.1 million people working in Britain's gig economy.²² This is almost equivalent to the current number of agency workers in the UK, which the REC estimate at 1.2 million.²³ REC research – *The Gig Economy: The Uberisation of work*²⁴ – demonstrated how digital platforms are accelerating this trend towards flexible, project-based employment and how this is set to continue. While just 6 per cent of British businesses currently recruit using digital work platforms, 29 per cent say it is likely that digital work platforms will become more important to their businesses in the next five years.

Regulations must reflect the changing world of work

A comprehensive and established regulatory framework is already in place for agency workers, including the Employment Agencies Act, the Agency Workers Regulations, and the Gangmasters Licensing Act. Agency workers are well protected under current legislation in comparison with workers who do not work through an intermediary, especially in comparison with gig workers. Addressing some of the specific challenges of the gig economy was one of the core aims of the Matthew Taylor Review and will be an immediate public policy priority.

A future UK jobs market must be one with a clear and consistent regulatory framework for individuals working on a variety of different contractual arrangements. An important first step is to look at how specific entitlements that agency workers already benefit from – such as written terms and conditions, holiday pay, and maternity pay – might be extended to other types of workers. A further priority is to ensure that workers are aware of the rights and protections that they are already entitled to by law.

21 NIESR. (2017) *Use of agency workers in the public sector*. Report to the Office of Manpower Economics (OME). Available at: www.niesr.ac.uk/sites/default/files/publications/NIESR_agency_working_report_final.pdf

22 RSA. (2017) *Good gigs: a fairer future for the UK's gig economy*. Available at: www.thersa.org/globalassets/pdfs/reports/rsa_good-gigs-fairer-gig-economy-report.pdf

23 REC. (2015) *Recruitment industry trends survey 2014/15*. Available at: www.rec.uk.com/news-and-policy/press-releases/revenue-and-recruiter-numbers-up-as-industry-has-best-year-ever

24 REC. (2017) *The gig economy: the Uberisation of work*. Available at: www.rec.uk.com/news-and-policy/research/latest-research/gig-economy



In 2016 there were 675,000 people who were self-employed and working in the creative industries. This number has risen by more than 25 per cent since 2011. In some parts of the creative industries they already outnumber their 'employed' counterparts, and we expect this trend to continue.

ELIZA EASTON, DEPUTY HEAD OF RESEARCH AND POLICY, CREATIVE INDUSTRIES FEDERATION



81 per cent of people rank 'salary and benefits' as the major factor when choosing a job.

Representative bodies have a key role to play here, and other channels to individual workers, such as Jobcentres and agencies, will also be increasingly drawn upon.

A FUTURE UK JOBS MARKET IS ONE WHERE INDIVIDUALS HAVE A VOICE AND FEEL FULFILLED, RESPECTED, AND RECOGNISED

Eighty per cent of individuals responding to the YouGov/REC survey said that the most important factor when choosing a job is 'doing something I enjoy'. This is echoed at the global level – for example, a World Employment Forum (WEF) study²⁵ of over 30,000 working-age adults found that a 'sense of purpose' ranked as one of the most important criteria when considering a job (second only to pay). People's happiness and sense of fulfilment at work has to be part of how we measure the success of a future UK jobs market.

Pay is still a major driver

Pay is still a major driver, with 81 per cent of people ranking 'salary and benefits' as the major factor when choosing a job. How will this be reflected in a future jobs market? Minimum pay levels should continue to be regularly reviewed by an external body (the Low Pay Commission) and employers will need to keep up to speed with latest market rates in order to compete for the skills and staff they need. Starting salaries will continue to increase in sectors and job roles where the supply of staff cannot meet the demand.²⁶ From an individual perspective, the best way to significantly increase pay levels will be through career progression – whether within the same employer or by changing jobs. This underlines the crucial importance of ensuring that a future UK jobs market is one where progression routes have been radically enhanced.

How will different ways of working impact on pay? In the case of agency staff, only 14 per cent of UK employers say that their temporary workers earn less than they would if they were permanent, whereas six in ten UK employers (61 per cent) say that their temporary agency workers earn the same pay rates they would do if they were permanent, and one in five (19 per cent) say they actually earn *more* than they would if they were permanent.²⁷ The type of contract will have less impact on pay than having the right skills, a desire to progress, and awareness of where to seek support in this quest.

Personal development is an increasing factor

Personal development will be a key factor for the next generation of workers. For example, 80 per cent of Millennials say the opportunity to learn new skills is an important issue when considering a new job, and 22 per cent plan to take an extended break from work to develop new skills and qualifications.²⁸ The 2016 Deloitte Millennial Survey flagged good work-life balance as well as career progression, the ability to

25 World Economic Forum (WEF) Global Shapers Survey is based on feedback of more than 30,000 under-30s from over 180 countries.

26 The REC's monthly *Report on Jobs* shows that this is already a trend.

27 REC/ComRes. (2017) *Jobs outlook*, April. Available at: www.rec.uk.com/_data/assets/pdf_file/0007/362833/JobsOutlook-April-2017.pdf

28 Manpower Group. (2016) *Millennial careers: 2020 vision: facts, figures and practical advice from workforce experts*. Available at: www.manpowergroup.com/wps/wcm/connect/660ebf65-144c-489e-975c-9f838294c237/MillennialsPaper1_2020Vision_lo.pdf?MOD=AJPERES

work flexibly, and a sense of purpose as key priorities for individuals.²⁹ Understanding the aspirations of different generations within the workforce will become increasingly crucial for employers looking to attract and retain key staff.

On the issue of 'employee voice', the commission concluded that a future jobs market must be one where workers have a clear outlet, irrespective of what type of contract they are on. REC research in partnership with the Involvement and Participation Association (IPA)³⁰ showed that intermediaries such as recruitment agencies can play a key role. Representative bodies such as IPSE will also play an increasingly pivotal role in providing support and a collective voice to the freelance community.

CASE STUDY

The Association of Independent Professionals and the Self-Employed (IPSE) support for self-employed drivers

In June 2017, IPSE launched a new membership offering that catered specifically for self-employed drivers who find work through the Uber app. This was part of IPSE's mission to better reflect the reality of self-employment in the UK within its membership.

IPSE worked with Uber to develop a suite of benefits that supports the specific circumstances of professional drivers. Drivers who choose to join IPSE benefit from sickness and injury cover, jury service cover, and access to free advice and support on paying tax as well as personal finance issues such as mortgages, pensions, and saving for the future.

The initial feedback from the drivers has been extremely positive. Support for specific categories of self-employed workers will continue to be a feature of IPSE's work.

The world of work is changing, which means that regulations, hiring practices, training needs, and businesses need to keep pace. It is critical that any recommendations ensure the continuation of the UK's much envied flexible labour market, allowing people to work in the ways that suit them, while also ensuring they are protected, supported, and empowered. This can be achieved through a greater awareness of the rights that workers already have through education and communication, ensuring that current regulations are fit for purpose, providing more support for the self-employed, and through better training and reskilling opportunities for temporary workers.

29 Deloitte. (2016) *The 2016 Deloitte millennial survey: winning over the next generation of leaders*. Available at: www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-millennial-survey-2016-exec-summary.pdf

30 REC/IPA. (2017) *Tune in to temps*. Available at: www.rec.uk.com/_data/assets/pdf_file/0010/382555/IPA-Tune-in-to-Temps.pdf

ACTION STATIONS

Based on the evidence that was put before the Future of jobs commission, below are some practical recommendations to individuals:

- **Take control** – Individuals will need to take responsibility for their own professional and personal development to compete and progress in a future jobs market. Carrying out self-assessments and setting personal goals will form part of this.
- **Be aware** – Hiring and selection procedures will continue to evolve, as well as the skills and competencies that employers will be looking for. Keeping up to speed with these developments will ensure that individuals can find work and progress in work.
- **Get connected** – Building peer networks and links to recruitment experts will be increasingly key. This will help individuals make sense of the fast-changing world of work and jobs market. Harness the benefits of coaching and mentoring – and be trained to provide mentoring to others.
- **Get on the ladder** – Gaining practical experience and on-the-job learning will remain a crucial element of the journey into the world of work. Incremental steps will often be needed to find the best possible role and employer.
- **Know your rights** – All workers must be protected, supported, and empowered. This can be achieved through a greater awareness of existing rights. The government and trade unions will continue to play a key role here, but employers and representative bodies can also take the initiative in ensuring that workers have a voice and are aware of their rights.

02

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For employers, the priority is not only to prepare for the future but to play an active role in helping to shape it.
”

THE FUTURE OF JOBS – AN EMPLOYERS' PERSPECTIVE

Changing demographics, technology, talent shortages, new business models, and changing employee expectations will disrupt the current jobs market. Employers need to prepare for the changes ahead and be proactive in helping to shape a successful post-EU jobs market.

From an employer perspective, a future UK jobs market should be one where:

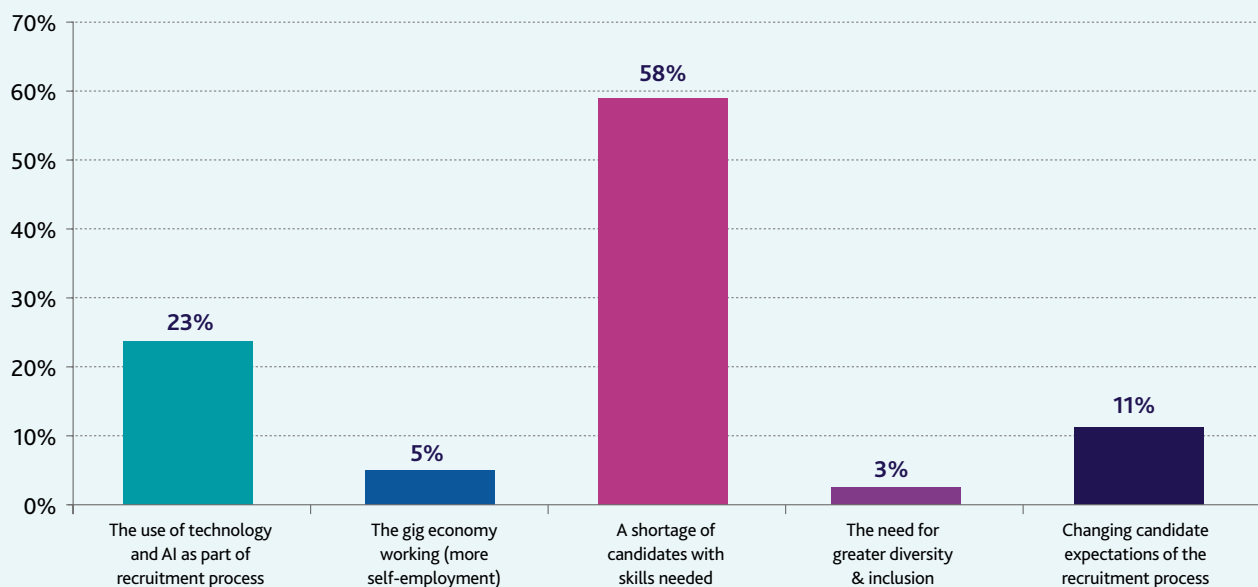
- skills and staffing needs are met, boosting growth and productivity;
- drastically improved recruitment procedures and workforce planning are in place across UK plc and the public sector;
- inclusion is the norm, and is reflected across senior levels as well as in pay;
- employers are building from within and nurturing enhanced and diverse leaders;
- more employers are working with local schools and colleges as 'future of jobs ambassadors'.

THE FUTURE OF JOBS – AN EMPLOYERS' PERSPECTIVE

A FUTURE JOBS MARKET IS ONE WHERE THE SKILLS AND STAFFING NEEDS OF EMPLOYERS ARE MET

Access to candidates with the skills and talent to fill roles is one of the biggest concerns for employers and recruiters in the years ahead. Over half of all firms fear that there will not be enough people available with the skills needed to fill their high-skilled jobs,³¹ and candidate availability has declined month on month since June 2013.³² In a recent poll of almost 200 REC members, 58 per cent said that shortage of candidates with the right skills would have the biggest impact on their business over the next five to seven years.³³ Latest data shows that many sectors, particularly healthcare, social care, construction, and finance, continue to struggle to find the right candidates for roles, both in permanent and temporary positions.³⁴

Which of the following do you think will have the biggest impact on your business over the next five to seven years?



Employers must amplify their collective voice on skills

Business success will be increasingly contingent on the ability of businesses to attract and retain the people they need in order to meet evolving customer demands. So, how can the business community shape the skills agenda over the coming years and finally address the perennial issue of skills and candidate shortages?

31 CBI. (July 2017) *Helping the UK thrive: CBI/Pearson education and skills survey*. Available at: www.cbi.org.uk/index.cfm/_api/render/file/?method=inline&fileID=DB1A9FE5-5459-4AA2-8B44798DD5B15E77

32 REC/Markit. (August 2017) *Report on Jobs*. Available at: www.rec.uk.com/news-and-policy/research/report-on-jobs

33 REC. (August 2017) *Talking Recruitment*. Webinar. Available at: www.youtube.com/watch?v=v1prNGZ7UQg

34 REC/Markit (August 2017). See note 32.



Defining and delivering a joined-up approach to education, skills, and the future needs of employers is fundamental to both the economic success of the country and the prosperity and well-being of all.

NEIL MORRISON, HR DIRECTOR,
SEVERN TRENT



An important way forward is to amplify the collective voice of employers to influence the public debate around immigration, skills, and education. A key message from the recent ReimagineHR³⁵ conference was that business leaders and HR professionals can do more to feed into the political discourse and provide practical, solution-focused perspectives on some of the key challenges facing the UK labour market.

The business community has a pivotal role to play in helping to define what a joined-up approach to education, skills, and the future needs of employers should look like. A future jobs market is one where the collective voice of employers is helping to inform the skills agenda on both a national and regional level.

Employers need to plan ahead and pre-empt future challenges

Leading organisations are already planning ahead. For example, Diageo have a 'Futures Team', which not only looks at how societal changes and evolving consumer needs might impact on products and on the business as a whole, but will also inform thinking on the implications for hiring procedures. Santander have a Head of Future of Work, and npower have a Director of Opportunities, which fits into the organisation's focus on appealing to future talent.

A future jobs market is one where employers will be competing for skills and staff with an increasing number and variety of organisations – especially when it comes to digital. For example, leading banks do not see other banks as their main competition for skills talent; the challenge is to compete with start-ups and tech companies for highly sought-after digital skills.

Leading brands are undergoing fundamental changes in identity and in how they define their whole business. Banks are morphing into digital businesses; energy providers are seeing themselves as retailers. Structural and cultural changes will create a huge onus on HR and recruitment teams over the coming years as employers manage international transformation programmes and look to attract different skillsets to the organisation.

Changes are afoot. Ninety-three per cent of businesses plan to make a design change over the coming years, with 41 per cent planning to move support functions to shared services and 31 per cent looking to eliminate specific roles and departments.³⁶ Greater efficiency is the number one driver of organisation changes in the majority of countries (including the UK).³⁷ Taking a view on mid- and longer-term challenges is a priority, but the reality is that the majority of UK businesses are not geared up to pre-empt some of the major challenges ahead. Business organisations, trade associations, and professional bodies will have a key role to play in galvanising the employers they represent around the future of jobs agenda.

³⁵ The ReimagineHR conference was hosted by CEB (now Gartner) in September 2017.

³⁶ Mercer. (2017) *Mercer global talent trends study 2017: empowerment in a disrupted world*. Available at: www.mercer.com/content/dam/mercer/attachments/global/webcasts/global-talent-trends-2017-europe.pdf

³⁷ Ibid.



Technology is already having a massive impact on the world of work and the pace of this will accelerate. Companies should be planning now and talking to their people about these changes. We have the opportunity to make this a positive development in creating a better workplace for the future, but we need to act now and not just let it happen to us.

JOHN WHELAN, HR DIRECTOR,
PROGRAMMES AND SUPPORT,
BAE SYSTEMS



CASE STUDY

Diageo's approach to attracting high-demand skills

Diageo have observed an increasing pace of change in the consumer goods market. New skills often emerge in a very short space of time, such as the field of net revenue management (that is, using data analytics to better understand customers and optimise revenue). There is fierce competition between companies to employ the services of the small cadre of individuals with the specialist skills required.

Digital has also brought about a step-change in the way that Diageo interacts with job candidates. Whereas digital marketing efforts used to be concentrated on their customers, digital marketing strategies are now employed to target prospective hires. Digital marketing is used to promote not just the Diageo brand products, but also the Diageo brand of what it is like as a place to work. Diageo have followed this marketing approach to recruitment right to the very top of their talent engagement hires. For example, Diageo's Global Head of Talent Engagement has a background in marketing rather than resourcing or HR.

Skills will boost productivity and growth

Despite a robust jobs market, UK productivity is poor compared with other developed nations; UK productivity currently lags 18 per cent behind the average of its G7 competitors – 35 per cent behind Germany.³⁸ Specific causes include lack of long-term business planning, as well as a lack of focus on good business management, leadership, and planning. The commission also flagged skills as a major factor.

The success of a future UK jobs market – including wage growth as well as overall employment rates – will to a large extent depend on finally solving the productivity puzzle. The recent launch of the 'Be the Business'³⁹ initiative is a step in the right direction and will act as a rallying call for British business to be a catalyst for change through benchmarking, collaboration, better leadership, and talent management. The initiative is the brainchild of the Productivity Leadership Group (PLG), which was formed to address the under-performance of productivity in the UK. Helping a large number of companies make marginal gains and do a little bit better in terms of productivity would add £130 billion in value to the UK economy. Making genuine progress will not be easy. But, in the words of Sir Charlie Mayfield, Chair of the PLG and Chairman of the John Lewis Partnership, *"if we manage to unlock the productivity puzzle, there will be plenty of opportunity to see the benefits – through economic growth for UK plc – and for young people to climb the workplace ladder with the promise of skilled jobs in better workplaces."*⁴⁰

A FUTURE JOBS MARKET IS ONE WHERE DRASTICALLY IMPROVED RECRUITMENT AND WORKFORCE PLANNING PROCEDURES ARE IN PLACE

The feedback from both large and small employers feeding into the work of the commission was that the seismic changes to the world of work and the intensifying

38 CMI. (2017) *Leadership for change: CMI's management manifesto*. Available at: www.managers.org.uk/~media/Files/PDF/CMI-Management-Manifesto.pdf

39 Be the Business. (July 2017) *Top business leaders call on the UK to tackle productivity gap at the launch of 'Be the Business'*. Available at: www.bethebusiness.com/wp-content/uploads/2017/07/launch_of_be_the_business.pdf

40 REC. (2015) *Building the best jobs market in the world: the expert view*. Available at: www.rec.uk.com/news-and-policy/research/latest-research/building-the-best-jobs-market-in-the-world-the-expert-view



The World Economic Forum has estimated that **65 per cent** of children entering primary school today will end up working in new job types that don't yet exist.

candidate shortage will require radical changes to hiring procedures and candidate attraction strategies. Some organisations are undergoing deep-rooted culture change to remain relevant and competitive in a fast-changing society and world of work. At the same time, there is a risk that the disconnect between senior leaders and new generations of workers could widen; the HR and recruitment community has a pivotal role to play in ensuring that this chasm is addressed by relentlessly demonstrating the need to reflect changing aspirations and new working patterns.

Pre-empting future skills needs is already a priority

Employers such as npower have seen a big shift in the level of skills needed for entry-level jobs. For example, contact centre staff will be expected to have the knowledge and expertise to answer increasingly technical questions. Digital upskilling is already a priority and will cover an increasingly broad swathe of jobs. A good example of employers taking the initiative in this area is Diageo's Digital Centre of Excellence, which an increasing number of new hires working across a variety of roles will pass through.

In an increasingly competitive labour market for staff and skills, UK employers will need to innovate and review existing recruitment channels. Employers who once focused exclusively on graduates are now taking a broader approach to their early talent needs – for example, apprenticeships. The fact that the Association of Graduate Recruiters (AGR) recently rebranded itself as the Institute of Student Employers (ISE) reflects this trend. Stephen Isherwood, ISE Chief Executive, has argued that *“Brexit, talent gaps and the increasing pace of change are changing the nature of the graduate labour market.”*⁴¹

The World Economic Forum has estimated that 65 per cent of children entering primary school today will end up working in new job types that don't yet exist.⁴² This underlines the need for employers to plan ahead and develop recruitment strategies that reflect this changing landscape. A big onus will be placed on HR and recruitment professionals to define the skills and competencies needed to succeed in these shiny new job roles and to build a swathe of new job descriptions.

Employers need to re-imagine hiring procedures

Organisations are fishing in the same limited pool – especially when it comes to digital skills. Over time, artificial intelligence (AI) will fill some of the gaps, but this will take time. Recruitment will get harder; the only solution is for employers to get better at it.

The need to shake things up is starting to be recognised. For example, four in ten employers admit that the interviewing and assessment skills of their staff should be improved.⁴³ Fifty per cent of HR leaders indicated that they intend to change their job evaluation methodology,⁴⁴ and an increasing number of employers are looking at talent analytics as a means of enhancing the candidate experience and driving better hiring decisions.⁴⁵ However, companies are making relatively slow progress on this with very few able to translate data into predictive insights, and nearly one in four are still only

41 Speaking at the University of Essex Future of the World of Work Conference 2017: www.essex.ac.uk/events/2017/09/25/the-future-of-the-world-of-work-conference

42 World Economic Forum. (2016) *The Future of Jobs: employment, skills and workforce strategy for the fourth industrial revolution*. Available at: www3.weforum.org/docs/WEF_Future_of_Jobs.pdf

43 REC. (June 2017) *Perfect match: making the right hire and the cost of getting it wrong*. Press release available at: www.rec.uk.com/news-and-policy/press-releases/hiring-mistakes-are-costing-uk-businesses-billions-each-year-rec

44 Mercer. (2017) *Mercer global talent trends study 2017: empowerment in a disrupted world* (page 4). Available at: www.mercer.com/content/dam/mercer/attachments/global/webcasts/global-talent-trends-2017-europe.pdf

45 Mercer. (2017) *Mercer global talent trends study 2017: empowerment in a disrupted world* (page 12). Available at: www.mercer.com/content/dam/mercer/attachments/global/webcasts/global-talent-trends-2017-europe.pdf



85 per cent
of HR decision-makers
admit their organisation
has made a bad hire.

able to produce basic descriptive reporting and historical trend analysis.⁴⁶ Interestingly, HR professionals in the UK (as well as in other countries, such as Canada and France) ranked data analytics and predictive modelling as the number one demand skill for the next 12 months.⁴⁷

A future jobs market is one where the effective use of analytics will be widespread. Other significant changes should include flexible hiring becoming the norm, with employers ensuring that flexible working is considered for all appropriate jobs. Job roles and job descriptions will be regularly reviewed so that they reflect the fast-changing needs of the business but also create a clear and compelling 'pitch' to prospective candidates. On this last point, employers will need to ensure that they deliver on their 'jobs promise' – that is, the substance of the job must reflect the description.

Selection procedures and criteria will also evolve. Collaborative hiring – where several people are involved in the selection process, providing balance and a more objective outcome – is a proven methodology that needs to be embraced. Hiring for potential rather than for experience has been a common theme; the challenge is to develop new ways of sifting applications to reflect this change. There is also some debate on what 'potential' actually means. Are we simply talking about future management potential? A number of employers feeding into the commission's work underlined the fact that attracting and retaining technical experts is a priority, even though these individuals may have neither the inclination nor capability to take on managerial roles further down the line. The need to provide recognition and pay progression opportunities for technical and subject-matter experts was also echoed by the Chartered Management Institute (CMI) during their evidence session to the commission.

CASE STUDY

Vodafone's approach to future skills needs

Pre-empting the digital skills of the future is a priority; leading employers such as Vodafone cannot simply be reactive any more. Whereas the main competition for skills previously came from other telecommunications businesses, the organisation is now fishing in the same pond as banks, public sector employers, start-ups, as well as high-profile organisations like Google.

Skills needs are continuously evolving. In areas such as customer service, staff are increasingly expected to also possess key digital and data analysis skills. Talent mapping tools are used to review the availability of sought-after skills in geographical areas. Ultimately, this can inform decisions on whether to maintain, expand or diminish a presence in a particular location. To meet evolving needs, Vodafone are tapping into an international pool to fill critical skills such as big data, cyber security and software development.

Diversity and inclusion remain a major priority, with a huge push at the moment on attracting more women into the sector. As part of this, Vodafone have individuals within their in-house recruitment team who focus solely on encouraging more women to join the organisation.

New technology has driven huge changes in the recruitment process. Vodafone use the HireVue⁴⁸ platform, which captures video applications and uses artificial intelligence to give more insight into candidates and help make better and quicker hiring decisions. The use of video interviews removes steps such as CV reviews and traditional assessments. The process has enabled Vodafone to build their retail team 52 per cent faster.

⁴⁶ Ibid.

⁴⁷ Ibid.

⁴⁸ Available at: www.hirevue.com



Hiring is one of the most important aspects of business growth, but one of the most costly if done wrong. In today's tight labour market there is a full-blown battle for talent, and employers need help navigating the terrain.

BILL RICHARDS, UK MANAGING DIRECTOR, INDEED



In an increasingly candidate-driven market, the key is for recruiters to have specialist knowledge in specific segments of the jobs market. The focus is on establishing functional fit rather than purely cultural fit. This also enables relationships to be built and nurtured with prospective candidates. As part of this, re-establishing some face-to-face contact is becoming increasingly important – lunches are back!

Future recruitment must also be about getting the basics right

As well as driving innovation in the use of AI and analytics as part of the selection process, a future jobs market must be one where the majority of UK employers are getting the basics right, including clear job descriptions, understanding how their brand is really perceived by candidates, and providing line managers with recruitment training. With worker expectations evolving all the time, the candidate experience must be regularly reviewed and improved upon.

UK businesses are currently failing to hire the right person for two out of five roles, despite the significant financial costs of making mistakes. A poor hire at mid-manager level with a salary of £42,000 can cost a business more than £132,000, and the hidden costs involved in bad recruitment include money wasted on training, lost productivity, and increased staff turnover.⁴⁹ Overall, 85 per cent of HR decision-makers admit their organisation has made a bad hire.⁵⁰

At present UK employers are completely underestimating the financial impact of getting recruitment wrong, and are not learning how to improve. This needs to change. Regular reviews and benchmarking of recruitment practices with peers will become increasingly important; existing initiatives such as the Good Recruitment Campaign must be scaled up to ensure that more employers future-proof their hiring strategies.

Effective workforce planning must become the norm

The commission heard from leading organisations such as Mercer and PwC on how organisations can best prepare for the changing landscape. The biggest risk for employers is to do nothing. Businesses must be prompted now to look ahead in order to future-proof their businesses, develop new models, and ramp up long-term workforce planning activities. Some employers are being proactive in looking ahead, but many are not.

Demographics will shape the future of our jobs market. With the Baby Boomers retiring and Brexit impacting on the number of EU workers, the UK is facing a workforce crisis. One in three NHS doctors plan to retire by 2030; organisations such as the cosmetics company LUSH are reviewing where to locate their operations based on the availability of labour. Potential restrictions on immigration are likely to affect Prêt à Manger – where only 1 in 50 applicants are currently born in the UK. At the highly skilled end of the job market, the Royal Academy of Engineering have said that 182,000 higher-level technicians and engineers are needed each year.⁵¹

A core message from the commission's work is that reviewing the current workforce profile is a crucial first step; this will establish the extent of the resourcing challenge facing each organisation over the coming years. Other specific questions that employers

49 REC. (June 2017) *Perfect match: making the right hire and the cost of getting it wrong*. Press release available at: www.rec.uk.com/news-and-policy/press-releases/hiring-mistakes-are-costing-uk-businesses-billions-each-year-rec

50 Ibid.

51 Mercer. (2017) *Workforce Scarcity Response Plan*. Provided to the commission.



Diversity training to overcome unconscious bias doesn't always work, and has been found to backfire in some cases. The challenge is then not just to convince employers that diversity matters, but also to provide them with tools that actually work.

RONY HACOHEN, ADVISOR,
BEHAVIOURAL INSIGHTS TEAM



need to be asking themselves include: are our succession plans in place? What are our current employee skillsets? Where are the gaps? How do our pay levels compare? What are the latest job market trends and what external political and regulatory developments do we need to factor in?

Future workforce planning – asking the right questions⁵²

Better workforce planning is not an option; in a future jobs market it will be a given. These are just some of the questions that employers will need to be asking themselves:

1. What is the current profile of our workforce? Do we hold the right data?
2. What succession plans are in place?
3. What are our current employee skillsets and where are the gaps?
4. Are there any regulatory changes that we need to factor in?
5. What technological changes might have an impact?
6. What are our current pay levels? How do they compare with the market?
7. How can we best prepare for different post-Brexit scenarios?

Effective future workforce planning is not only about capturing accurate data; the quality of the analysis is equally crucial and will enable employers to make the right decisions with regards to people strategies, which will in turn enable organisations to deliver their services and products. Intermediaries such as recruitment agencies can play an important consultative role when it comes to pre-empting practical implications for hiring and people strategies.

A FUTURE JOBS MARKET IS ONE WHERE INCLUSION IS THE NORM, AND IS REFLECTED ACROSS SENIOR LEVELS AS WELL AS IN PAY

The future jobs market must be inclusive, and one where objective hiring is the norm and where tangible progress on diversity (including for senior roles) is visible to all. Culture and values will become ever more important to attracting and retaining key staff and skills.

The inclusion agenda is broadening

Organisational purpose is a core driver for inclusion within many companies we spoke to. The desire to better reflect customer demographics not only requires a revamp of hiring procedures and job descriptions; for some organisations it will require infrastructure changes – not only with regards to disabled access but also in other areas such as prayer rooms. A significant and lasting change is that inclusion is no longer about getting into work; it is about the subsequent progression opportunities and pay levels. Recent data underlines the fact that huge progress still needs to be made on gender and BAME pay gaps. A future jobs market must be one where pay transparency is embedded and pay gaps have disappeared for good.

Shaking up current hiring criteria and procedures is key to social mobility

Recruitment procedures are starting to change. Name-blind recruitment is being taken

⁵² Based on a presentation to the Good Recruitment Campaign Advisory Panel by Martin Tiplady OBE, Managing Director of Chameleon People Solutions Ltd.



£84 billion

the cost of poor management to UK employers

forward, and organisations such as Penguin Random House and CITB have also removed academic qualifications as a factor in the selection and hiring process. This – together with other developments such as collaborative hiring – will play a key role in boosting the social mobility agenda. There is increasing recognition that the vast majority of jobs can be done flexibly but that more needs to be done to make candidates aware of these options from the outset. A future UK jobs market is one where flexible hiring – as well as flexible working – is the norm. This in turn will boost the inclusion agenda.

CASE STUDY

King's approach to boosting gender diversity in the games industry

Founded in 2003 as an online games company, King has become one of the leading interactive entertainment companies for the mobile world, with an annual turnover of US\$2 billion and 314 million monthly active users across web, social, and mobile platforms. King's idea of *bitesized entertainment* encapsulates the notion that people are on the move yet wish to stay connected. Its engineering and design teams have built a world-class technology platform to successfully provide engaging games such as Candy Crush and Bubble Witch.

King retains a high-growth start-up culture, always open to ideas and change, agile and adaptable, creative and collaborative. These are the very values that are reflected in its hiring practices. Resourcing strategies have focused on linking technical skills with creativity as well as ensuring new recruits are a good cultural fit. A rigorous recruitment process of interviews and other tests are put in place to assess both the skills and values of its 400 employees in the UK and of around 2,000 employees worldwide. King strives to maintain the creativity of its people with small autonomous teams that sit within a strong organising framework, and encourages teams to try, test, fail, start again and learn from their experience. The company also underlines the importance of remaining aware of players' changing needs and of the new skills required of its team to adapt to the evolving world of games.

King strives to overcome the hurdles the games industry has faced relating to diversity and inclusion. The company is at the forefront on matters of diversification, both within the company culture and the games they create. King's employee network Women@King aims to attract more women into the games industry. King is a founding industry partner of ADA, the National College for Digital Skills, and supports its mission that within five years half of their student intake will be female and at least half will be from low-income backgrounds.

A FUTURE JOBS MARKET IS ONE WHERE MORE EMPLOYERS ARE BUILDING FROM WITHIN AND NURTURING NEW AND DIVERSE LEADERS

Businesses are investing in skills (more than £45 billion a year), with well over half of all employees (63 per cent) receiving some training during the course of a year.⁵³ However, more needs to be done to provide development and progression opportunities for all and to build a new generation of leaders with the awareness and skills to thrive in a changing world of work.

New approaches to leadership development and performance management are key

More employers are reviewing their performance management processes to ensure that

⁵³ CBI. (July 2017) *Helping the UK thrive: CBI/Pearson education and skills survey* (page 8). Available at: www.cbi.org.uk/index.cfm/_api/render/file/?method=inline&fileID=DB1A9FE5-5459-4AA2-8B44798DD5B15E77



It is becoming increasingly important to ensure that people are proud of the company they work for and believe in the purpose.⁵⁷

MERCEDES ERRA, EXECUTIVE
PRESIDENT, HAVAS WORLDWIDE AND
FOUNDER OF BETC



So-called 'accidental managers' cost UK plc £84bn in lost productivity every year. We need professionally qualified managers and leaders with world-class skills to compete internationally.

ANN FRANCKE, CHIEF EXECUTIVE,
CHARTERED MANAGEMENT INSTITUTE



they are fit for purpose and are inspiring employees to remain and progress within the organisation.⁵⁴ The majority of companies (88 per cent) made some changes to their performance management approach last year.⁵⁵ This will remain a critical area, but it must go hand in hand with more investment in nurturing management and leadership capability if UK plc is to compete and succeed globally.

Poor management costs UK employers around £84 billion a year; according to the OECD, this is one of the biggest factors in our competitive weakness and poor productivity levels. The UK currently has an estimated 2.4 million untrained 'accidental managers' promoted into leadership roles because of their functional expertise, but left to sink or swim when it comes to management. The Chartered Management Institute (CMI) predicted that the UK will need 1.9 million new managers by 2024. Ensuring that our education system is nurturing a new generation of leaders is the way forward in the long term; in the short term, more investment in management training and mentoring is key.

A future world of work will require new leadership skills

Trust in leadership and management is essential to productivity and business success – 85 per cent of managers agree that trust is vital to an organisation's success. In rapidly growing organisations, 68 per cent of managers have high trust in leaders, but this reduces to 15 per cent in those that are declining. Only 36 per cent of middle managers say they fully trust their leader.⁵⁶ When giving evidence to the Future of jobs commission, the CMI identified specific behaviours that future leaders will need to demonstrate, including the ability to share their thinking, admit mistakes, encourage people to raise issues, and uphold company values. A fast-moving future world of work will require inspirational, high-visibility leaders.

An evolving world of work will require evolving leadership skills. Here are five behaviours of future leaders:

1. Open – Good at sharing their thinking.
2. Honest – Admitting mistakes and learning from them.
3. Approachable – Encouraging people to raise issues.
4. Role model – Being visible, inspirational and modelling behaviour.
5. Genuine – Personal values mirroring the organisation's.

A future UK jobs market and business landscape must also be one where there is diversity in senior positions. The initial focus of gender equality has led to a broader debate on how representative UK boards and management populations are. Individual businesses can lead the way, and there is a key role for business federations and professional bodies to play in galvanising member organisations around this agenda and driving change across the specific sectors they represent.

⁵⁴ Mercer. (2017) *Mercer global talent trends study 2017: empowerment in a disrupted world* (page 8). Available at: www.mercer.com/content/dam/mercer/attachments/global/webcasts/global-talent-trends-2017-europe.pdf

⁵⁵ Ibid.

⁵⁶ CMI. (2017) *Leadership for change: CMI's management manifesto*. Available at: www.managers.org.uk/~media/Files/PDF/CMI-Management-Manifesto.pdf

⁵⁷ Speaking at the World Employment Conference, Paris (September 2017).



Employers and recruitment experts have a key role to play by working with local schools, colleges and universities to raise awareness of how the world of work is changing. It is in all our interests to ensure that future generations feel prepared and confident.

LOUISE HEWETT, FOUNDER OF HEWETT RECRUITMENT



A FUTURE JOBS MARKET IS ONE WHERE MORE EMPLOYERS ARE WORKING WITH LOCAL SCHOOLS AND COLLEGES AS 'FUTURE OF JOBS AMBASSADORS'

Finding people to fill skills and labour shortages within the jobs market remains the biggest concern for recruiters,⁵⁸ and this concern has intensified in anticipation of the end of free movement of labour as the UK leaves the EU. The business community has to step up and be proactive in driving the local skills agenda.

Businesses are already engaging with local schools and colleges

Four out of five (81 per cent) businesses currently have at least some links with schools and/or colleges,⁵⁹ and 75 per cent of businesses are willing to play a greater role in delivering careers advice in the future.⁶⁰ Santander provide advice to over 5,000 school children a year on understanding the world of finance, as well as the broader world of work. One priority is to raise awareness of the variety of roles that exist within the banking sector. This drive to boost 'visibility' of the different jobs and career paths on offer will become an increasing priority for employers across a range of sectors.

Business engagement must be scaled up in the future

The commission also heard from employers already actively engaged with Local Enterprise Partnerships, who argued that despite the positive intentions, businesses find it hard to commit in practice. Practical actions to galvanise more businesses include large employers 'spreading the word' through their supply chains and representative bodies galvanising their membership base on both a regional and sectoral level. Business leaders can play a key role in providing work experience, advice, and coaching to pupils and in influencing the local skills agenda. The Worcestershire LEP case study is a great example of this – the challenge ahead is to scale up activities that are demonstrating tangible benefits.

CASE STUDY

Provided by Ben Mannion (Hewett Recruitment), chair of 'Connecting Schools and Business' in Worcestershire

Business working with schools through the Worcestershire Local Enterprise Partnership (WLEP)

The Connecting Schools and Business Programme (CSAB) was established in 2013 as part of Worcestershire LEP's overall employment and skills strategy. It is an ambitious project focused on building relationships between schools and businesses, with a focus on establishing lines of communication directly with young people and their parents and guardians.

The CSAB programme initially focused on the delivery of a number of key projects, including:

- developing a skills show and arranging careers fairs;
- driving the apprenticeship agenda locally through initiatives such as annual apprenticeship awards and development of a 'clearing house' for apprenticeships;

58 REC. (2016) *Recruitment industry trends survey 2015/16*. Available at: www.rec.uk.com/news-and-policy/research/recruitment-industry-trends2

The top concern for recruiters working in permanent recruitment in 2015/16 were a lack of relevant skills and experience amongst candidates (21 per cent), Brexit (19 per cent), and a shortage of candidates (15 per cent).

59 CBI. (July 2017) *Helping the UK thrive: CBI/Pearson education and skills survey* (page 9). Available at: www.cbi.org.uk/index.cfm/_api/render/file/?method=inline&fileID=DB1A9FE5-5459-4AA2-8B44798DD5B15E77

60 CBI. (July 2017) *Helping the UK thrive: CBI/Pearson education and skills survey* (page 10). Available at: www.cbi.org.uk/index.cfm/_api/render/file/?method=inline&fileID=DB1A9FE5-5459-4AA2-8B44798DD5B15E77

- Careers and Skills Central – online hubs for mapping out possible educational paths and for businesses to register work placements that young people can apply for;
- Skills Manager – an online record of achievement that effectively builds a first CV for a young person.

Practical support is delivered to schools through Enterprise Advisors (EA) – individuals from business and other fields who are assigned to a school. The first task for an EA is to produce a 'state of play report', identifying gaps in current careers guidance as well as what is already working well. This can then be used to promote sharing of best practice between educational establishments and to identify areas where specific businesses can be engaged to help.

In Worcestershire, two Enterprise Co-ordinators are funded through the 'Open for Business' fund to identify, check, and assign EAs to educational establishments: 47 out of 48 educational establishments are currently engaged, with 26 EAs assigned and a further 10 awaiting clearance. The goal is to get full EA assignment coverage across all educational establishments and for this to be a sustainable model moving forward.

ACTION STATIONS

Based on the evidence that was put before the Future of jobs commission, below are some practical recommendations to employers:

- **Plan for disruption** – Changing demographics, technology, talent shortages, and changing employee expectations will combine to disrupt the jobs market. Businesses need to plan for this and develop robust workforce planning. Doing nothing is not an option.
- **Re-imagine hiring procedures** – Businesses will need to radically change current hiring practices to appeal to future generations and cope with intensifying skills shortages. Recruitment will get harder; employers must get better at it. Regular reviews and benchmarking will be essential; initiatives such as the Good Recruitment Campaign must be scaled up to ensure that more employers future-proof their hiring strategies.
- **Make inclusion the norm** – Employers will need to measure and deliver tangible progress on diversity and inclusion, including for senior roles and with regards to pay gaps. Re-evaluating recruitment procedures, embedding flexible hiring, and measuring progress are key ways forward.
- **Build from within** – Businesses are investing in skills, but more needs to be done to provide development and progression opportunities for all and to build a new generation of leaders with the awareness and skills to thrive in a changing world of work. New approaches to performance management and management development are crucial.
- **Be 'future of jobs' ambassadors** – The business community must drive the local skills agenda and take a proactive stance in approaching schools, colleges, and universities to provide work experience placements, jobs, advice, and coaching. We all have a stake in building better bridges into the world of work.

03

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Public policy must support a dynamic and inclusive jobs market, where businesses can thrive and individuals can succeed through work.

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THE FUTURE OF JOBS – A PUBLIC POLICY PERSPECTIVE

A core theme throughout the commission's work has been that education ultimately holds the key to individual fulfilment in work and to businesses being able to access the staff and skills they need to compete. Building a bridge between education and work will be key to the mid- and longer-term success of the UK jobs market. We also need to ensure that people can benefit from training and progression opportunities, whatever type of contract they are on.

From a public policy perspective, a future UK jobs market should be one where:

- a solid bridge between education and the world of work has been built;
- all people have opportunities to progress in work through access to training, irrespective of what type of contract they are on;
- there is a long-term cross-party commitment on boosting skills as well as a balanced immigration system that allows businesses to access staff where needed;
- regulations reflect modern working practices but are proportionate and effectively enforced;
- the right infrastructure is in place to facilitate career transitions and support jobseekers in a fast-changing world of work;
- the UK is recognised as one of the best jobs markets in the world.



Only 10 per cent

of secondary schools currently put enough emphasis on preparing students for the workplace.



In our schools, careers guidance needs to have as much emphasis as the university application process, working with firms, business organisations and others, to inspire and inform young people as to the full range of possibilities and potential pitfalls they may face in transitioning into work.

CHARLOTTE ALLDRITT, DIRECTOR OF PUBLIC SERVICES AND COMMUNITIES, ROYAL SOCIETY FOR THE ENCOURAGEMENT OF ARTS, MANUFACTURES AND COMMERCE



THE FUTURE OF JOBS – A PUBLIC POLICY PERSPECTIVE

A FUTURE UK JOBS MARKET MUST BE BUILT ON A SOLID BRIDGE BETWEEN EDUCATION AND THE WORLD OF WORK

It all starts with education. This was one of the first messages to emerge from the commission's deliberations. We need to ensure that our education system is adequately preparing individuals for the 'brave new world' of jobs. Ofsted found that only 10 per cent of secondary schools currently put enough emphasis on preparing students for the workplace.⁶¹ This needs to change. Firmly embedding awareness of the world of work into the school curriculum will be an important first step, but a more fundamental and radical review of our current education system is needed.

Better careers information and reintroducing work experience are part of the solution

More than four out of five businesses (84 per cent) across the UK feel that the quality of careers advice young people receive is not good enough.⁶² Among businesses perceiving barriers, nearly half (47 per cent) report that local schools or their pupils do not seem interested, and more than a third (35 per cent) cite too little guidance and support on how to make work experience placements worthwhile for young people.⁶³ Progress has been made through the work of the National Careers Service and the Careers and Enterprise Company (CEC),⁶⁴ but the fast-changing world of work makes it more important than ever to develop a genuinely world-class careers network in our schools.

Tapping into the expertise of employers and recruiters would provide a means of delivering information cost-effectively; the key is to carve out time in the curriculum to make this happen more systematically. Teachers should receive appropriate training on the jobs market and changing employer requirements, with Inset days used to build new understanding and capability. The business community should be seen as partners in helping to develop 'future of jobs' learning materials for both teachers and students.

The aim must be to no longer flag linear career routes

The Confederation of British Industry (CBI) has found that employers rate attitude as more important than academic achievement. The most important factor employers consider when recruiting school- and college-leavers is their attitude to work (86 per cent), followed by their aptitude for work (63 per cent) and general academic ability (43 per cent).⁶⁵ We need to prepare people for this dynamic environment. The aim must no longer be to simply flag specific professions and linear career routes; it is about

61 Ofsted. (2017) *Reports*. Available at: reports.ofsted.gov.uk/

62 CBI. (July 2017) *Helping the UK thrive: CBI/Pearson education and skills survey*. Available at: www.cbi.org.uk/index.cfm/_api/render/file/?method=inline&fileID=DB1A9FE5-5459-4AA2-8B44798DD5B15E77

63 Ibid.

64 House of Commons Library. (June 2017) *Careers guidance in schools, colleges and universities*. Available at: <http://researchbriefings.files.parliament.uk/documents/CBP-7236/CBP-7236.pdf>

65 CBI (2017). See note 62.



With the UK competing internationally for jobs and investment, our young people must have access to world-class careers advice to help them gain the skills they need to succeed in work and life.

DR NEIL BENTLEY, CEO, WORLDSKILLS UK



Can the UK become a growth mind-set nation? One way forward is to firmly embed this within our schools.⁶²

MATTHEW SYED, AUTHOR AND JOURNALIST



86 per cent

of employers say attitude to work is the most important factor when recruiting school- and college-leavers

raising awareness of the broad skills and attributes that will serve individuals well during the course of their working lives.

'Employability' is no longer the right terminology to use, as many individuals will choose to work not as employees but as freelancers, independent professionals or contractors. For example, in some parts of the creative industries self-employed workers already outnumber their 'employed' counterparts, and the Creative Industries Federation expect this trend to continue. Information within schools and colleges should include a focus on different ways of working within a twenty-first-century jobs market.

A more fundamental and radical review of our current education system is needed

Careers information and work experience are only part of the solution. As the commission heard evidence on some of the seismic changes impacting on jobs and the world of work, the conclusion was as follows: a fundamental review of the education system is needed to ensure that it is reflecting and preparing young people for the changing world around us. This should cover what is being taught and how it is being taught, and include analysis of how people currently transitioning into work are faring, and what we could do better to build the bridge. There needs to be a movement away from knowledge-based exam factories towards a more balanced approach where creativity, teamwork, collaboration, and self-derived learning is the norm.

Education has already undergone significant change over recent years, and any further reviews would need to take this 'change fatigue' into account. Schools are already evolving the way they teach and there would be some great opportunities to learn from what innovations in the UK are already making a difference, as well as from leading-edge practices from around the world. There should also be a focus on how specific initiatives such as Young Enterprise can be scaled up despite budgetary constraints. A future jobs market should be one where future generations feel more able to make informed choices and develop not only the skills but also the attitude, agility, and resilience needed to succeed in a fast-moving world of work.

So let's become a 'growth mind-set nation'

As the provision of training and development becomes more digitalised, we need to ensure that individuals make the most of these opportunities as they progress through their working lives. This awareness-raising process must begin at school, the aim being to embed a 'growth mind-set'⁶⁶ rather than a 'fixed mind-set' amongst future generations of workers. This is already happening in many schools and is reinforced daily in the language used with students and the overall approach to teaching. An increasing focus of what to expect from the world of work in our curriculum would help to amplify key messages around continuous development and taking positive learnings from any failures.

Becoming a 'growth mind-set nation' will drive aspiration, progression and fulfilment and turbo-charge the social mobility agenda. Encouraging individuals to constantly progress and develop will also help UK plc to compete globally. The same philosophy of continuous improvement and openness to challenge must drive policy-makers as well as future generations of workers!

⁶⁶ The term 'growth mind-set' was originally coined by Carol Dweck, professor of psychology at Stanford. It has been a key theme for other academics and writers such as Matthew Syed (author of *Bounce* and *Black Box Thinking*).

⁶⁷ Speaking at the 2017 Talent, Recruitment and Employment Conference (TREC).



The white heat of technological change will mean huge change to the jobs of 2030.⁷⁰

ROB BRISTOW, PRESIDENT UK & CORE,
PEARSON



CASE STUDY

Young Enterprise

Young Enterprise was set up in 1962 and runs programmes in schools for pupils of all ages from primary to sixth form, teaching them about the world of work, business and, for older students, what it means to be an entrepreneur.

There has been a call from Chief Executive Michael Mercieca to put work skills back on the curriculum and to end the 'obsession' with exam results. Working with a quarter of a million students every year, Mercieca says it helps make up for failings in the formal curriculum.⁶⁸ The aim of Young Enterprise is to foster in students and young people key skills that are not typically covered by the academic part of the education system, including communication, confidence, financial capability, initiative, organisation problem-solving, teamwork and resilience.

In 2009/10, more than 32,000 sixth-formers participated in the scheme; today that figure is closer to 20,000, due to funding constraints.

A FUTURE UK JOBS MARKET MUST BE ONE WHERE ALL PEOPLE HAVE OPPORTUNITIES TO PROGRESS IN WORK, IRRESPECTIVE OF WHAT TYPE OF CONTRACT THEY ARE ON

The Apprenticeship Levy, introduced in April 2017, has changed the way employers pay for and engage with apprenticeships. The challenge ahead is to ensure that access to funded training can be extended to individuals working shorter-term and on temporary contracts for whom a 12-month apprenticeship scheme is not applicable.

Perception of vocational training is improving

The perception of apprenticeships is changing: 61 per cent of parents would rather their child took a degree apprenticeship with a major company than an Oxbridge degree, and 70 per cent say a degree apprenticeship is better value for money.⁶⁹ But more needs to be done to challenge pre-conceptions. Currently, only 13 per cent of parents have heard of degree apprenticeships and 46 per cent of schools say they promote going to university ahead of apprenticeships. With skills needs evolving quickly, and a radically different employment landscape emerging, there is a real opportunity to use vocational routes as a means of matching this need quickly. A future jobs market must be one where latent misconceptions about apprenticeships and other vocational routes have been addressed.

The Apprenticeship Levy should be broadened into a 'Training Levy' that can benefit all workers

In order to further promote progression opportunities, the Apprenticeship Levy (which provides no real outlet for workers in short-term and temporary roles) should evolve into a broader 'Training Levy' that can meet the training needs of those in non-

68 Cooper, L. (2017) 'Put work skills back on curriculum': Government guru argues focus on GCSE and A-level results means we could be failing next generation. *Mail on Sunday*. 20 August. Available at: www.thisismoney.co.uk/money/news/article-4805512/Why-policy-makers-focused-levels.html

69 CMI. (March 2016) *The age of apprenticeships: developing true management professionals*. Available at: www.managers.org.uk/~media/Files/Apprenticeships/The_Age_of_Apprenticeships_white_paper.pdf

70 CBI (2017). See note 62.



We need a 10-year cross-party plan to support the business community for a changing world of work.

KATJA HALL, CHAIRMAN MENTORS INTERNATIONAL



permanent roles. The aim would be to ensure that quality is maintained and that only certified training programmes could be funded. A more flexible training levy will benefit individuals and their potential earning power, boost productivity, and ensure that the levy paid by recruitment agencies on their temporary workforce can be put to good use. A future UK jobs market must be one where all people have opportunities to progress in work through access to training, irrespective of what type of contract they are on.

WE NEED A LONG-TERM CROSS-PARTY COMMITMENT ON BOOSTING SKILLS AS WELL AS A BALANCED IMMIGRATION SYSTEM

An ambitious industrial strategy can stimulate growth and job-creation but must be underpinned by an effective skills strategy. At the same time, we need a balanced post-Brexit immigration system that enables businesses in all sectors and regions to source the people, skills, and talent they need.

An effective skills strategy will drive growth, productivity, and opportunities for individuals

Skills gaps are seen by nearly two-thirds of employers as a threat to the UK's competitiveness.⁷¹ Business growth and the success of a future labour market depends on a long-term, cross-party commitment to a cohesive skills strategy. We also need an authoritative view on the UK's skills agenda for the next decade. To drive this, a new 'Employment and Skills Advisory Committee' should be established to review various data sources and take evidence from key stakeholders. This would inform skills policy in the same way that the Migration Advisory Committee (MAC) informs immigration policy. A detailed review of how Local Enterprise Partnerships (LEPs) and sector skills bodies are currently delivering would also be an important step forward.

Future immigration policy must be based on evidence

Brexit is already impacting on hiring challenges. ONS data show that 7 per cent of the UK workforce is from Europe – around 2.2 million workers overall.⁷² The significant decrease in net migration among EU nationals⁷³ is creating resourcing squeezes across a range of sectors, such as agriculture, hospitality, retail, and construction. At the same time, the NHS European Office reports that almost 7 per cent of the UK healthcare workforce is from the EU,⁷⁴ but there has been a 96 per cent drop in EU nurses registering to work in Britain since the Brexit vote.⁷⁵ Over 33,000 academics in the UK were EU-born and almost half (47 per cent) of businesses in the food and drink sector said EU nationals were considering leaving the UK because of uncertainty surrounding their future. Over a third (36 per cent) of businesses in this sector said they would become unviable if they had no access to EU workers.

71 Ibid.

72 Office for National Statistics. (2017) *International immigration and the labour market, UK: 2016*. Available at: www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/internationalmigration/articles/migrationandthelabourmarketuk/2016#main-points

73 ONS. (August 2017) *Migration Statistics Quarterly Report: August 2017*. Available at: www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/internationalmigration/bulletins/migrationstatisticsquarterlyreport/august2017

74 NHS Confederation. (March 2017) *Brexit infographic: making sense of the issues*. Available at: www.nhsconfed.org/resources/2017/03/brexit-making-sense-of-the-issues

75 NMC. (July 2017) *The NMC register 2012/13 – 2016/17*. Available at: www.nmc.org.uk/globalassets/sitedocuments/other-publications/nmc-register-2013-2017.pdf



The way forward is not necessarily just around regulations; it is about good corporate governance and transparency.⁷⁹

MATTHEW TAYLOR,
CHIEF EXECUTIVE, RSA



Looking ahead, the focus must be on how we treat people, not just on what type of contract they are on.⁸⁰

CAROLYN FAIRBARN,
DIRECTOR GENERAL, CBI



Changes in the skills profiles of new talent are outpacing the UK immigration system's ability to adapt its screening processes in areas such as digital and entrepreneurial skills. A more flexible system will ensure the UK is able to access the best and most valuable talent from around the world. The REC have put forward 21 key recommendations to the government in our report, *Building the Post-Brexit Immigration System*.⁷⁶ The priority must be to adapt immigration criteria to reflect changing skills requirements. The political sensitivities around immigration will not dissipate, but future immigration policy must be based on evidence, with the Migration Advisory Committee (MAC) continuing to provide impartial recommendations. We are competing with other countries for key skills; a future UK jobs market must be one that remains attractive to overseas workers.

A FUTURE UK JOBS MARKET IS ONE WHERE REGULATIONS REFLECT MODERN WORKING PRACTICES BUT ARE PROPORTIONATE AND EFFECTIVELY ENFORCED

Businesses have absorbed significant regulatory developments over recent years; calling a 'time-out' on new regulations for the coming years would help boost growth and business confidence. At the same time, new proposals aimed at reflecting modern working practices⁷⁷ are needed if the regulatory landscape is to keep up with the pace of change. The key is for any regulatory adjustments to be proportionate and to ensure that we are not curtailing the benefits that new working models can provide to individuals as well as to employers.

Public policy needs to move with the times

Proposals to create a 'dependent contractor' status⁷⁸ that affords 'gig workers' similar entitlements and rights to those already enjoyed by agency workers is a sensible approach to new forms of working. We also need clarity on the status and legal obligations of different types of employment intermediaries, such as digital apps and umbrella organisations. As the speed of change accelerates, the challenge for policy-makers will be to respond quickly and effectively when necessary and to pre-empt future developments where possible. At the same time, legislation is not the only means of changing behaviour; promoting good governance and transparency can make a difference. A future jobs market is one where non-regulatory solutions will form a key part of the public policy agenda.

Effective enforcement and raising awareness of existing rights are key

Effective enforcement of existing regulations is in the best interests of compliant businesses as well as individual workers. Better co-ordination of various government inspectorates through the work of the Director of Labour Market Enforcement is an important way forward. A future jobs market must be one where enforcement resources have been maintained and, if possible, enhanced despite budgetary constraints. Industry codes of practice and compliance activities can complement government enforcement. A further priority is to raise awareness of existing rights amongst workers and ensure that employers drive good practice and compliance through their supply chains.

⁷⁶ REC. (July 2017) *Building the Post-Brexit Immigration System*. Available at: www.rec.uk.com/_data/assets/pdf_file/0005/376160/Building-the-Post-Brexit-Immigration-System-09.06.17.pdf

⁷⁷ On the back of the recommendations made by the Matthew Taylor Review.

⁷⁸ This is one of the key recommendations of the Matthew Taylor Review into modern working practices.

⁷⁹ Speaking at the Resolution Foundation / CBI Shaping the Post-Brexit Labour Market conference (June 2017).

⁸⁰ Ibid.



The immediate priority is to co-ordinate the work of existing government enforcement bodies. But we also need to regularly review potential new measures.

SIR DAVID METCALF, DIRECTOR OF
LABOUR MARKET ENFORCEMENT



CASE STUDY

Attracting a future generation of workers to the Civil Service

The Civil Service Workforce Plan includes a commitment to attract and retain talented people with a range of experiences, from different sectors and all walks of life. It aims to deliver a truly permeable Civil Service in which people can make informed and confident choices about moving in, out and around the organisation.

Recent progress has included enhancing recruitment and induction processes and launching a new Apprenticeship Strategy. Technology can help to enhance the opportunities for under-represented groups and specific developments include:

- ensuring that the candidate website is as accessible as possible by testing new features with a wide cross-section of users;
- systematically capturing diversity data at the point of application means that the progress of specific groups can be tracked and benchmarking data generated;
- guaranteed interviews for applicants with disabilities who meet the minimum criteria for the role;
- supporting the Disability Confident Scheme, with individual departments making commitments to draw on the talents of disabled people in the workplace;
- reviewing psychometric tests used to assess verbal, numerical, and situational judgement to ensure that they do not disadvantage candidates from under-represented groups;
- trialling an innovative candidate assessment tool (Applied) that employs behavioural science insight to counter bias that can unconsciously affect recruitment;
- automatic textual analysis will be used to assess job advert/description text for age, gender, and racial bias.

A new pan-Civil Service career site is being developed that will talk confidently about the diversity of the workforce, career opportunities, and commitment to being an exemplary employer. The aim is to address perceptions of the Civil Service that prevent some people from considering it as a potential employer.

A FUTURE UK JOBS MARKET MUST HAVE THE RIGHT INFRASTRUCTURE IN PLACE TO FACILITATE CAREER TRANSITIONS

In a fast-changing world of work, having the right support infrastructure in place will be crucial to facilitate access to jobs and boost progression opportunities.

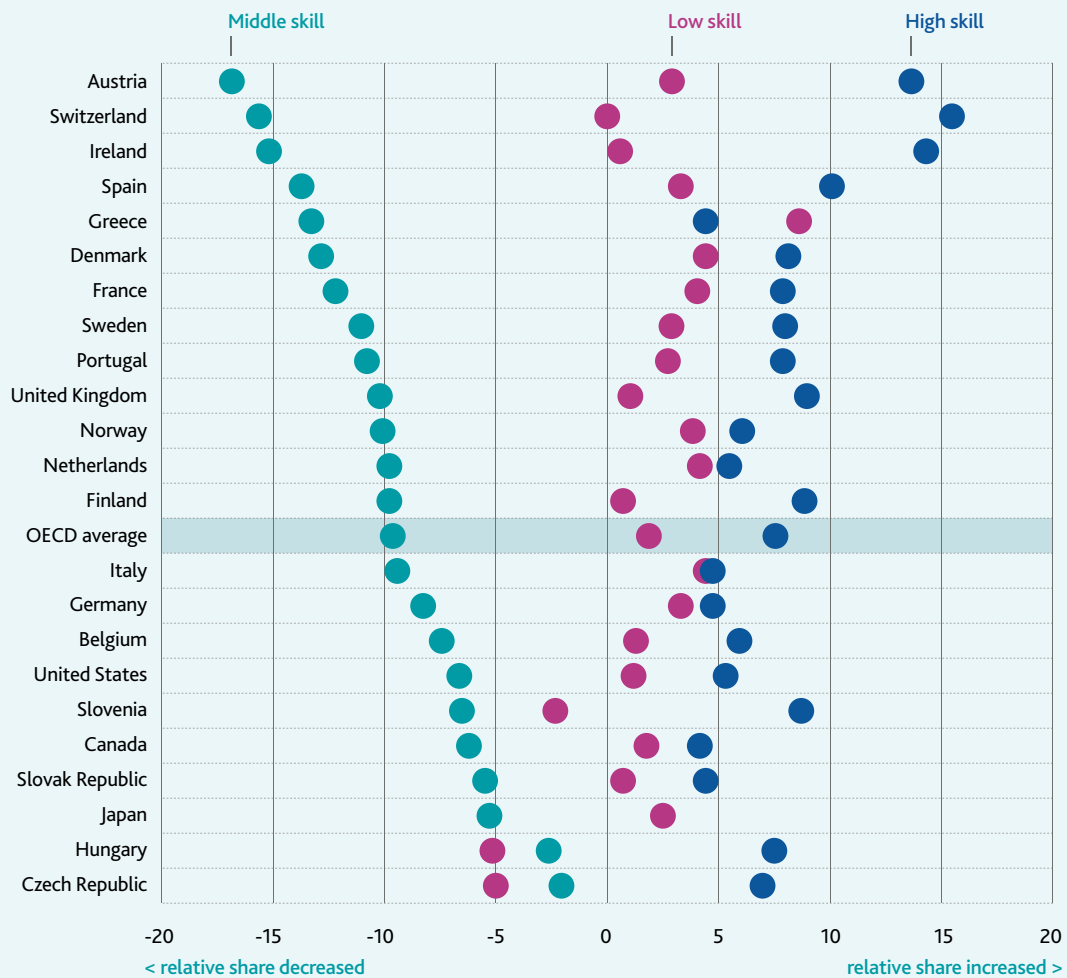
The jobs market 'hollowing' increases the need for all-age work services

We have seen widespread shifts in employment patterns with labour concentrating in high-skilled as well as low-skilled jobs. Automation and AI will accelerate this 'hollowing' of the jobs market and create a significant challenge for policy-makers. New solutions will be needed to enable people to progress despite the disappearance of many middle-ranking roles in key sectors.

To facilitate transitions and opportunities for workers to progress from low-paid work, the government needs to develop an all-age work advice service. This should

harness the contribution of employers and recruitment experts but also requires significant investment.

Job polarisation in OECD countries⁸¹



The role of Jobcentres will need to evolve

Jobcentres will need to adapt to an evolving jobs market and changing needs of jobseekers. Key services to jobseekers will remain crucial, but the way these are delivered will be radically different. Jobcentres as a physical space are already changing, with a move towards more 'co-location'. Individual Jobcentres are closing, with services being provided from a shared service centre within the local authority. With unemployment at a record low, the need for typical Jobcentre support in some areas is drastically reduced. The other driver has been purely financial, with prime real estate being offloaded.

As well as continuing to provide information and support on benefits entitlements, the rapidly evolving employment landscape will accentuate the need for some level of

81 OECD. (June 2017) *Jobs gap closes but recovery remains uneven*. Available at: www.oecd.org/employment/jobs-gap-closes-but-recovery-remains-uneven.htm

bespoke support for jobseekers. This support and guidance will need to be increasingly targeted, with a deep understanding of how skills and staffing needs within specific sectors are evolving. The skills, knowledge, and awareness of work coaches is one way of meeting these needs. The challenge of a future jobs market will be to ensure that this specialised knowledge can be acquired and effectively transmitted by Jobcentres.

An alternative model of service delivery would be to harness the expert knowledge of local employers and recruitment experts. The creation of this kind of network would mean tapping into existing expertise rather than looking to build it internally within Jobcentres.

In this model, Jobcentres would maintain a pivotal role by referring jobseekers to the most appropriate 'expert'. Such referral schemes have been used in the past and delivered positive outcomes; the real benefit would be the ability to scale up the support offering relatively quickly, which will be crucial in a fast-changing world of work.

ACTION STATIONS

Based on the discussions of the Future of jobs commission, below are some practical recommendations to policy-makers:

- **Plan for disruption** – Technological changes will have a huge impact on the future of the UK jobs market; policy-makers need to get ahead of the curve. We are calling for a wide-ranging review into how the government's policies on areas such as skills, education, immigration, industrial strategy, and business support should be targeted to work.
- **It all starts with education** – We need a radical review of how schools and colleges are preparing young people for the future jobs market. We must move away from knowledge-based exam factories towards a more balanced approach based on creativity, team work, collaboration, and self-driven learning. The government should build a world-class work advice network that taps into the expertise of employers and recruiters. The business community should be seen as partners in helping to develop 'future of jobs' learning materials for teachers and students.
- **Ramp up UK skills and access to staff** – The government needs to deliver an ambitious and effective industrial and skills strategy that stimulates and supplies job-creation. We need an authoritative view on the UK's skills agenda for the next decade. This should involve the creation of an 'Employment and Skills Advisory Committee'. The government must agree a post-Brexit immigration system that enables businesses to access the people and skills they need.
- **Facilitate career transitions and progression** – To facilitate transitions and progression, the government needs to develop an all-age work advice service. This should harness the contribution of employers and recruitment experts but requires significant investment. The Apprenticeship Levy should be broadened into a training levy that can meet the training needs of workers in non-permanent roles. Policy-makers must think long term on the future role of Jobcentres within a changing jobs market. Developing specialist knowledge internally will be difficult; the way forward is to create networks of local employment experts that can be scaled up at short notice to meet demand.
- **Promote job-creation and business growth** – Employment regulations should reflect modern working practices but remain proportionate and underpinned by effective enforcement. This will facilitate job-creation while also ensuring that the interests of workers and compliant businesses are protected. There needs to be a more holistic approach to tax and employment status.

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The longer-term implications of technological change are often underestimated. Employers and policy-makers need to start focusing on this wider timeframe.
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THE FUTURE OF JOBS – A LONG-TERM PERSPECTIVE

The impact of automation and artificial intelligence

The success of the UK jobs market in the future is going to hang on how we respond to the emergence of new technologies. Automation, artificial intelligence (AI), and 3D printing have already disrupted many sectors, and the impact in the medium term – and certainly the longer term – will be significant.

Many jobs will be lost, but there is also opportunity for significant job-creation. The driverless car is the 'canary in the coalmine' when it comes to the widespread impact of automation and AI on our daily lives, and is likely to open up a whole new world of work.

The government, businesses, employers, and recruiters need to get ahead of the game by:

- analysing the impact of automation and artificial intelligence on the jobs market;
- scenario-planning for the future;
- looking at who will be affected;
- adapting to automation in the recruitment process.



Digital is a means to an end. The underlying aim is to boost productivity.⁸²

ARMAND SOHET, CHIEF HR OFFICER,
SULZER AG



THE FUTURE OF JOBS – A LONG-TERM PERSPECTIVE

ANALYSING THE IMPACT OF AUTOMATION AND ARTIFICIAL INTELLIGENCE ON THE JOBS MARKET

The commission heard extensive evidence on the role that automation, artificial intelligence, and 3D printing will have on the future world of work. Many sectors have already experienced significant disruption due to new technologies, and the trend is anticipated to continue – possibly with an explosion of change in the next 10–15 years. There are different interpretations and views as to the full impact that AI and automation will have on jobs and society as a whole. However, one conclusion drawn from the commission is that the government and businesses need to plan for different scenarios – including for some of the more extreme predictions of widespread disruption.

The future belongs to those who prepare for it today

Artificial intelligence is intelligence exhibited by machines that mimic the cognitive functions of humans, such as learning and problem-solving. Advances in new technologies mean that an ever increasing number of tasks in the workplace can be automated, often resulting in job losses and reduced costs. Automation of tasks can enable businesses to improve performance, reduce errors, and improve quality and speed – and in some cases achieve outcomes that go beyond human capabilities. In addition, as new and emerging technologies become cheaper (and human labour becomes more expensive), it is highly likely that automation will gather pace and will significantly impact on the jobs market in the next five to seven years – and certainly beyond.

The fact that the car industry has invested billions gives a strong indication that this new technology is going to have an impact. Once the green light is given, driverless vehicles will take off quickly in the commercial sector, with more than 1 million driving jobs at risk. Many believe that this will signal the start of a totally new world of work.

Automation and AI is already at work

Technology has already started to play a significant role in changing how people work and live, and businesses have had to adapt. Supermarket tills, call centres, and ticket offices have all seen the influence of automation and technology. While low-skilled jobs have typically been the most exposed to automation over the last decade, a substantial number of middle-income jobs are equally at risk in the future.

An analysis by Deloitte of ONS data⁸³ suggests that the impact of automation is already being felt in sectors where a high proportion of jobs have a high chance of being automated. The three sectors with the largest loss of jobs between 2001 and 2015 were:

- **manufacturing** – 720,000 net jobs lost, 650,000 (90 per cent) of which had a high chance of automation;

82 Speaking at the World Employment Conference, Paris (September 2017).

83 Deloitte. (2016) *Automation transforming UK industries*. Available at: www2.deloitte.com/uk/en/pages/press-releases/articles/automation-and-industries-analysis.html



Automation in the workplace is understandably a sensitive subject for many people. Technology continues to reshape not just the way we work, but also the number and type of jobs that are available.

MARIANO MAMERTINO, EMEA
ECONOMIST AT INDEED



Up to
30 per cent
of UK jobs could
potentially be at high
risk of automation by
the early 2030s

- **wholesale and retail** – overall loss of 338,000 jobs, 239,000 (71 per cent) of which had a high chance of automation;
- **professional, scientific, and technical roles** – overall loss of 269,000 jobs which had a high chance of automation; however, the sector also saw growth of jobs with a low chance of automation.

The three sectors with the highest job growth were:

- **health and social work** – 1,100,000 jobs created, 660,000 (60 per cent) of which have a low chance of automation;
- **education** – 746,000 jobs created, 461,000 (62 per cent) of which have a low chance of automation;
- **professional, scientific, and technical roles** – though seeing one of the largest losses of jobs at high risk, 650,000 jobs were created, 575,000 (88 per cent) of which have a low chance of automation.

The analysis also found changes in wage distribution, with health and social work, professional, scientific, and technical roles, and financial and insurance services seeing huge increases, but with manufacturing, retail, transportation, and storage seeing big drops.

SCENARIO-PLANNING FOR THE FUTURE

The McKinsey Global Institute estimate that automation could raise productivity growth globally by 0.8 to 1.4 per cent annually;⁸⁴ however, this has to be balanced against the potential for significant job losses.

The outlook for the UK

Analysis by PwC in their report *UK Economic Outlook* suggests that up to 30 per cent of UK jobs could potentially be at high risk of automation by the early 2030s, lower than the US (38 per cent) or Germany (35 per cent), but higher than Japan (21 per cent).⁸⁵ The risks appear highest in sectors such as transportation and storage (56 per cent), manufacturing (46 per cent) and wholesale and retail (44 per cent), but lower in sectors such as health and social work (17 per cent).

For individual workers, the key differentiating factor is education. For those with just GCSE-level education or lower, the estimated potential risk of automation is as high as 46 per cent in the UK, but this falls to only around 12 per cent for those with undergraduate degrees or higher.

However, new technologies in areas such as AI and robotics will create some totally new jobs in the digital technology space. For example, as cyber-attacks increase in scale and sophistication, employers in the UK are having to recruit the right staff to protect their business, which has helped fuel demand for cyber security professionals. According to Indeed data,⁸⁶ there has been an 18 per cent increase in cyber security postings in the UK over the past 12 months, with the number advertised in the UK the third highest in

84 McKinsey Global Institute. (2017) *A future that works: automation, employment, and productivity*. Available at: https://docs.wixstatic.com/ugd/2ec1b9_2ec98a14ada843ed9bd6d1e2c7b4daaf.pdf

85 PwC. (March 2017) *UK economic outlook*. Available at: www.pwc.co.uk/economic-services/ukeo/pwc-uk-economic-outlook-full-report-march-2017-v2.pdf

86 Indeed. (2017) *Indeed spotlight: the global cybersecurity skills gap*. Available at: <http://blog.indeed.com/2017/01/17/cybersecurity-skills-gap-report/>



Up to 30 per cent of UK jobs could be at risk of automation by the early 2030s – with factors such as people’s gender, education levels and the industry they work in determining how susceptible their job is.

ROB MCCARGOW, AI PROGRAMME LEADER AT PWC UK



We don’t know for sure that AI will create a jobless future for a large minority or even a majority, but we need to start planning now, or face a devastating panic in a decade or so!

CALUM CHACE, AUTHOR OF *THE ECONOMIC SINGULARITY*



the world; however, employer demand exceeded candidate interest by more than three times. In addition, professionals who combine technical and scientific expertise with the ability to find the important stories hidden in the mass of information will be in especially high demand. Jobseekers seem to be aware of this trend, as there has been a 54 per cent surge in the level of search for data science jobs in the UK in the last 12 months.

Carl Frey, co-director of the Oxford Martin programme on technology and employment at Oxford University, estimates that as many as 35 per cent of jobs in the UK are at risk of loss, and has conducted a detailed granular analysis of which jobs are most and least likely to be affected by automation.⁸⁷

Top ten jobs most at risk from computerisation

Job	Likelihood of becoming automated
Insurance underwriters	98.90%
Loan officers	98.36%
Credit analysts	97.85%
Real estate brokers	97.29%
Compensation and benefits managers	95.57%
Postal service clerks	95.41%
Nuclear power reactor operators	94.68%
Budget analysts	93.78%
Accountants and auditors	93.51%
Geological and petroleum technicians	91.28%

The ten jobs least at risk from computerisation

Job	Likelihood of becoming automated
First-line supervisors of mechanics installers and repairers	0.30%
Emergency management directors	0.30%
Audiologists	0.33%
Occupational therapists	0.35%
Orthotists and prosthetists	0.35%
Oral and maxillofacial surgeons	0.36%
First-line supervisors of fire-fighting and prevention workers	0.36%
Dieticians and nutritionists	0.39%
Sales engineers	0.41%
Physicians and surgeons	0.42%

87 Frey, C.A and Osborne, M.A. (2016) *The future of employment: how susceptible are jobs to computerisation?* Available at: www.sciencedirect.com/science/article/pii/S0040162516302244



Millennials are 67 per cent less likely to choose a career at high risk of automation than Baby Boomers.

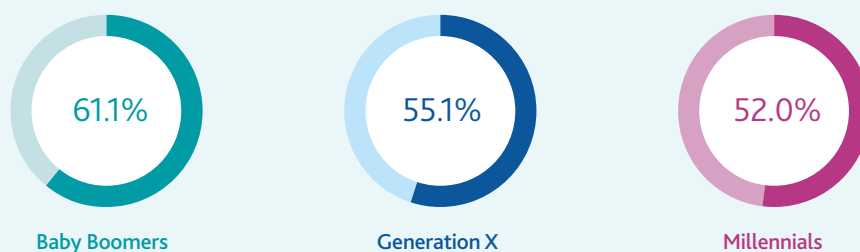
Looking at who will be affected

With the very nature of jobs set to change in the future, it is necessary to understand who is most likely to be affected by the change and which generation of workers are most at risk. Analysis by Indeed has found that Millennials are particularly drawn to jobs that are less susceptible to automation. Their research has shown that Millennials are 67 per cent less likely to choose a career at high risk of automation than Baby Boomers.⁸⁸ Nearly half of younger jobseekers are drawn to automation-resistant jobs, compared with fewer than four in ten over-50s, suggesting that Millennials' career choices give them the best chance of adapting as technology transforms the world of work.

The analysis showed that while nearly half of Millennials (48 per cent) were searching for what economists term 'non-routine' roles, 61.1 per cent of Baby Boomers were

Younger jobseekers are less interested in automation-prone occupations

Share of clicks to routine job postings, by generation (September 2016–March 2017)⁸³



Employees are retiring later than ever, the working population is therefore ageing but without the skills needed to embrace the changes that automation is bringing to the workplace. This change is creating a defined skills gap, which brings the urgent need for lifelong learning so employees' skillset doesn't outdate.

CHRIS MOORE, PRESIDENT OF GROUP OPERATIONS AT ADECCO GROUP UK AND IRELAND



looking for 'routine' jobs. Routine jobs – which include sales, admin, transport, and construction roles – are seen as being at higher risk of automation than non-routine work, which includes management, professional, and service roles.

ADAPTING TO AUTOMATION IN THE RECRUITMENT PROCESS

In addition to the impact of automation on jobs, many businesses and organisations are already using automation successfully as part of their recruitment processes. Vodafone has begun using artificial intelligence to help recruit call centre and shop floor staff. Around 50,000 applicants have gone through the AI process so far, and Vodafone are happy with the results and wish to use the system to hire senior managers and executives. Alexander Mann Solutions uses artificial intelligence to automate manual processes, such as interview scheduling and authorising job offers. It uses a system called 'Joberate' to determine how likely individual candidates are to be interested in, and suited to, a given job by psychologically profiling them based on their CVs and publicly available social data. Unilever has used artificial intelligence to screen all entry-level employees for the past year. Candidates play neuroscience-based games to measure inherent traits and then have recorded interviews analysed by AI.

⁸⁸ Indeed. (April 2017) *Which generation is most at risk of job automation?* Available at: <http://blog.indeed.co.uk/2017/04/26/which-generation-most-at-risk-of-job-automation/>

⁸⁹ Ibid.

How will hiring procedures evolve?

The ongoing Good Recruitment Campaign has identified technology-driven innovations in the way that employers hire staff, which we can expect to see accelerate over the longer term.

1. AI as part of the assessment process – Artificial intelligence will increasingly be used to help sift candidates. This could make the process more objective and boost opportunities for all.
2. Video interviewing – This eliminates geographical boundaries and speeds up the hiring process. New generations of workers are comfortable with this process.
3. Collaborative hiring – Online tools will enable several individuals within the hiring organisation to independently evaluate applications. This will provide for more objective assessments.
4. Gamification – Technology will enable employers to test an applicant’s skills and knowledge throughout the process. The use of CVs and static application forms will diminish.
5. New resourcing options – Online platforms and new ways of working will multiply resourcing options, including outsourcing specific tasks or using contractors and independent professionals to drive specific projects.
6. Going viral – Using all channels to actively promote ‘employer brand’ is already key to candidate attraction; recruitment and marketing teams will work in increasingly close synergy.

The impact of technology and AI on the recruitment process in the future is likely to be significant. The REC’s monthly report on jobs – JobsOutlook – which details the hiring intentions of UK employers, found that 36.3 per cent of organisations regarded the use of technology and AI as part of the recruitment process as leading to the greatest change in their hiring procedures. This was equal to concerns over skills, labour, and talent shortages.

Which of the following, if any, do you think will lead to the greatest change in your organisation’s hiring procedures over the next five to seven years?

(Respondents could select more than one option)



As technology advances, the recruitment industry will have to embrace new ideas and new technologies to remain competitive. Changing ways of working and changing hiring methods – including changing candidate expectations – are going to shape the recruitment industry, and recruiters need to plan to keep ahead.

ACTION STATIONS

Based on the evidence that was put before the Future of jobs commission on the long-term implications of automation and AI, here are some practical recommendations to individuals, employers, recruiters and the government:

- **Disrupt our own thinking** – Policy-makers and businesses need to do more to plan ahead for different future scenarios, including the potential for significant job losses. Preparing for disruption starts with disrupting our own thinking.
- **Future-test career choices** – Individuals will need to take a long-term view when looking at potential education and career routes. How might specific sectors be disrupted and how will this impact on job roles and progression opportunities?
- **Build new support infrastructures** – We need a scalable all-age work service to help individuals make transitions and bounce back into work quickly if their roles are lost to automation.
- **Manage the change** – Employers who are replacing employees through AI and automation should put the best possible support packages in place. The way that change and any future redundancy programmes are managed will be crucial for an employer's brand and for the overall reputation of the UK business community.
- **Become 'future of jobs experts'** – As the pace of change accelerates, there will be need for experts who can help employers and workers make sense of the evolving work landscape. This is a space that forward-thinking recruitment professionals can occupy.

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The core aim of the Future of jobs commission is to stimulate further debate and to identify specific actions that will help create the kind of UK jobs market we want.
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CONCLUSIONS AND NEXT STEPS

The commission has identified a number of practical recommendations for policy-makers, employers, and recruiters. Immediate priorities on the back of this report include:

- proactively taking forward the commission's recommendations and regularly reviewing progress made on the overall state of the UK jobs market;
- using the commission's findings to feed into ongoing national and global-level debates on automation, labour market policies, and the future of work;
- working with all interested parties to develop new ways of evaluating the success of our jobs market and to ensure that it delivers for individuals and employers alike;
- galvanising the recruitment sector and the wider business community into acting as 'future of jobs ambassadors' to help raise awareness amongst future generations of workers.

CONCLUSIONS AND NEXT STEPS

Creating an aspirational vision for a future UK jobs market is one thing; delivering that vision is another. The work of our Future of jobs commission and this report should not be seen as an end in itself; we want this to be the start of a series of future-facing activities that will contribute towards creating the kind of jobs market we want to see emerge over the coming years.

As well as taking forward the practical recommendations below, we need to regularly review progress towards our shared goals and aspirations. The REC is committed to working with policy-makers and all interested parties to develop new ways of evaluating the success of our jobs market and to ensure that it delivers for individuals and employers alike.

How do we measure a successful jobs market?

The UK jobs market is already seen as a success story, with record employment levels. However, there is increasing scrutiny on the quality as well as the quantity of jobs available, and on ensuring that no one is left behind. If our aspiration is to create a jobs market that works for all, we need to facilitate progression opportunities and create a genuine step-change in terms of inclusion. We also need to ensure that a future jobs market is one that meets the needs of employers and where current staffing shortages have been addressed.

A fundamental question raised during the commission's deliberations was, 'how do you measure a successful jobs market?' The OECD has devised a Job Quality Framework⁹⁰ which focuses on three key areas: earnings quality, labour market security, and quality of the working environment. Are these still the right indicators? The feedback from the commission was that additional measures should be factored in to chart progress of the UK jobs market.

The commission's five key indicators of a successful jobs market:

- Employment levels and job-creation
- Social mobility
- Diversity and inclusion
- Individual fulfilment
- UK productivity

What data can we use to chart progress? Here are some possible ways forward that the commission will continue to explore in more detail over the coming months:

- **For employment levels and job-creation** – Although certainly not the only measures of success, data on employment, unemployment, and economic inactivity are good indicators of a successful jobs market. The Office for National Statistics produces detailed labour market data which already tracks progress from one

90 OECD. (2016) *How good is your job? Measuring and assessing job quality*. Available at: www.oecd.org/std/labour-stats/job-quality-OECD.pdf



The Social Mobility Index suggests that very similar areas that are only a few miles apart do very differently on social mobility despite having similar challenges and opportunities. There is a local lottery in social mobility.

RT. HON. ALAN MILBURN, CHAIR –
SOCIAL MOBILITY COMMISSION



With good work can come dignity and a sense of self-worth. It can promote good mental and physical health, and emotional well-being.

THE RT HON THERESA MAY MP



month to the next. Official data can also be used to track progress on bringing more inactive people into work and on the long-term unemployed. If technology and AI does reduce overall employment, an important measure will be how quickly those affected can be supported back into work and into making successful career transitions.

- **For social mobility** – The Social Mobility Commission (SMC) monitors progress towards improving social mobility in the UK. Their latest findings⁹¹ revealed that government policies have delivered little progress. The Social Mobility Index⁹² examines a range of measures of the educational outcomes achieved by young people from disadvantaged backgrounds. Robust and wide-ranging data to feed into the Social Mobility Index will be necessary to ensure that progress in this area can be properly benchmarked.
- **For diversity and inclusion** – Official data can be reviewed annually to track progress in terms of employment of all under-represented groups. The focus must also be on the representation in senior positions and pay levels. Targets set by the Parker Review⁹³ and the McGregor-Smith Review⁹⁴ on ethnic diversity at board level and in the workplace will be monitored. In addition, the commission will track progress on women's representation at board level as called for by the Hampton-Alexander Review.⁹⁵ Other specific targets that can be reported against include the ambition to halve the disability employment gap. Increasing opportunities for older workers should also be reported in line with the Fuller Working Lives Strategy.⁹⁶
- **For individual fulfilment** – An important measure of a successful jobs market will be the quality of the jobs on offer and how work makes us feel. Work is about more than pay. The most recent British Social Attitudes survey⁹⁷ shows that less than half of us feel our job is just a way of making money. The relationship between happiness and work is a complex one, but happiness has increasingly been considered to be the proper measure of social progress. The World Happiness Report⁹⁸ provides a measure of happiness at work that the commission will monitor.
- **For UK productivity** – Productivity is directly linked to competitiveness as well as to living standards. A country's ability to improve its standard of living over time depends almost entirely on its ability to raise its output per worker. Productivity is

91 Social Mobility Commission. (June 2017) *Time for change: an assessment of government policies on social mobility 1997 to 2017*. Available at: www.gov.uk/government/uploads/system/uploads/attachment_data/file/622214/Time_for_Change_report_-_An_assessment_of_government_policies_on_social_mobility_1997-2017.pdf

92 Social Mobility and Child Poverty Commission. (2015) *The Social Mobility Index*. Available at: www.gov.uk/government/uploads/system/uploads/attachment_data/file/496103/Social_Mobility_Index.pdf

93 Parker, J. (2016) *A report into the ethnic diversity of UK boards*. Available at: www.ey.com/Publication/vwLUAssets/A_Report_into_the_Ethnic_Diversity_of_UK_Boards/%24FILE/Beyond%20One%20by%2021%20PDF%20Report.pdf

94 McGregor-Smith, R. (2017) *The time for talking is over: now is the time to act: race in the workplace*. Available at: www.gov.uk/government/uploads/system/uploads/attachment_data/file/594336/race-in-workplace-mcgregor-smith-review.pdf

95 Hampton, P. and Alexander, H. (2016) *Hampton-Alexander Review: FTSE women leaders: improving gender balance in FTSE leadership*. Available at: www.gov.uk/government/uploads/system/uploads/attachment_data/file/613085/ftse-women-leaders-hampton-alexander-review.pdf

96 DWP. (2017) *Fuller working lives: a partnership approach*. Available at: www.gov.uk/government/uploads/system/uploads/attachment_data/file/587654/fuller-working-lives-a-partnership-approach.pdf

97 Taylor, M. (July 2017) *Good work: the Taylor review of modern working practices*. Available at: www.gov.uk/government/uploads/system/uploads/attachment_data/file/627671/good-work-taylor-review-modern-working-practices-rg.pdf

98 Helliwell, J., Layard, R., and Sachs, J. (2017) *World happiness report 2017*. New York: Sustainable Development Solutions Network. Available at: worldhappiness.report/



...it has never been timelier to articulate what we mean by quality work. Once agreed upon, the Government should then seek to measure and publicise the levels of quality work in the UK in much the same way as it does quantity.

MATTHEW TAYLOR, CHIEF EXECUTIVE, RSA



also crucial in determining long-term growth rates of an economy. A good indicator of a successful UK jobs market will be improved productivity, and in particular the UK's performance in comparison with our competitors.

What's next?

The REC and the Future of jobs commission are committed to ongoing annual assessment of how the UK jobs market is faring in relation to the above measures. The criteria and markers of success may evolve in the years ahead, but we believe that an annual review will help us to ensure that we have the best possible jobs market in place by 2025.

As well as taking forward our recommendations to policy-makers and the business community, the REC will galvanise the UK's £35 billion turnover recruitment industry around the shared goal of ensuring that our jobs market provides opportunities for individuals, and drives UK productivity growth. The ongoing Good Recruitment Campaign will help employers to re-imagine current hiring procedures and we will continue to use our monthly jobs data to inform policy decisions.

Jobs transform lives, which is why we want to work with all interested parties to build the best jobs market in the world. The findings of the Future of jobs commission are the start of this journey.

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Let's build the bridge to the future; let's build the best jobs market in the world.

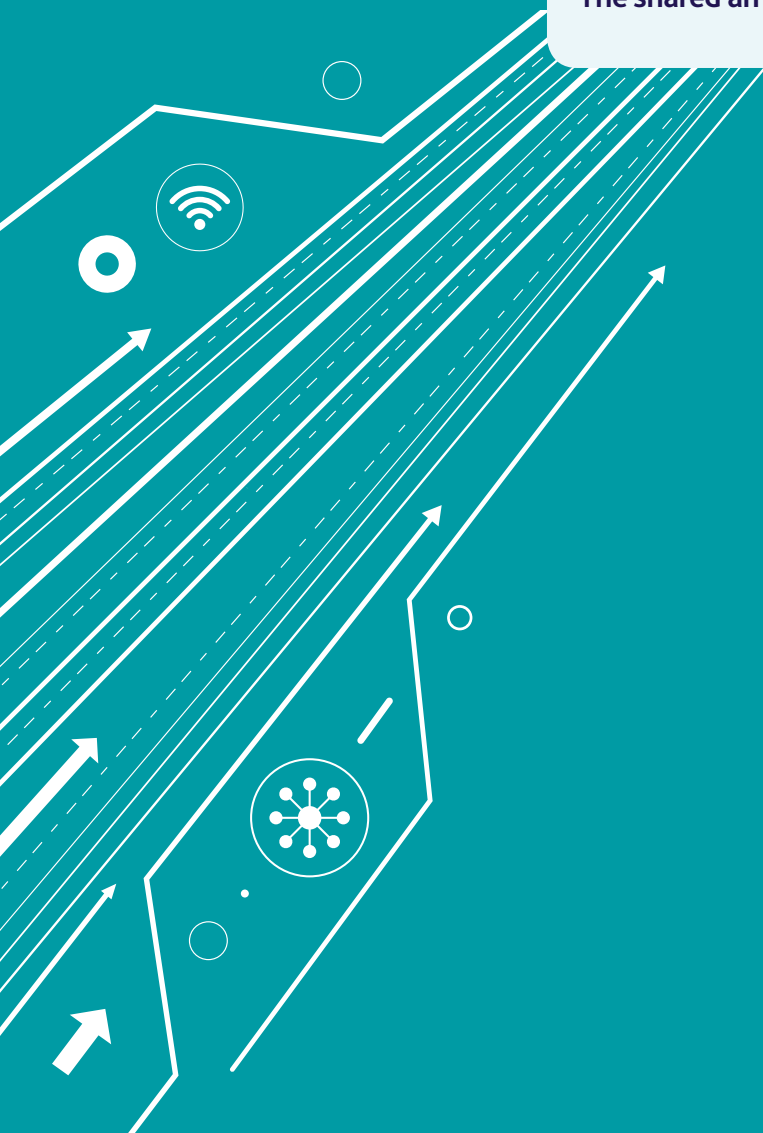
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RECOMMENDATIONS

What do we want the UK jobs market to look like in 2025 and how can we make change happen?

The Future of jobs commission has developed a number of practical recommendations for employers and policy-makers, and defined the role that the recruitment industry should play.

The shared ambition is to create the best jobs market in the world.



RECOMMENDATIONS TO EMPLOYERS

1. Plan for disruption

- Develop forward-looking workforce plans, reflecting changing demographics, technology, talent shortages, and changing employee expectations. This should include planning for different Brexit scenarios. Doing nothing is not an option.
- Build a cadre of future leaders and managers who are equipped to steer the organisation through a fast-changing business landscape.

2. Re-imagine hiring procedures

- Radically ramp up hiring practices to appeal to future generations and find new ways of attracting staff and skills in an increasingly tight labour market.
- Conduct regular reviews and benchmarking of recruitment processes. Employers cannot stand still; initiatives like the Good Recruitment Campaign must be scaled up to ensure more employers future-proof their hiring strategies.
- Challenge the status quo in terms of current hiring criteria, job descriptions, and selection procedures.
- Embed flexible hiring so that working patterns suit individual needs wherever possible.

3. Make inclusion the norm

- Deliver tangible progress on diversity and inclusion, including for senior roles and with regards to pay gaps.
- Regularly re-evaluate recruitment procedures, embed flexible hiring, and measure progress.

4. Build from within

- Shape the future workforce by removing barriers to progression and embedding a learning culture.
- Develop new approaches to performance management and leadership development. Improved leadership and management will enhance productivity.
- Measure internal progression and retention.

5. Be 'future of jobs' ambassadors

- Drive the local skills agenda by feeding into the work of Local Enterprise Partnerships (LEPs), Chambers of Commerce, and other representative bodies.
- Take a proactive stance in approaching schools, colleges, and universities to provide work experience placements, jobs, advice, and coaching.

RECOMMENDATIONS TO THE GOVERNMENT AND POLICY-MAKERS

1. Plan for disruption

- Technological changes will have a huge impact on the future of the UK jobs market; policy-makers need to get ahead of the curve.
- Launch wide-ranging reviews into how the future of jobs will impact on areas such as skills, education, immigration, industrial strategy, and business support. Specific All-Party Parliamentary Groups (APPGs) and select committees should feed into this work.

2. Start with education

- We need a radical review of how schools and colleges are preparing young people for the future jobs market.
- We must move away from knowledge-based exam factories towards a more balanced approach based on creativity, team work, collaboration, and self-driven learning.
- The government should build a world-class work advice network that taps into the expertise of employers and recruiters.
- Schools can help us become a 'growth mind-set nation' that will drive aspiration and progression, turbo-charge the social mobility agenda, and help UK plc to compete globally.

3. Ramp up UK skills and access to staff

- The government needs to deliver an ambitious and effective industrial and skills strategy that stimulates and supplies job-creation.
- We need an authoritative view on the UK's skills agenda for the next decade. This should involve the creation of an 'Employment and Skills Advisory Committee'.
- The government must agree a post-Brexit immigration system that enables businesses to access the people and skills they need.
- A future labour market would benefit from a long-term, cross-party commitment to a cohesive and effective skills strategy.

4. Facilitate career transitions and access to work

- To facilitate transitions and progression, the government needs to develop an all-age work advice service. This should harness the contribution of employers and recruitment experts, but requires significant investment.
- The Apprenticeship Levy should be broadened into a training levy that can meet the training needs of workers in non-permanent roles.
- Policy-makers must think long term on the future role of Jobcentres within a changing job market. We need to build networks of local employment experts that can be scaled up at short notice to meet demand for specialist jobs market knowledge.

5. Promote job-creation and entrepreneurship

- Ensure that employment regulations reflect modern working practices but remain proportionate and are underpinned by effective enforcement mechanisms.
- There needs to be a more holistic approach to tax and employment status. We call on the government to progress the work of the Cross-Government Working Group on Employment Status, which has been on hold since October 2016, so that the long-term future of tax and employment status can be looked at in detail.

RECOMMENDATIONS TO THE RECRUITMENT INDUSTRY

1. Be ahead of the game

- Recruiters will need to be aware of the changing shape of the UK's jobs market – including automation, changing candidate expectations, and evolving business needs. These will impact on recruitment processes, and so recruitment professionals need to be ahead of the game so they can advise their clients on the need to improve talent attraction and hiring processes.
- Recruiters will need to work with the government and the wider business community to ensure that the UK's post-Brexit EU deal (for example with regards to trade, sectoral agreements, and movement of workers) does not negatively impact on the UK jobs market.

2. Be 'future of jobs' ambassadors

- Recruiters will need to significantly increase the work they do with schools and colleges to provide real, practical advice to young people about employers' changing requirements.
- As Jobcentres continue to evolve, recruiters can play a pivotal role in building local-level partnerships with Jobcentres and provide a key 'outlet' for jobseekers looking for information on specific sectors and niche roles.
- In seeking to attract high-demand skills to the UK, specialist recruiters will need to work with employers to actively promote the UK as a great place to work and live. The UK must continue to be attractive to those from overseas; and in order to attract the best candidates, recruiters will have to sell a 'whole package' (that is, schools, housing, cost of living, and so on), and not just the job itself.

APPENDIX

BACKGROUND

In May 2017 the REC established the Future of jobs commission. The commission was chaired by Rt Hon Esther McVey MP (Member of Parliament for Tatton, and former Employment Minister). The Future of jobs commission built on similar strategic reviews that the REC have taken forward in the past, such as our Youth Employment Taskforce (chaired by Baroness Prosser) and our Flexible work commission (chaired by former Director General of the British Chamber of Commerce David Frost CBE).

The overall aim of the commission was to explore the UK jobs market and what would make it even more successful. We sought to provide practical recommendations to help businesses, policy-makers, and recruitment professionals plan for the future. In addition, the commission developed recommendations that could be presented to the government and policy-makers.

As well as driving recognition for the REC, the work of the commission aimed to underline the key role that recruiters will continue to play within a dynamic labour market. The commission's work reviewed and challenged existing thinking and recent research on the future of jobs. It also provides a specific benefit to the REC by developing a clear vision for the UK labour market and our industry's place within it. The report also provides clear guidance on how individuals can be supported to progress in a future jobs market, and how bridges can be built to help them achieve their aspirations and goals.

The commission brought together a group of 12 experts from leading employers, academics, think tanks, unions, recruiters, and labour market experts.

The commission met between May and September 2017. At each meeting the commission heard evidence from a variety of invited experts on specific areas of focus. In addition, the REC met with a range of experts, organisations, businesses, and recruiters to gain further insight. Written case studies have been supplied to the commission by organisations and individuals to supplement this report and bring it to life.

THE COMMISSION

Rt Hon Esther McVey MP	Chair of the Future of jobs commission
Chris Moore	President of Group Operations at Adecco Group UK and Ireland, Adecco
Rony Hacoheh	Advisor, Behavioural Insights Team
Harriet Finney	Deputy CEO and Policy Director, Creative Industries Federation
Louise Hewett	Founder, Hewett Recruitment
Charlotte Alldritt	Director of Public Services and Communities, Royal Society for the Encouragement of Arts, Manufactures and Commerce
Martin Hesketh	CEO, Brookson Group
Charu Malhotra	Global Head of Employer Marketing and Talent Attraction, Ferrero



Neil Morrison	HR Director, Severn Trent PLC
Maria Palmieri	Government Relations Lead, Tech City UK
Katja Hall	Partner, Chairman Mentors International, and former Deputy Director-General of Confederation of British Industry (CBI)
Caroline Corrigan	National Director for People Strategy, NHS Improvement
John Whelan	HR Director, Programmes and Support, BAE Systems PLC

EVIDENCE

Dr Neil Bentley	CEO, WorldSkills UK
Hasan Bakhshi	Executive Director, Creative Economy and Data Analytics, Nesta
Ben Mannion	Director, Hewett Recruitment, and Chairman of 'Connecting Schools and Business' in Worcestershire
Julia Howes	Principal, Mercer
Ann Francke	Chief Executive, Chartered Management Institute
Joe Lane	Senior Policy Researcher, Citizens Advice
Kate Bell	Head of Economic and Social Affairs, TUC
Ryan Shorthouse	Chief Executive, Bright Blue
Calum Chace	Author of <i>The Economic Singularity</i> and <i>Surviving AI</i>
Andrew Chamberlain	Deputy Director of Policy and External Affairs, IPSE
Rob McCargow	AI Programme Leader, PwC
Laura Hegarty	Indeed
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Ed Broadhead	CEO for One Month, Adecco Group UK and Ireland
George Windsor	Senior Policy Researcher, NESTA
Felix Mitchell	Co-Founder and Director, Instant Impact



CASE STUDIES

Hewett Recruitment

HS2

Diageo

Capgemini

King Ltd

Civil Service

The Association of Independent Professionals and the Self-Employed (IPSE)

Vodafone

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This report was authored by Neal Suchak (Policy Advisor) and Tom Hadley (Director of Policy) at the REC.

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For over 20 years Brookson has helped its customers deal with the complexities, uncertainties and compliance challenges that the changing world of work creates. Whether that is helping individuals who want to work flexibly, assisting organisations wanting more access to this flexible workforce, or supporting entrepreneurs looking to start or grow their business.

Brookson has succeeded by constantly developing market-shaping, technology-based professional services which reduce effort and hassle for each of our customer segments: providing the best advisory, compliance and administrative services they need and leaving them free to focus on the things that are most important to them. Ever since our inception we've built a strong relationship with a considerable number of recruitment businesses throughout the UK.

Brookson One, our Contractor Accounting business, benefits from sales opportunities via agencies working with flexible workers, and we reward these agencies once the worker signs up to our service. Brookson Enterprise provides accounting, payroll, timesheet management and legal services to a wide range of recruitment agencies. Our goal is to continue to build mutually beneficial relationships with recruiters and to build on the important position they hold within the UK economy.

Given our close working relationships with the recruitment sector and our focus on the changing world of work, we were pleased to be invited to participate in this very important commission.

We feel that it has produced a compelling set of recommendations and clearly articulated that a successful future jobs market is one where flexible working options are available and where people have genuine choice as to how they work.

We believe it is incumbent on the government, employers, recruiters, service providers and individuals to each play their part in making the UK the best jobs market in the world. Supporting and facilitating flexible working lies at the heart of this.

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