

The FIRM AWARDS

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AWARD WINNERS CASE STUDIES

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Recognise · Inspire · Lead

2022

Tuesday 14th June 2022

The 2022 Awards timings and judging schedule are as follows:

Entries open

Monday 10th January 2022

Closing date for entries

Friday 11th March 2022

Online Judging

22nd March – 8th April 2022

Shortlist Announced

Wednesday 13th April 2022

Final Round Judging

Monday 25th April 2022

Awards Ceremony

Tuesday 14th June 2022

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Wise is a global technology company, headquartered in London, building the best way to move money around the world. With the Wise account people and businesses can hold 55 currencies, move money between countries and spend money abroad. Co-founded by Taavet Hinrikus and Kristo Käärmann, Wise launched in 2011 under its original name TransferWise. It is one of the world's fastest growing tech companies having raised over \$1 billion in primary and secondary transactions from world leading investors.

Ben Craig leads the Recruitment & Employer Brand team and worked on the Careers website with Pixel Fridge, a start-up digital agency, specialising in back and front end website development. Wise and Pixel Fridge worked together in 2019/20 to transform the digital experience for candidates.

STRATEGY

Our **careers site strategy and objectives** were to:

- Encourage top quality candidates, attracting continued interest and role applications from those who TransferWise material.
- Promote the newly created employer brand and EVP with personable content & digital guides, getting people excited in the early stages of application.
- Dissuade the growing number of unsuitable candidates, whilst still providing other ways for them to engage with Wise.
- With a +140% YoY increase in applications we worked out the time spent rejecting candidates at application stage was equivalent to one recruiters full time job. We needed a solution that allowed unsuitable candidates to self-deselect and still value our brand as current and potential customers, and top-quality talent to know that they can thrive, particularly top tech talent in a competitive market.

Our **employer brand strategy and objectives** were to:

- Better articulate our employee experience, as a result of growing quickly as a start up to 2200 employee company.
- Validate and create an EVP and refresh our employer brand and figure out what's unique about TransferWise to attract top tech talent.
- Capitalise on the huge success from our consumer 'For people without borders' creative, which used phrases

that resonated with teams, geographical locations and campaigns e.g. 'Careers for people'

- We really wanted to show life at Wise through our people's eyes and bring to life our EVP pillars.
- Rather than Wise saying 'it's great to work here', we wanted to create authentic content that our candidates can relate to. So we let our people speak for us.

DEVELOPMENT

We needed to pinpoint the sweet spot between helping candidates, and creating business efficiencies. We held interviews and usability testing sessions with recent hires and recruiters across the business. This helped us to identify key questions, pain-points and opportunities at different stages of the journey. Our research was taken back to the core project team.

Together, we mapped the candidate journey and started collaboratively defining the user experience. Internal and external user research allowed us to identify the candidate's tasks & pain-points. By understanding this, we could plan the user experience around their needs. We worked collaboratively with the project team to map the candidate journey for each user type across the entire application process.

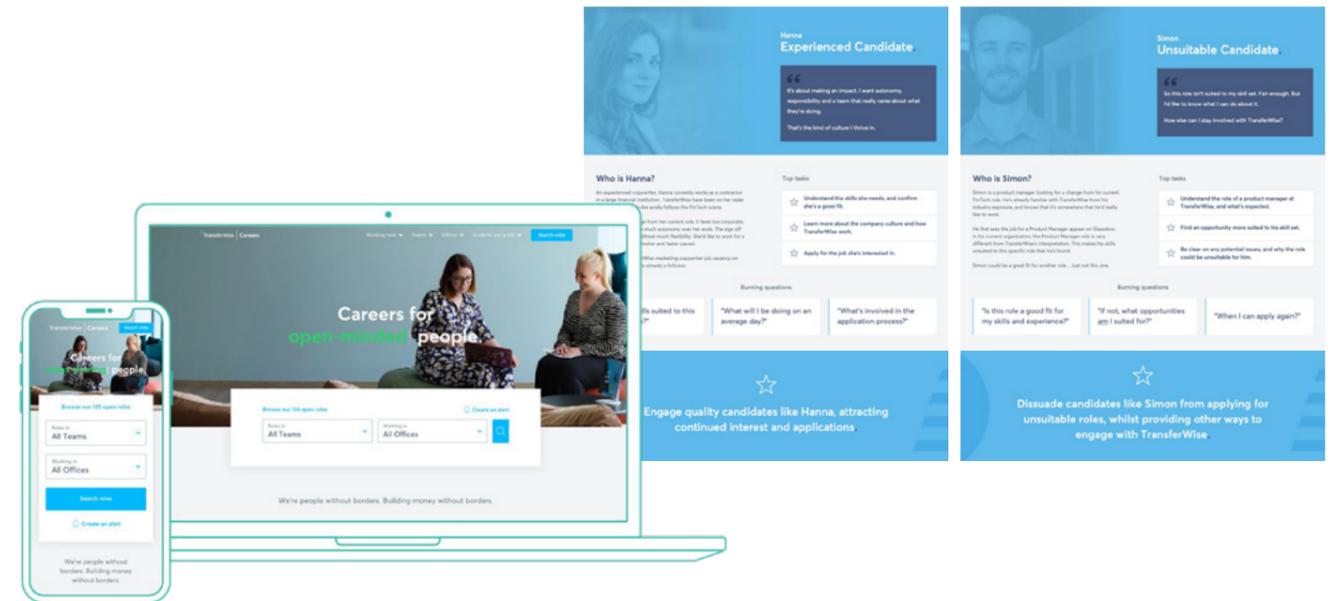
USER EXPERIENCE DESIGN

In the same way that an architect would produce a blueprint, we carefully planned the structure and experience of the Wise careers sites first. We quickly started testing ideas with both internal and external Wise audiences. Iterating a design prototype based on overall themes from the feedback, we worked our way towards a more polished user interface.

Full Discovery resource:
<https://7kx0n.axshare.com/cover.html>

INTERFACE DESIGN

The design needed to reflect and feel consistent with the overall product look-and-feel, whilst also staying true to the employer brand values of being 'built for people'. This meant keeping things inspiring & modern, without compromising on



the usability for which the Wise products are renowned. With nearly half of all candidates visiting on a mobile device, it was crucial that our design was fully responsive across platforms. We also took a modular approach to our pages, allowing them to scale and change gracefully as the site evolves.

Leveraging the Wise brand and design patterns allowed us to create a beautiful, mobilefirst experience that was true to the core product. Building the site involved developing a deep integration with 'Greenhouse' - Wise's **application tracking system**. This allowed us to produce a much richer candidate experience whilst still giving the Wise recruitment team complete control of the site content and structure. We pushed the boundaries of WordPress to handle role management.

The site also now classifies jobs and handles applications, creating huge efficiencies for the recruitment team. Improving engagement By using the API in a structured way, we were able to 'chunk' the application process to provide candidates with a simpler route to apply. Not only did we improve engagement with the application process, we introduced a **'job alerts'** feature.

Given the demand to join the Wise organisation, and their exponential growth, we provided candidates the ability to sign up for job alerts if there were no roles available.

RESULTS

Making use of the data available from our tracking tools (Google Analytics and Hotjar) alongside the overall recruitment statistics at Wise we achieved our objectives.

However with Covid we've seen the site go through peaks and lows in performance.

- The site now has the capability to find more information on the Company, Offices and Teams. The employer brand is truly reflected in the new site with Job Alerts allowing interested candidates to return when relevant roles are posted. 200% increase in applications by users returning from a Job Alert email, as opposed to a first-time user. Job alerts increased by 67% in 2020. New site users 274,244 in 2020
- The site now has the capability to find more information on the Company, Offices and Teams. The employer brand is truly reflected in the new site, with personable content and digital guides. 15% increase in monthly site sessions.
- Increased applications by 15% (the goal set was 10%).

We went from having a careers site that just pulled through a list of jobs from our ATS, with no content and we couldn't even edit an address without having to beg our internal and too busy tech teams for time. We now have a fully customisable CMS and site where we can launch landing pages and campaigns at speed - we do deep dive reports and optimise every 6 months.

We built an engaging employee-generated Employer Brand designed to attract diverse top tech talent and built and brought to life our company proposition. It also helped us to build a philosophy for how we measure the impact and return on investment of Employer Brand and Recruitment marketing efforts attributing our work across 3 pillars: growth of reach, perception and conversion based on candidate intent to apply.

Best Development of an Employer Brand



OVERVIEW

Elysium Healthcare is a young and dynamic independent provider of Mental Health, Neurological, Learning Disabilities & Autism, Children & Education and Private Patient services with a passion for the delivery of individual centred care.

Since August 2019, vacancies for permanent positions across the Elysium Healthcare portfolio have reduced by 65%, with Nursing vacancies reduced by 82% and Healthcare Assistants reduced by 48%.

We solely worked with WSA The Communications Agency on this initiative. Through the entire process we collaborated and defined the proposition for internal stakeholder approval, and then supported the marketing activity for its launch which included integration of HR departments across the business to embrace and align to the new employer brand.

The roll out of all new literature, marketing collateral, internal templates and documents we designed under the employer branding - ensuring every touch point along the candidate journey, from recruitment to leaving was encompassed under the new branding.

STRATEGY

Recruiting for Mental Health professionals and carers has become increasingly difficult over the last few years. It's a notoriously tough market where everybody is competing for the same talent.

Elysium is a relatively new provider having only launched in 2016. Brand awareness was low, and employees were going through massive change.

Our recruitment marketing wasn't delivering a long-term proposition or capitalising on the great work we were doing.

It wasn't building a consistent or constant story. Nor was it competing well with other, better known providers.

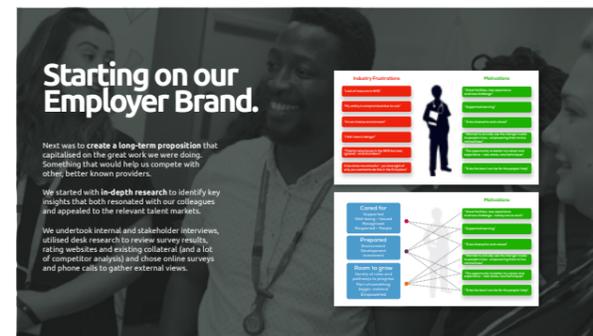
In January 2019, we began work on our EVP and employer brand. Together with our agency, we began in-depth research to identify key insights that both resonated with our colleagues and appealed to the relevant talent markets.

It wasn't long before we had our pillars. Strong themes such as feeling **CARED FOR**, having **ROOM TO GROW** and feeling **PREPARED** emerged. Our competitor analysis highlighted two core approaches – overstating a reality or fake engagement. We knew our culture would succeed. Our strategy was to position our people as authentic symbols of positivity among the gloom. We had to be about what it's like to WORK at Elysium, not use cliches about why people chose the profession.

DEVELOPMENT

The research finally led us to our EVP statement: 'We ensure our staff have the right environment and support to flourish and we empower them to deliver the necessary care to patients. With four services provided, there is diversity not only in what you want to do now but where you might want to grow into'. Which then led to our employer brand expression, 'What delivering great healthcare should feel like.' This earned approval from the key Stakeholders and was tested positively with colleagues.

We developed new brand guidelines, specifically for the employer brand – we utilised colour psychology to create a new, emotive palette. We adapted the tone of voice to be more personal (incorporating key themes from the pillars). And we created a new visual language that celebrated the moments our people spent with each other - which led to a number of photoshoots.



The images were used as part of a national out-of-home, press and e-shot campaign. We also re-skinned our website and redesigned our print collateral and exhibition stands to help with open days and events. Internally, we launched our EVP at sites - placing our people at the very heart of the initiative.

RESULTS

We launched our employer brand campaign and within the first month, applications increased by 137% and continued to rise. We also saw a clear increase in traffic to our website, too.

Our new honest, approachable tone of voice was adopted for social media content across the Elysium Healthcare Careers Facebook, LinkedIn and Twitter channels. New creative utilising the photography from the photoshoots was implemented using the new brand guidelines, showcasing the real talent within Elysium.

Emphasis on tangible employee benefits, EVP strapline, good news stories and community engagement hashtags were implemented as part of the content strategy to highlight Elysium as a healthcare employer of choice.

To date, the project has provided us with a fresh, new employer brand that is engaging well with our audiences – inside and out. It's helped us stand out from our competition and has achieved its aim of increasing the number of



healthcare specialists applying – while also delivering huge brand awareness.

- Increase in applications, year on year from 25,632 to 71,021 (+177%)
- Increase in web traffic since launch of 54% from 356,930 to 548,858
- Increase in followers on Facebook has increased 52% since launching the new employer brand, from 1,191 to 1,812, and social traffic up 62%
- Increase in organic searches by 19.55% to 280,000
- Employee Engagement survey response saw an increase from 27% to 52%

What we've achieved with our investment, with our approach and with our people, is an impressive feat – especially in the context of our sector and our specialisms, where recruiting is difficult.

We've achieved the position we wanted – to be all about our people experience and for our employee communications to be a celebration of how you feel working here, which is perfectly captured in our external employer branding. It's not moody. It's not threatening. And it certainly isn't about 'making a difference'. It's more human. More authentic. It's about feeling great about your work, your colleagues and your career – which is precious to us.



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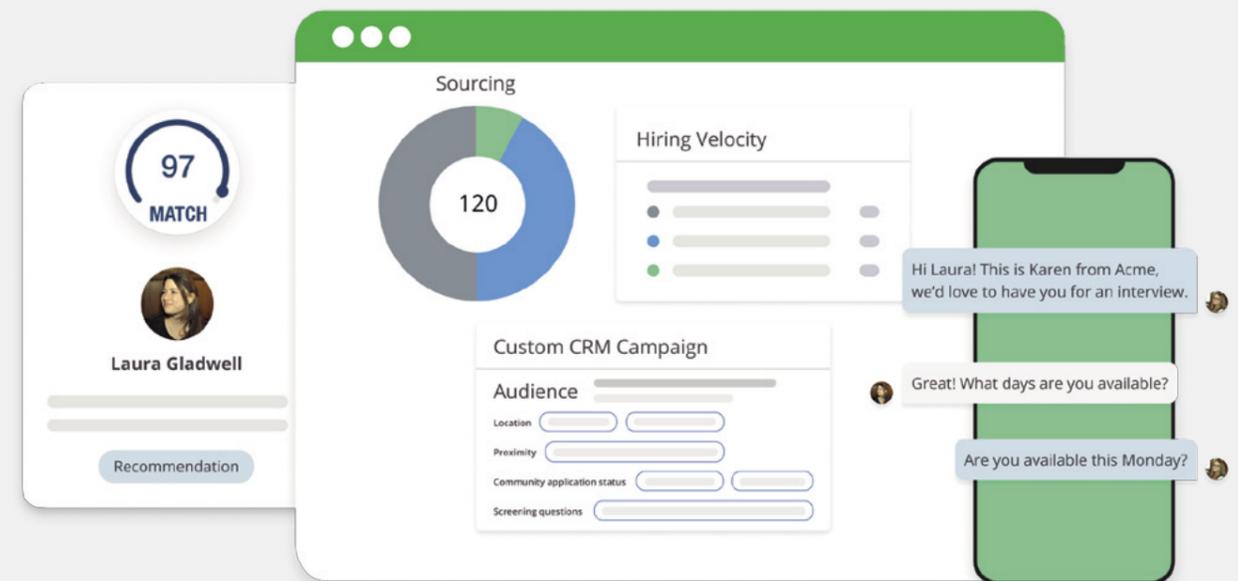
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STRATEGY

At Accenture, we don't put inclusion at the heart of our recruitment strategy simply because it's the right thing to do. We embrace diversity as a source of competitive advantage. It makes us more innovative and more creative, which helps us better serve our clients and communities.

Recruiting forms part of a much bigger diversity strategy for Accenture, which also includes retaining, progressing and rewarding our people fairly and equally across all levels of our organisation. It is our responsibility to break down the barriers for women and people from ethnic minorities, lower socioeconomic backgrounds, those with disabilities and the LGBTQ+ community.

In the last year, we're proud to have been recognised for this commitment once again in leading global rankings including the Bloomberg Gender Equality Index, Black Enterprise Best Companies, Disability Equality Index and Stonewall Top Employers.

DEVELOPMENT

But, despite our achievements, we know there's still lots more work to be done. We believe that the key to unlocking our vision lies in entry-level recruiting due to the numbers we hire, bringing up to 700 apprentices, interns and graduates into Accenture every year. We have a six-pronged approach that focuses our efforts across gender, ethnicity, social mobility, disability, mental health and LGBTQ+ inclusion.

We have set bold goals to achieve a gender-balanced workforce by 2025 and are currently tracking ahead of our target, with 45% of our workforce comprised of women. Globally, Accenture has committed to having women make up more than 50% of graduate hires, a figure that we have exceeded for five consecutive years.

Our ethnicity targets are set regionally to reflect the communities we live in. In the UK, we have decided to focus specifically on increasing the representation of our Black colleagues from 4% now, to 7% by 2025. In other areas, we have customised targets to tackle specific issues. For example, our commitment to working with new social mobility scholarship schemes this year, reaching 100% recruiter disability training and attending an even greater number of LGBTQ+ recruiting events this year.

MAJOR INITIATIVES

The **Accenture Futures Fund** was launched in June 2020 and has since provided funding to over 45 student-led initiatives at 22 universities. These grants have funded hackathons, mentoring schemes and other programmes for a wide range of underrepresented students.

We've also changed the way we work with universities this year, opting to take part in **targeted diversity initiatives** instead of careers fairs and employer presentations. This has seen us provide tailored support and funding to schemes including the Crankstart social mobility scholarship at Oxford, the Future Black Talent programme at Loughborough and LGBTQ+ programmes at Imperial, LSE and UCL.

Another new initiative for 2020 was our Empowering Black Futures programme, a virtual insight week specifically created for students of Black heritage. During the week, participants are given the opportunity to try their hand at a consulting project, meet Black leaders at Accenture, be mentored by our **African & Caribbean Network** and discover the skills they need to be successful at interview.

During the 2020/21 academic year, we welcomed 179 Black students onto the EBF programme across two insight weeks in September and February. Following the assessment centres, we made 68 job offers to participating students; helping us to achieve a 6 percentage point increase year-

on-year in consulting graduate programme offers for Black graduates and a 21 percentage point increase in our summer vacation scheme offers for Black students.

Finally, our most recent innovation is a unique graduate apprenticeship called Step into Tech. Noticing that women are widely underrepresented on software engineering courses, we designed a new apprenticeship with Newcastle University for non-tech graduates to study a Master's degree in technology whilst working in a graduate role at our Advanced Technology Centre. Our first cohort of 10 women joined us in January 2021 and are already confidently programming on live projects for four of our clients.

One of the biggest challenges we faced was demonstrating to students on campus that D&I isn't just a buzzword for us and proving to them that we were translating our words into actions. So in 2020, we went above and beyond to accelerate the impact of our already award-winning diversity and inclusion activity. We knew that if we wanted to achieve our ambitious targets we needed to focus on outcome-driven solutions.

This meant adopting a radical step change in the way we recruit. A large number of stakeholders from inside HR and from across our wider business had to be involved in bringing our plans to life; from approving new hiring channels to attending and running sessions as part of our new insight programmes. Scheduling lots of graduates, managers and senior leaders for our events is a huge task, but one which was executed seamlessly thanks to the networks of our

recruiters and their exceptional business partnering skills. All of this came at a time when we were under immense pressure as a team due to Covid. Like all Recruiting teams across the UK, our budgets were stretched exceptionally thinly this year despite a 34% uplift in hiring demand year-on-year. All in all, we've had to do a whole lot more with a whole lot less!

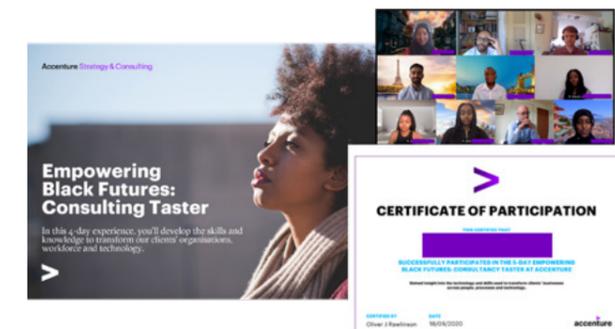
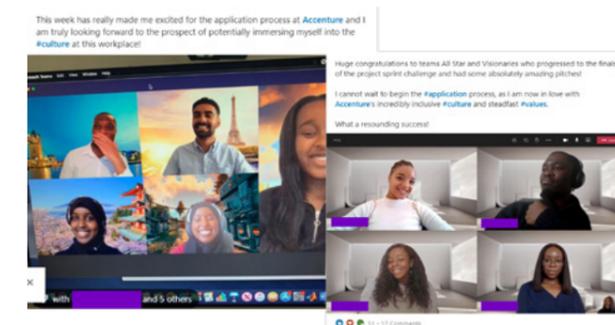
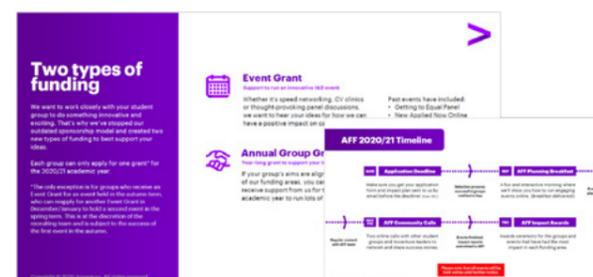
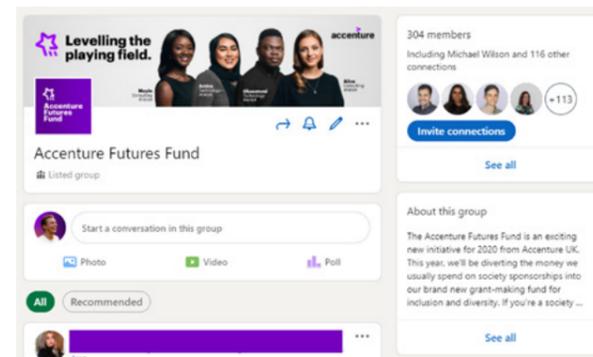
RESULTS

Empowering Black Futures has had the biggest impact on our hiring targets, single-handedly netting us a 6 percentage point increase year-on-year in consulting graduate programme offers for Black graduates. We have also seen a 21pp uplift in our summer vacation scheme offers for Black students.

We have also been able to increase the proportion of our Black hires in our regional locations, such as Newcastle and Edinburgh, up 11 percentage points year-on-year. Hiring more Black talent across the UK is a key priority for us and this is being realised with a new proactive sourcing strategy for entry-level programmes.

Amongst many other milestones, we are proud to have increased our gender hiring ratio yet again by 5 percentage points year-on-year and we are delighted to have moved up 12 places in the Social Mobility Employer Index.

Our mission is to become a case study for recruiting diverse talent and, by winning this award, we hope to show others how they can too. Because, despite our achievements, we know there's still lots more work to be done.





PEPSICO



PepsiCo, a leading global food and beverage company is made up of over 260,000 employees based all around the world in seven divisions. Guiding PepsiCo is our **vision** to Be the Global Leader in Convenient Foods and Beverages by **Winning with Purpose**. "Winning with Purpose" reflects our ambition to win sustainably in the marketplace and embed purpose into all aspects of the business.

STRATEGY

PepsiCo Europe's graduate recruitment strategy is comprised of 3 main pillars that we call

Learn, Develop and Grow

Learn First Gen – short-term internship or trainee programs in each Business Unit, varying from 3-12 months.

Develop Dare To Do More (DTDM) challenge, a Europe-

wide gamified competition which helps attract, engage, assess and recruit high-potential graduate talent through an innovative business case approach.

Grow Break Out program geared towards graduate talent with more professional experience.

DEVELOPMENT

The **Dare to Do More Challenge** is a Europe-wide gamified process which helps attract, engage, assess and recruit high-potential graduate talent through an innovative business case approach. Through a virtual competition, students/recent graduates harness their entrepreneurial skills, identify the next big trend in foods and beverages, and compete for graduate positions at PepsiCo. Backed by many executive sponsors, the program aims to innovate traditional recruitment methodologies, focusing on potential rather than technical knowledge or background.

The DTDM strategy was designed to:

- Attract, assess and recruit high-potential graduate talent through an innovative business case approach to fill in our graduate positions.
- Assess personality and critical thinking traits related to successful performance in Campus and entry-level professional roles at PepsiCo via PepHire Virtual assessment.
- Invest specifically in the graduate talent cohort as a long-term leadership pipeline solution.
- Raise the brand awareness of PepsiCo as an employer of choice across Europe.
- Advance our diversity & inclusion agenda via this unique recruitment strategy.

We tried to not only attract candidates to join PepsiCo as a graduate, but also to see the challenge experience as a learning journey. During the challenge, the candidates get to know more about PepsiCo brands and culture in a digitalized and fun way: via PepsiCo Games rather than going through the company website for information.

The main obstacles we faced in regards to the Dare to Do More 2020 challenge were making sure we reached as many potentially interested candidates as possible, 100% virtually. Though DTDM was born a virtual challenge, this was the first year there were no in-person career fairs, no promotional events, no networking opportunities. In addition to the lack of offline activations, we also had to find workarounds in terms of local finals (where in normal circumstances in-person interviews would take place and candidates can see our physical offices, etc.).

RESULTS

- Over 5000 individuals applied in Europe – a 154% increase compared to 2019 - with more than 500 candidates moving to the second stage.
- 157 finalists were then invited to take part and present in our virtual local finals.
- 39 graduates were hired for roles all over Europe.
- Over 13.8M impressions across social media.

"We've seen some exceptional talent join our Europe Insights function via the Dare To Do More Challenge over the last 3 years. Not only does it provide a fantastic platform to showcase entrepreneurial flair, analytical skills and creativity with senior leaders in our business, it's a great way to kick start your time in PepsiCo. We want to recruit the future leaders of our organization through this challenge"

Paul Matchett, Senior Manager, Revenue Management Insights & Analytics.



CANDIDATE QUOTES

"Along the selection process, every candidate had the chance to present a Business Idea; I felt that this approach was extremely innovative. The core of the evaluation was the attitude of the candidates and their sensitivity to find solutions in a real business environment. Also, the training organized by PepsiCo to improve soft skills and public speaking abilities helped me to persuade the jury. Looking back at my experience, more than a selection process I enjoyed it like a great learning journey!"

Marco, DTDM 2020 Finalist, Supply Chain, Spain.

"I enjoyed taking part in the challenge to showcase my skills through the business case. For once it doesn't depend on the algorithm based on your resume. It really depends on the work you put into your business case. It was also the opportunity to get out of my comfort zone, to come up with an innovative idea, to be creative and analytical and that's what I loved the most."

Margaux, DTDM 2020 Finalist, Digital, France.

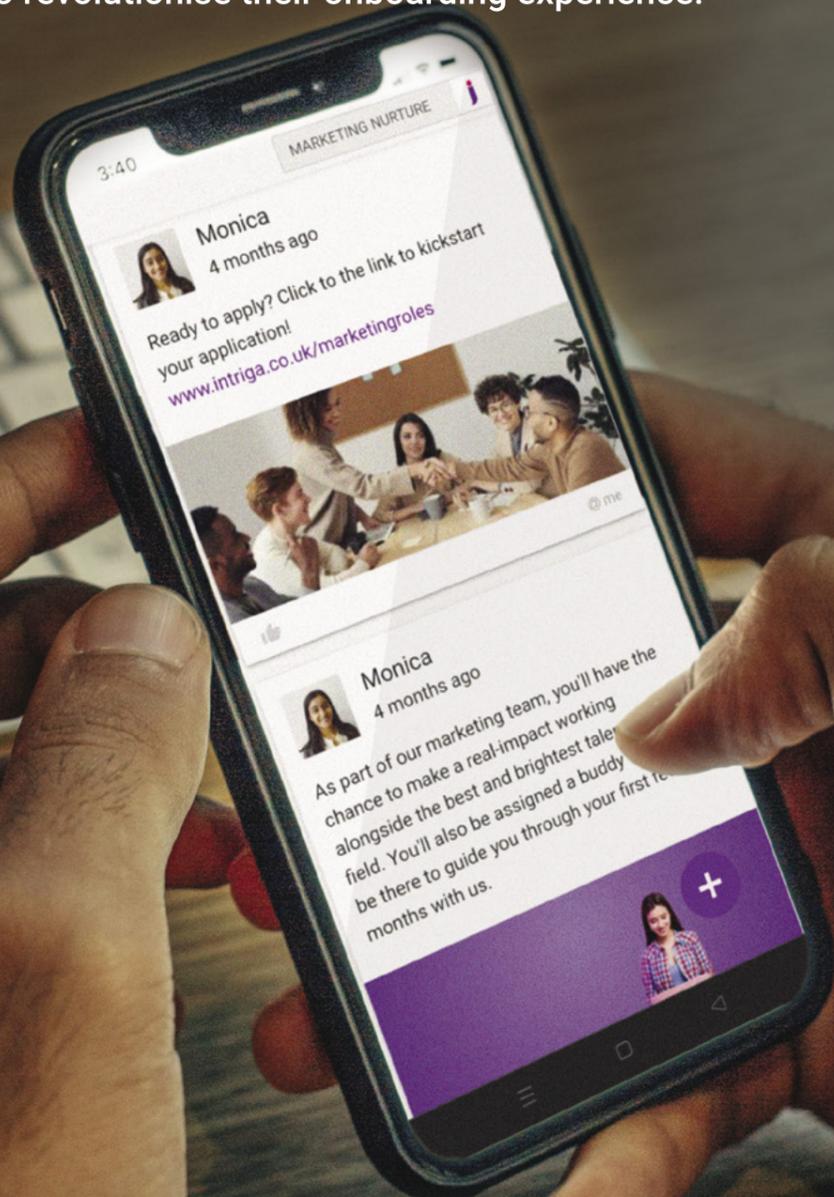
The new joiners themselves reported that they loved that it's an individual competition, that relocation in Europe is possible, and that they weren't judged simply by a piece of paper (their CV), like in most other processes. They were able to show their true potential – and what is better than that.

Agencies who assisted with the 2020 European edition of the DTDM challenge were: Agorize, Appetite Creative Solutions, CH Video, SMRS Agency, and Box de Ideas.

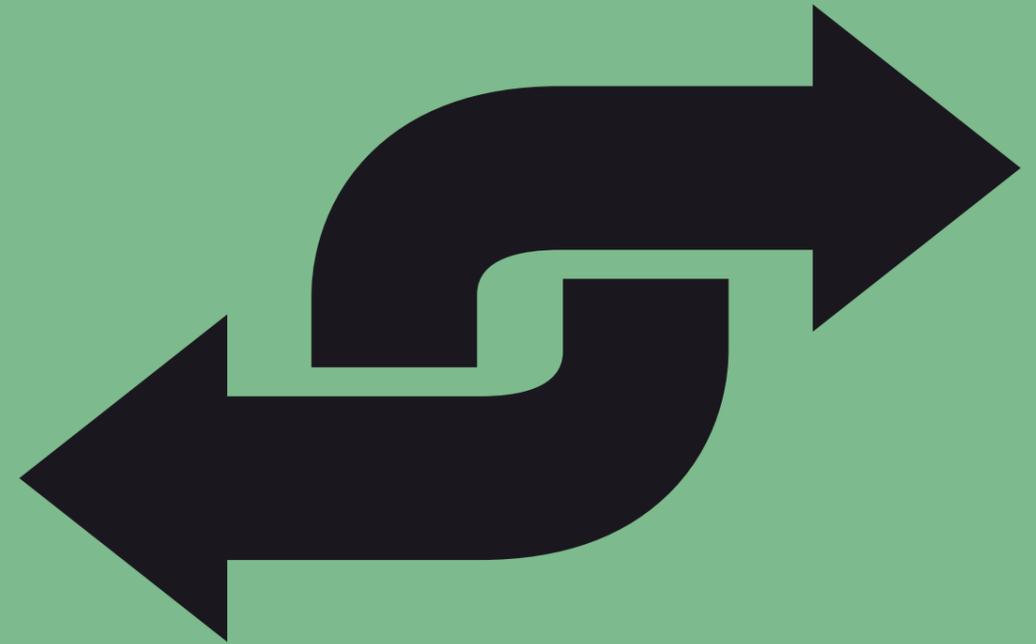
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DEVELOPING DIGITAL SKILLS IN INDIVIDUALS DURING ORGANISATIONAL TRANSFORMATION

Ricoh PLC is a Japanese company headquartered in Tokyo. It has physical locations in 23 countries in EMEA (which is the focus of this work). Ricoh have 19 offices in the UK. Globally, Ricoh also has strong presence in the US and Asia.

Ricoh worked with Saville Assessment who advised on the design of the selection process. Once designed, Saville Assessment technology was used via an integration with our Applicant Tracking System, Talentlink, to administer the assessments.

THE CHALLENGE

A significant part of our business has traditionally been based around the office print trade. Even before the emergence of Covid-19, this part of the business was on a flat-growth trajectory with less in-person and remote technical support required. Unsurprisingly, this was also badly hit by the global pandemic.

This presented a challenge we needed to address urgently. We had a large pool of extremely talented individuals who were being underused. At the same time, on the digital services side of the business, which we see as the growth engine for Ricoh globally, there was a shortage of the specialist skills required – not just at Ricoh but in the labour market in general. Our strategy was to create a pipeline of future talent to support our organisational transformation, moving us from a predominately office print business to a digital services company. To do this, first and foremost we wanted to give opportunities to our people who have been so instrumental in our ongoing success.

We needed to identify, and develop, motivated print-based employees who could most readily make the move to digital services. In terms of execution, the process

needed to be a positive experience for all participants who were interested in making the move into digital services, providing them with meaningful information and the chance for personal development, regardless of whether they were successful or not.

THE SOLUTION

The Scala Digital Talent Program was open to all our team across EMEA but aimed primarily at office print technical employees, a target population of around 4,000 people.

The scheme consisted of a nine-month learning program which would lead to individuals acquiring industry-recognised digital skills accreditations, as well as having the chance to spend three months in a temporary placement in their chosen area, gaining hands-on experience of the role.

The selection process for the scheme had to be thorough and multi-faceted, considering an individual's behaviours, aptitude, and motivation. We used a suite of Saville Assessment tools - **Wave** personality, cognitive ability and workplace English assessments - in combination to help identify those most likely to succeed in the Scala Program.

This process was integrated with our applicant tracking system, Talentlink, making it highly efficient in terms of time and resources. Insightful feedback based on their assessment data was also provided to all individuals, both successful and unsuccessful.

THE RESULTS

Through the Scala Program we have met our four key objectives:

1. **To reassure our people, at a time of immense uncertainty, that they will continue to be supported, and that there is a bright future for them at Ricoh.**

We have received excellent feedback from participants. The fact we are investing in careers and providing new opportunities, even in testing times, is being recognised and appreciated:

"With Scala there is a clear goal and guidance. Studying something alone on the side to self-improve last year was hard as I didn't know where to start, but this course is a breath of fresh air. There are very few other companies out there that are willing to invest in their own staff and promote growth within." **Scala Cohort 1 participant.**

"I have never participated in a course which is as comprehensive as this. I am very happy about my decision to apply. Now it is clear for me that you don't just present dry lessons about Digital Transformation, but you build a person with the right mindset, and good skills for the future. I am really happy to be here!" **Scala Cohort 1 participant.**

2. **To equip motivated and capable employees with specialist skills which are highly sought after in the marketplace.**

We put together a rigorous, robust and objective selection process. This gave us confidence that we were investing in motivated, capable, individuals. We ended up identifying enough participants to fill two cohorts of the Scala program. The learning track for Cohort 1 shows all the delegates are on course to gain specialist qualifications. The information from the Wave behavioural assessment has even shaped some of the development program, meaning development of some of the softer skills which will help delegates regardless of whether they move on from office print.

3. **To create a pipeline of talent ready to support Ricoh's digital transformation from an office print business to a digital services company.**

From Cohort 1 around 60% of the 70 delegates from the office print sector have already been placed into new roles in the digital business. Cohort 2 is under way and 10 delegates have already transitioned to the growing areas of the business while also continuing their personalised learning tracks. We fully expect Cohort 2 to match the 60% figure achieved in Cohort 1.

4. **To support the talent team in addressing one of their major challenges - finding talent in niche areas of digital service.**

We are delighted with the wide geographical split of delegates in Cohort 1 and that all territories were engaged in the project and are benefitting from it. We saw a broadly even spread of applicants from the UK, Belgium, France, Germany, the Netherlands, Norway, and South Africa. This means we have a new pipeline of digital talent across all these regions where attracting digital talent is a long-standing challenge.

This really is a win-win initiative with huge benefits for Ricoh, and everyone involved. We are very proud to share this award submission and hope it encourages others to think creatively about how to deal with demand shifts in their business.

Matt Staley, Talent Director and Recruitment Function Lead summed up why we feel so proud of this initiative: *"Scala takes brilliant people and gives them the skills to succeed in a digital world."*

Balfour Beatty

We're a UK-based FTSE-250 multinational infrastructure group that focuses on construction and support services, as well as infrastructure investments with operations across the UK, Ireland, the US, Canada and South East Asia and 15,000 permanent staff.

Led by the previous Head of Resourcing, Samantha Ramsay, the team comprises of the Head of the function, Valérie Thibiéroz, Senior Resourcing Manager, Executive Search and Ben Abrahams, Senior Executive Recruiter.

STRATEGY

Valérie Thibiéroz was hired in May 2019 to lead and set up the function from scratch. Historically, the board and senior managers had carried out their own senior hiring, using long-standing relationships and their own networks with suppliers.

There were several key challenges that the function needed to address. First of all, Valérie recognised that we needed a more cohesive way to recruit at senior level. The business operates across four major SBUs: UK Construction Services, Major Projects, Rail & Utilities and Investments, including Highways. There was no alignment as to how one SBU would recruit at senior level compared to the other. Valérie was also passionate about strengthening our succession plans at senior level, whilst building a more diverse leadership team in line with Balfour Beatty's ambitious – and unwavering – D&I goals.

Finally, Valérie wanted to tackle the **lack of solid talent pipelines**. The lean nature of the organisation means that the business doesn't keep staff 'on the bench' ahead of projects being won and as such, a robust pipeline mechanism was needed for senior talent – to break the cycle of reactive recruitment at the point of a new project being awarded.

At high level, the three-year strategy consisted of:

Year 1

- Develop talent pools for senior women, people from BAME communities, project director opportunities and commercial experts
- Develop a platform, service and delivery model to flexibly and expertly respond to current and future needs
- Identify best value partners to support our executive search.

Year 2

- Address leadership succession gaps and build a stronger talent pipeline
- Enhance process development workstreams
- Create central PSL for search and research providers
- Develop insight services around market, talent and other key areas

Year 3

- Further develop adjacent services, such as market and talent insight services
- Drive long-term pipelining activities that are aligned to strategic business objectives.

DEVELOPMENT

The Executive Search function operates at board minus three (down to F1 in our internal grading) across all our SBUs in the UK and Ireland. This represents an internal population of around 305 people. The function also intervenes on some level E (£80k to £100k) assignments – in particular, where the skills needed are scarce or the business need is critical. As well as this, it also supports senior searches for our overseas businesses (for example, Gammon Construction in the Far East and our US civils business), at the request of our Group HR Director and Group Commercial Director.

Lastly, it provides competitor mapping, compensation benchmarking, and talent insight.

In 2018 and 2019, the volume of external hires at F1 level and above ranged from 20 to 25. In 2020, the number of hires at F1 level and above doubled to 40 (previous year was 20), notably driven by the mobilisation of our largest project, delivering the civil works of HS2 Area North with our JV partner Vinci.

Sourcing /Attraction

Our search strategy was typically underpinned by searching our sector to ensure that the best available candidates were presented from our direct competitors. This was then enhanced by searching "beyond the usual suspects" into adjacent sectors to identify diverse talent in its broadest sense. For instance, with regards to PDs, our approach was to partner with Highways, Major Projects and our London construction business to:

- Map the market and pipeline project directors
- Share insights on talent movement
- Share market insights on opposing bid teams.

In the first 12 months alone, this resulted in four project director hires. We pipelined c. 100 leaders into the business last year to support succession planning, grow talent

pools in scarce skills areas, reduce reactive recruiting and introduce diverse talent to broaden our stakeholders' perspective on talent. Our attraction strategy was primarily built on providing a first-class candidate experience as well as raise our employer brand amongst particular populations (HS2 talent; HSE leaders) via candidate engagement campaigns and webinars.

The channels we used were:

- Executive search members' own professional networks
- Business stakeholders' networks
- LinkedIn
- Professional and industry bodies
- Primary and secondary research through published sources
- Executive search talent community within Beamery: <https://pages.beamery.com/balfourbeatty/form/exec-welcome>

Resource capacity

The function was created in May 2019 and remained a one-woman band until the welcome arrival of Ben Abrahams in February of 2020. A scalable delivery framework was put together around three delivery models: direct, hybrid (via the support of an external research company) and outsourced. This allowed executive search to continue managing and influencing all executive search processes in a sustainable manner.

Winning hearts and minds

Our senior stakeholders often had mixed views and past experiences of using an in-house function to recruit at senior level. There was a long-held belief that going external would in essence buy you the head-hunter's network. We were able to bust the myth by:

- Demonstrating our access to top talent via our joint networks
- Our ability to craft a search strategy that considered talent inside and outside of sector to promote diversity
- Putting the candidate journey at the heart of our processes

Hiring more diverse talent

The function was set up with a core aim to increase diversity of talent amongst our leadership team. For a business that's highly technical at its core, there's a tendency amongst stakeholders to focus on the technical competencies above and beyond the behavioural attributes needed to succeed at senior level.

Executive search devised a bespoke talent pipelining exercise to target BAME and senior female talent – one that would proactively feed into our shortlists and highlight talent not

previously considered by senior stakeholders, without the pressure of a live recruitment need. In 2020, 40% of all of our direct hires were diverse; this number raised to 55% when considering roles at F1 level and above. This is in stark contrast to less than 3% diverse when the business was relying on their network to recruit.

Reducing over reliance of agencies and breaking long-established habits

The culture amongst senior stakeholders was to go externally for senior hires, often without seeking the input of resourcing. Our strategy was to make the executive search function front of mind amongst stakeholders. And we achieved it – by sharing market insight and introducing pipelined talent to raise awareness of diverse talent not previously considered and/or candidates who could complement an internal succession plan. Today, the ratio of direct recruitment versus external is 80/20.

RESULTS

- 22 direct, external hires
- 41% were from diverse backgrounds (nine hires)
- 2 were ex-Armed Forces
- 99 speculative submissions, resulting in 57% pipeline hiring (12 hires)
- Search firm cost avoidance achieved in 2020: £706,160
- Cumulative cost avoidance since executive search was created in May 2019: £1,001,793
- 96.87% retention since May 2019
- Recruited three times more BAME and female candidates in 2020 than 2019
- In 2020, Executive Search has achieved diversity ration of 55.5% hires at F1 level grades and above

"I love the job that I do because I have always been fascinated by how people from different walks of life can come together to create success. The formula to support this via executive search is of course as much an art as it is a science and 20 years on, getting this balance right remains a constant source of challenge, personal growth and enjoyment. I feel particularly proud that we have been able, as a small team, to impact the diversity of hiring at senior level and bring on board leaders who will encourage, empower and build our people"

We believe that we won because the value we have delivered at Balfour Beatty has been achieved through harnessing our strengths and differences around Sam's vision of trusting the experts, being yourself, striving to be industry best and of course, having fun with it."

8 seconds. That's all you've got. Can you attract the best?

It's vital to make every word count when hiring the talent to shape the future of your business. You have just 8 seconds to sell your story and inspire the most diverse, talented job seekers. And become the No 1 destination for their job applications.

The future of resourcing. It's all about agility.

2020 has seen the World change. The technology needed to find the best people has changed too.

"The Global economy has been significantly impacted over the last year and this has profound effects on how we find and hire the right people to survive and thrive in the future. Larger numbers looking for work, smaller resourcing teams, a turbulent economy and a major shift to virtual collaboration have changed the employment market beyond all recognition. To be successful in 2021 and beyond requires a new set of tools and a fresh approach to resourcing."

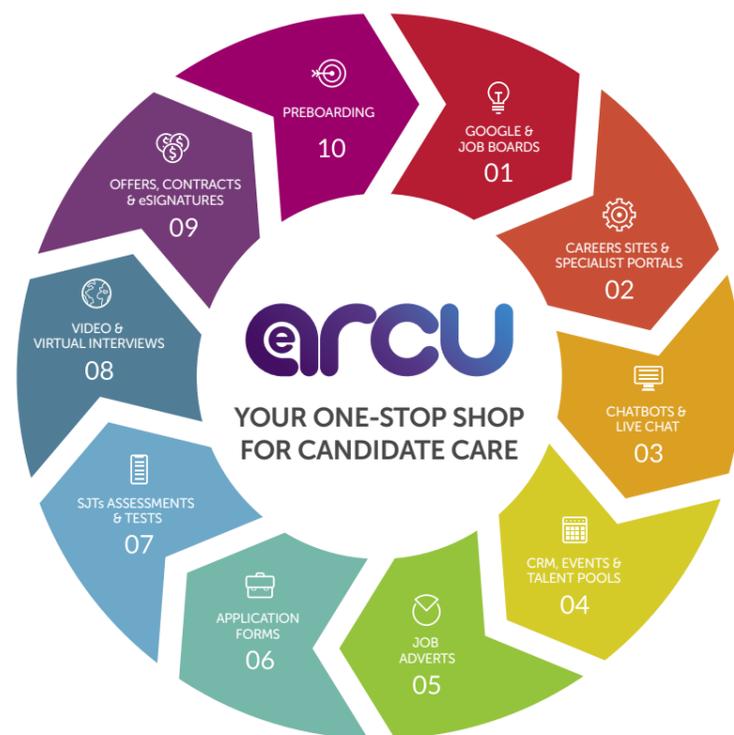
Andy Randall, CEO of eArcu.

It might seem that, right now, finding people is easy.

- Are they the right people?
- Are they invested in your organisation?
- Will they make a difference?
- Or even stick around?

The winners will be the agile teams who adopt the smartest technology to engage with all kinds of candidate communities.

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BT Group plc is a British multinational telecommunications holding company headquartered in London. It has operations in around 180 countries and is the largest provider of fixed-line, broadband and mobile services in the UK, and also provides subscription television and IT services. The Recruitment Marketing Team is headed up by Laura Price – Employer Brand Lead, BT Security.

Ph Creative are an Employer Brand and Recruitment Marketing Agency. Ph helped develop the new **We are The Protectors** campaign and Security identity, as well as all the content that sits around the new brand.

STRATEGY

BT has been at the forefront of security technology throughout history, and we have a proud heritage of innovation and achievement. But very little awareness exists around our role in protecting the nation. For example, not many people know that BT Security has protected the NHS's data from constant cyber-attack through this crucial time of the COVID crisis. The role of **"The Protectors"** has never been so vital as we deal with 6,500 attacks every day!

We completed a rebrand of our Security function, highlighting that **"We Are The Protectors"** to better share our story, and help showcase ourselves as a great destination employer for security professionals. We partnered with employer brand agency Ph.Creative (Ph.) to create this, and to develop a disruptive awareness campaign that was daring, insightful, and rewarding.

However, just as we were ready to launch our new brand, the 2020 pandemic hit. We were immediately faced with many physical office closures, digital-only communications, and a landscape of fear and worry, shared, of course, by the entire world. For one particular group, **graduates and apprentices**, this was a difficult time, because for many of them the future of their working life was suddenly very uncertain.

We were absolutely determined to not let our hard work and efforts go to waste. We pushed ahead with the onboarding of our apprentices and graduates, responding in a flexible and agile way to the challenges presented by the pandemic, modifying our campaign to work in a purely digital world and still create moments of delight for our cohort who would have otherwise had the opportunity to connect and make friends in person. This personal interaction was such a big miss, we were worried about how we could create our moments of delight in a remote, digital environment.

This led to the successful remote onboarding and virtual induction of our **2020 graduate and apprentice cohort** - for the very first time in our company's history.

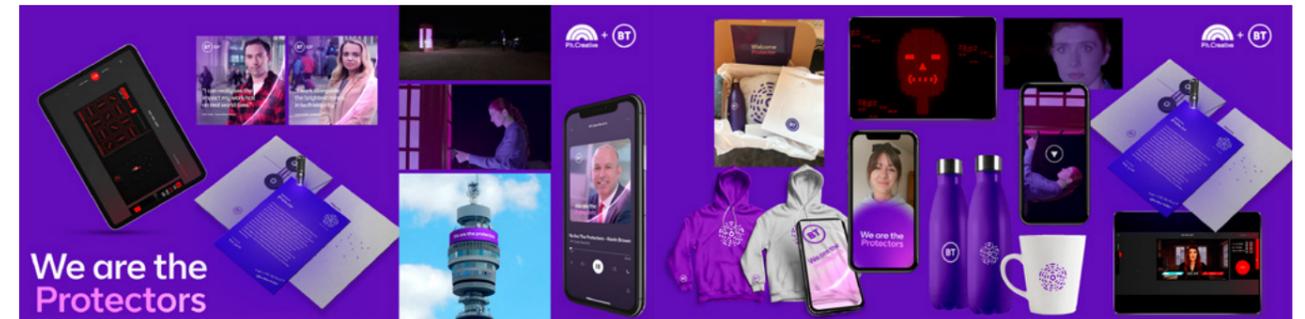
DEVELOPMENT

Tapping into the Tech "unboxing" trend, we sent an onboarding pack to participants that focused on creating moments of surprise and delight. However, this wasn't just any old box of swag. We utilised a mixture of **storytelling** and innovative use of **Augmented Reality**, capturing the hearts and minds of new graduates and apprentices, inviting them to actively engage with the brand through immersive experiences and gamification.

We wanted to communicate that no competitor can offer the depth, breadth, and impact of the work we do. We have a unique mix of heritage, scale, innovation, and stability, and provide incredible opportunities for those with the drive and curiosity to seize them.

So... our experience had to show that!

Research with our staff showed they felt they answered the question of: "What if it all went wrong?" with their protective, proactive roles.



We created a campaign that embodied this feeling of them being the response to that tough and frightening question. We designed a campaign based on: "We Are The Protectors". It was an epic story, a battle of good versus evil, bringing to life the breadth of the Security roles and the impact they make through drama and cinematic storytelling.

We told the story of a cyber hacker of unimaginable power, Lycus, disrupting modern society with his villainous takeover... and connected all of our cybersecurity roles through the shared theme of defending the world against his plot.

This version of our story unfolded across various channels. The pack contained:

- AR branded hoodie and water bottle - a gift to help candidates feel welcomed and special.
- UV invisible letter from the MD of BT Security - a challenge for the curious.
- Glyph AR trigger to preview **'We Are The Protectors'** campaign film - to evoke excitement and determination.
- URL and password to get early access to the digital games we created for the escape room as part of our integrated campaign - to feel exclusive and part of an intelligent team.
- 'We Are The Protectors' video call backgrounds - to feel included and part of the company.

RESULTS

The campaign has been hugely successful. It's been embraced by everyone in Security and even used as the cornerstone to develop the Senior Leadership team's strategy for the business in 2021.

Everybody in BT Group and Global knows about it; it was given kudos by our CEO address to the testimonials and

feedback from new hires who have been through the process.

Most pleasingly to us, the Entry Level cohort for 2020 has badged themselves "Next Gen Protectors", owning and extending the theme we created.

"You have officially made BT cool! The grads loved the hoodie, water bottle, cyber video and decoding experience! You have brought us into the 21st century!"

"It made me feel really included before I'd even started - like a welcome into the family"

The way in which the campaign has been received, embraced, and even celebrated, not only demonstrates how accurate and authentic the messaging is behind it, but it has driven a sense of belonging and inspiration to teams all around the world at a time when we really need it most. What a pleasure and privilege to be part of something that

unites us and gives us a sense of pride in both what we do, and how we represent it!

"Launching this incredible campaign in the midst of a pandemic was nerve-wracking, but it was worth it; the results just speak volumes. We've helped graduates and apprentices who weren't sure how their future looked to find stability and security, but what's more, we've won over our internal teams, from Dallas to Singapore - that's no mean feat. It's generated a sense of belonging and inspired our teams to feel proud of their role as Protectors, even through a pandemic. For an individual campaign to receive global recognition like this is overwhelming - a testament to the quality of the strategy and creative work."

Laura Price, Employer Brand Specialist, BT Security.

Tribepad

OVERVIEW

Tribepad helps enterprises attract, source, nurture, screen, interview and onboard the right people, both permanent employees and contractors, through their easy-to-use enterprise recruitment platform. Their solutions are used by more than 25 million people in 16 languages worldwide.

STRATEGY

Working in partnership with a huge global hospitality client, Tribepad revolutionised their recruitment platform to enable a far more streamlined, consistent approach to global recruitment.

The context around the project business case involved lockdown restrictions easing and Europe's economy beginning to be rebuilt. This led to a sharp recruitment drive for the client, combined with an overall desire to be more profitable. The aim was to build a single recruitment platform to be used by all global franchisees, creating brand consistency for all candidates.

The platform needed to be flexible and agile enough to ensure that franchise owners across Europe could easily pick up the technology, whilst focusing on their day-to-day jobs. The mass recruitment drive and candidate journey also needed to work with the overall rebranding exercise that the organisation were going through.

In order to enable continuous improvement, the system needed powerful reporting functionality covering; diversity compliance, time-to-hire, cost of acquisition and source optimisation for the whole of Europe, ensuring a smooth overall hiring experience.

Tribepad and their client already had a great longstanding relationship in place, working together since 2017. The ATS, already used by the UK & Ireland branches, was handling 10,000 candidate applications per month with ease and seeing great results. Not only was there already an established simple interface for both candidates and users as a starting point, both parties also knew that with Tribepad's

approach they'd have the significant level of flexibility needed to adapt the platform before rolling out to Europe.

DEVELOPMENT

In terms of formal methods of working together, monthly account management meetings ensured continual review of whether overall objectives, micro and macro milestones for the project were being met. As well as this, more informal ad hoc discussions around the client's specific development roadmap took place. Clear goals and timelines were set, again with continual feedback being given. The support team were also continuously on hand throughout to deal with issues as and when they arose.

The main factor in ensuring joint success was the fact that both parties fully bought into the platform simplification idea, leading to successful scalability. There was a clear continuous 'loop' for both parties in that any product development made would lead to efficiency savings, which in turn provided further value in order to reinvest in development.

Unique insights from both parties were also imperative in the project's success. The client suggested using a single platform knowing that the franchises were uniquely placed for this to work. With very defined roles and job titles, roles being exactly the same no matter what country, the single platform ensured global brand consistency. Tribepad's previous experience with multilingual platforms, guaranteed success. This project took the multilingual element further though and required compromise from all five countries. Tribepad's client felt able to make suggestions as they knew they had an incredibly flexible partner who would help them reach their overall objectives.

The global hospitality client are also consistent contributors to Tribepad's overall roadmap, as well as partnering in terms of speaking at recruitment events and helping the recruitment community.

The whole project hasn't been without hurdles to overcome. Tribepad's client initially were 'thrown in at the deep end',

with recruitment before just meaning internally hiring a team and not using technology to complete mass recruitment for all of Europe. With the strength of the partnership and support of Tribepad though they were able to take it all in their stride. Any challenges faced were discussed by both parties and agreement reached.

RESULTS

To manage the expected application influx, the global hospitality client is harnessing Tribepad's ATS to automate recruiting across Europe.

With Tribepad's smarter analytics tool, using real-time data, they can now easily report across Europe on diversity compliance, time-to-hire, cost of acquisition and source optimisation to ensure they are providing a smooth overall hiring experience - for both hiring managers and candidates. Europe-wide reporting enables them to be more effective as a global organisation.

Everything they do is around engagement of the audience and so any success should be measured with the end users in mind. The main focus is the franchise owner, not the candidate, but without the candidate being really deeply engaged with the franchise owner or the hiring manager, it wouldn't be successful.

Tribepad's global hospitality client's new platform and improved candidate journey has:

- Increased candidate applications by 40% and improved quality of hire, using situational judgement tests by 25%.
- Created the most lightweight experience for all their different types of user by stripping back the platform. This has had an enormous impact with increased platform utilisation of 50%.
- Majorly streamlined and made processes more efficient across Europe, whilst lowering global costs. Since rolling out Tribepad, they've seen a staggering return on investment of over 3000%.
- Reduced time-to-hire by 30%, which when compounded by the sheer numbers of applicants received, has an enormous impact on global efficiency. They are able to get new employees starting as quickly as possible.

"Tribepad is fairly priced and does not compromise on quality. The level of support we receive is massively appreciated and underpins our ability to serve our franchisees across the breadth of talent acquisition. Tribepad's look and feel has won us a lot of credit with our users - it's really modern, catchy, an engaging look and feel platform."

The partnership has a long future ahead with both continually challenging each other and pushing the boundaries of what can be achieved with tech. This is always with the client's goals of putting user experience first in mind. There's a huge roadmap ahead with the next step being a global roll out of Onboarding.

Looking to the future of the partnership, eventually the global hiring process will be even more streamlined with Tribepad building all as part of the onboarding journey; contract raising, uniform ordering, payroll and basic food and hygiene tests and checkpoints. This will be a huge piece of work, again because of the broad range of requirements and varying capabilities of all users. The general aim is to make the process self-serve so candidates have control over their own progress. In addition, Tribepad and their client will be working together on a job board integration for all of Europe identifying 5 key searchability touchpoints.

An entirely end-to-end process is sought, not just recruiting but onboarding, insights and analytics, performance reviews and app based functionality in the future. They want to move towards more activity on social media with campaigns underpinning the TA platform for example, highlighting their own Career Path and why their organisation is a great place to work. There will be even more candidate focus and continuous feedback on the user experience with tweaking and refining, possibly also looking at gamification. All of which they'll have support from Tribepad on.

Throughout the process Tribepad, not only formed a great partnership with their client, they also worked well with their client's design agency who helped to design the beautiful, intuitive candidate experience on the client's career's site helping explain the role, the opportunities for career progression, the company values and putting ED&I at the heart of everything. The successful collaboration means that branding flows seamlessly through to a really quick and simple search and application experience.

"The partnership is a partnership in its truest sense with both parties working towards their own goals and achievements and each others simultaneously. An entirely collaborative approach with sharing of best industry practices, insider knowledge and reliance on each others' vast experience has been key. Joint success has ensured due to the drive and determination of both parties to work to a common goal of driving efficiencies and complete buy in to the objectives and outcomes of the project from the outset."

Chris Redhead, Senior Account Manager Tribepad

The partnership continues to go from strength to strength with further expansion across Europe. No doubt, there will be plenty of challenges but, with the spirit of both parties these will be collectively conquered.



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INTRODUCTION

Hermes are one of the largest UK courier specialists, delivering more than 400 million parcels every year. With an increasing number of yearly deliveries to make, this means recruiting a significant volume of delivery drivers.

Competition for couriers in 2020 was like nothing we've ever seen. The volume of home-deliveries has gone through the roof as the high street closed and the economy moved to remote working due to the COVID-19 pandemic.

Couriers are therefore more in demand than ever before, and this has encouraged an enormous amount of competition for the best talent with new delivery companies entering the market. This increase in competition sent cost per applications skyrocketing and we realised that we needed a new approach to help Hermes stand out and recruit the 15,000 couriers needed across their peak campaign (October – December).

Luckily, we'd been hard at work through lockdown developing a solution that involved our digital expertise and some seriously smart tech.

STRATEGY

Hermes pre-existing channel strategy was heavily reliant on active candidates by only promoting their roles on a small number of job boards. After extensive due diligence, testing and scoping, we commissioned an AI driven programmatic job board product to rapidly diversify the number of channels used by Hermes.

Through the software, we have access to dozens of channels in order to deliver the campaign to candidates wherever they're searching for roles. No longer dependent on committing budget upfront to a specific publisher and hoping that the candidates were active on those specific channels, the programmatic software finds candidates at the best possible price on any of the channels that we're advertising on. This meant that Hermes could reduce their reliance on a small number of contracted job boards, allowing them to

minimise risk, maximise their return on investment and to take a more targeted approach to advertising.

With agreements in place with a number of channels that allowed us to commit an unspecified budget through the campaign, this allowed Hermes to break the habit of using only annually contracted job boards and spend in smaller increments on far more channels in order to find the best talent.

DEVELOPMENT

We commissioned the programmatic software for our digital team to use and make their own. To combine the best of machine learning AI software with our existing digital capabilities and skills.

We instigated agreements with a significant number of channels with a view to them integrating into the software. We already had our tracking software installed on the client's site and this allowed us to measure and track performance on the programmatic activity as a whole and on specific channels.

We then utilised an XML feed from the client's ATS to input vacancies into the platform. The software was then able to index all roles so that we could sponsor them.

By integrating in this way, it allowed the software to learn about the performance of the roles organically, helping the algorithm to inform the decisions and tactics used for sponsoring roles.

We targeted historically tough and struggling locations to and categorised them as either red or green locations – red having no available round cover, so the upmost priority, and green being low on numbers and needing a boost. We set target caps for all locations based on the priority level – once the target was hit the software turned sponsorship off automatically, without the need for any human intervention.

Budget was allocated across all available channels. This gave us the widest possible audience to target, with the

software allocating budget according to success and best chance of return. Our digital team monitored and adjusted budget levels, reporting back in real-time when a target cap was reached so that we could adjust the strategy when required.

We reported on performance to the client with a custom weekly dashboard highlighting applications in total and by location, outlining top line figures such as CPA and conversion rate.

RESULTS

The results from the AI programmatic software were staggering. In the 3-month peak period for Hermes between October and December, we achieved a **huge 45% increase in hires vs 2019** with only a marginal increase in budget. During the same period, Hermes also achieved a **25% reduction in cost-per-hire** which is a true testament to the increased targeting functionality offered by the programmatic software.

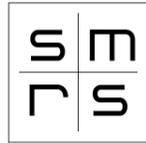
Most impressively, this was all achieved during a time where the market saw a steep rise in competition and this approach allowed Hermes to stand out above the rest.

Best Use of Video

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OVERVIEW

Behind the world-famous LEGO® bricks, you'll find a global business with a rich history and a bright future. The LEGO Group is a family business and has been for four generations. They were founded in 1932, by a danish carpenter called Ole Kirk Kristiansen. Since he founded his carpentry business in 1932, the Kirk Kristiansen family have played a leading role in their business. Their values, beliefs, and tradition they set, are still in place today. Now, there's over 20,000 LEGO® colleagues across the world, from China to UK, Singapore to Copenhagen, and everywhere in between. Candidates just don't know how big the LEGO Group is. Or how far they reach. Or what kind of roles they recruit for. Or what their culture is actually like. This lack of understanding is hitting candidate quality, and making it hard to compete for talent in some markets.

STRATEGY

Historically, the LEGO Group had been using a 'traditional' recruitment advertising approach to tackle these challenges, with limited success. Job listings weren't cutting it, particularly in regions where awareness wasn't high, or preconceptions weren't great. Clearly, a new direction was called for.



First of all, we established our ethos

All good strategies need a name. We called ours 'Behind the Bricks', which perfectly summed up our determination to invite candidates to meet the culture, teams and people behind the iconic brick.

We decided that we needed more than just a campaign. We needed a full video storytelling strategy, with which we could:

- Show the diversity and scale of the business
- Highlight and celebrate key functional areas
- Introduce the world to the uniquely fun, characterful and inclusive LEGO® culture
- Let their brilliant people do the talking.

We got the full picture

We interviewed LEGO Group talent leads all around the world, to understand the specific awareness and perception challenges they were wrestling with in their region. This helped shape our content ideas.

We found our storytellers

The LEGO Group had different hiring challenges in different regions, so we had to get ambassadors from across the business. We ran a Yammer competition to find people with great stories to tell, and the response was fantastic.

We equipped them

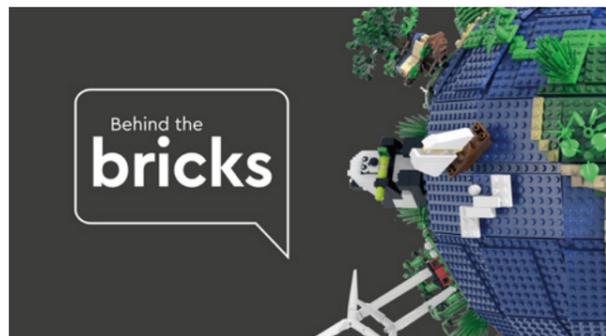
With COVID ruling out professional video shoots, we wanted to make sure our stars were prepared to shine. So we created a guide to making User Generated Content. And then we put our storytelling strategy into action.

DEVELOPMENT

We put Behind the Bricks into action

To launch with a splash, we created a 'hero' video that celebrated the LEGO® culture – showing what they stand for, how they work, and why play is so important.

We followed this up with a huge range of **people-focused videos** that introduced the characters behind the bricks. To get the LEGO Group's distinctive culture coming through, we set our stars building tasks and against-the-clock challenges



and encouraged them to bring props with them. The result is over 30 fun, authentic and engaging videos that:

- bust myths and misconceptions
- inform and illuminate
- capture character and culture
- ooze diversity
- show people from over 20 countries, from China and Denmark to the US and the UK.

To add another layer of storytelling, we used video to invite candidates into key office hubs around the world. The LEGO Group colleagues, armed with GoPro cameras and our guidance, created **site tours** – capturing the culture, spaces and people that make each hub so unique. Many more are planned. This was all activated by a content strategy that spanned across multiple social channels, with a paid activation plan to reach our target audiences, using videos that drove awareness and changed perceptions.

RESULTS

We've given an amazing brand the tools they need to tell their equally amazing story – something they've never had before. Our videos are equipping their recruiters worldwide to engage and inform candidates.

In a world where paid social is king, our organic posts

performed remarkably. On LinkedIn, our 30+ Behind the Bricks videos have received:

- **300,000** organic views
- **10,000** engagements
- **thousands** of positive comments.

We've topped this up with some paid activity, which achieved a further:

- **138,158** impressions
- **43,638** views.

We created a hub for all the content of LEGO.com, where people who've seen our content can go to browse more of the same. As the stats show, we've made a page that people are engaging with in a serious way:

- Thousands of page views
- Reduction in average bounce rate of 15%
- Increased average time on page by over a minute

Behind the Bricks has made an impact within the business too. The dramatic shift in recruitment approach has not gone unnoticed, with requests flooding in from other parts of the LEGO Group for help with telling their specific story through video. As a result, the global talent team's profile has never been higher.

And we've achieved all of this in the face of a global pandemic. All in all, it's quite a story.

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Kate Wright Talent Acquisition Partner



Kate Wright
AstraZeneca

At AstraZeneca, we're proud to be a global, science-led biopharmaceutical company that focuses on the discovery, development, and commercialisation of prescription medicines in Oncology, Rare Diseases, and BioPharmaceuticals, including Cardiovascular, Renal & Metabolism, and Respiratory & Immunology. We've also been at the forefront of the COVID-19

pandemic response thanks to our manufacture & supply of the Oxford/AstraZeneca COVID vaccine at zero profit during the pandemic.

Kate Wright - Talent Acquisition Partner, supports our 'Enabling Functions' which consist of seven business areas - Finance, HR, Legal, Sustainability & Compliance, Global Corporate Affairs, Global Project & Portfolio Management and Business Development Operations. Kate's main responsibility lies in the UK but her work has recently taken her into the US, Sweden, Poland, Switzerland & India. Kate's role covers scoping vacancies and job descriptions, through to strategy, Employer Brand Recruitment Marketing & Sourcing, screening, assessment, selection and offer management.

At AstraZeneca, we measure contribution across three areas; **what** (what you deliver), **how** (how you deliver it) and **so what** (the impact you make).

THE WHAT

Kate has consistently delivered above expectation across all of her responsibilities. Alongside her day-to-day role, Kate took on a key role in a high-impact project to drive the implementation and adoption of our new Candidate Relationship Management tool across 18 countries to 150 users. She was part of the core project team from build, through to testing and go-live and supported her colleagues with training. Kate is now one of our platform 'superusers' who many of her peers turn to for advice and best practice.

Kate stepped up to take on more senior assignments and new areas within Enabling Functions, as well as work outside of our UK market. Kate introduced a consistent approach to how we recruit all Personal Assistants (PA) and Executive Assistants (EA), which involved working with Vice Presidents and Senior Vice Presidents across our business. As part of this, Kate set up an internal PA network, shared best practices and coached colleagues who took on PA/EA roles. Thanks to Kate, over 100 roles have been filled across three countries, we now have strong established pipelines, our average time-to-fill has been reduced by up to 15% and we offer a better candidate experience.

THE HOW

Kate lives our Values and behaviours with her curious mindset and in the way she dedicates time outside of the day job to build her understanding of science. She shares what she learns to benefit colleagues around her. Kate isn't afraid to challenge the status quo by speaking up in meetings as well as with stakeholders.

Kate's shown us that she's continually developed her capabilities, particularly in building and nurturing talent pipelines, data analysis, stakeholder management and her influencing skills. She's made a real impact on the Enabling Functions team by generously dedicating time to share best practice and coach others, helping them to learn and grow.

SO WHAT?

The numbers speak for themselves. Kate made more than 100 hires last year – well above her target of 65. She reduced the average time to fill within her business area by 10-15%, increased employee referrals by 15-20% and achieved a customer satisfaction score of 4.87 out of 5 over the year.

Kate has also played a leading role in organising various UK-wide events, including with The FIRM. When the pandemic hit, she worked with The FIRM's team to pivot from in-person to virtual. At one three-day conference, Kate helped to secure 339 total attendees from 205 different companies including Tfl, Sodexo, Sky, Siemens, NHS, Microsoft, GSK, Epsom, BT, Bosch, BBC, & Abcam.

GLOWING FEEDBACK

'I wanted to take the opportunity to highlight some outstanding service that I've had from Kate who has been supporting me recruit a new Global Process Owner for People Services. The recruitment was tricky as we ended up appointing in India and the local administration to complete the hire proved challenging.'

'Kate was fantastic: really efficient throughout the whole of the process, supportive (and challenging when needed!) about candidate selection, incredibly responsive to changing timelines and additional requirements and really detailed in her approach. It was a true partnership with commitment to quality and pace.'

Alison Cowdall VP, People Services

'I am seriously impressed by Kate. Her proactivity, thoughtfulness and stakeholder management has been second to none through my recent Global Corporate Affairs campaigns.'

Laura Taylor Global HRBP, Enabling Functions

WHY KATE'S OUR WINNER

We have a saying in the AstraZeneca Enabling Talent Acquisition team, which – in this digital age – has inevitably evolved into a hashtag: #BeMoreKate. Kate's a ray of sunshine who injects passion and energy into every project, process and interaction she's part of. Kate epitomises what it means to be a true Talent Acquisition Business Partner. She's the perfect balance of 'getting it done' alongside being a strategic thought partner. Kate operates at every level of our organisation and is relied upon and often requested by some of our most senior leaders.

There's no internal stakeholder, nor external candidate, who has said anything other than amazing things about Kate's approach and style. She has an unbelievable work ethic, is passionate about what we do at AstraZeneca and is a true advocate for our culture and Values.

Kate brings energy to the teams she works in and thrives off interaction with others. She would be the first to admit that she's found home working during the pandemic tough, yet she's faced the challenge head on. Kate adapted quickly to our new ways of working and was an early adopter of technology like MS Teams. She always actively contributes to projects and discussions and brings valuable perspectives.

Our team is so grateful to have her as she's truly one-of-a-kind. There aren't enough words to give what Kate has achieved this year justice, we just hope that if you're reading this, you get the chance to one day meet her yourself.

Sainsbury's

Supported by



OVERVIEW

The objective was clear: to give hiring managers (often the store managers) an efficient and robust tool to be able to hire walk-in candidates (known as direct hires) and those returning to Sainsbury's (known as re-hires). Secondly, to give candidates a positive, engaging and expedient experience of landing a role with Sainsbury's. All with the backdrop of the pandemic which put pressure on both audiences; the hiring managers to fill immediate and high numbers of vacancies, and the candidates to find work in an increasingly tough jobs market. Speed of deployment was also of the essence and with the traditional 'peak recruitment' cycles that retailers are so familiar with out of the window in 2020, Sainsbury's needed to optimise the direct hire source of candidates asap to meet customer demand.

STRATEGY

Sainsbury's are always aiming for continuous improvement when it comes to the recruitment journey. Seamless hiring manager and candidate experience are key, so objectives included removing any duplication of effort/input and ease of being able to complete the end-to-end task with the tools a hiring manager already has to hand i.e. their mobile phone.

The starting point was a clear brief from Sainsbury's. An urgent solution was required to make the hiring of candidates who walk into store (known as direct hires) asking for a job as seamless, efficient, effective and engaging as possible for both the candidate and the hiring manager. This solution also included candidates wanting to return to a role with Sainsbury's (re-hires). The solution needed to be quick to deploy; so easy to access and use.

As with all of our chatbot deployments, our project plan had six key stages: brief, design/scoping, build, test, launch and ongoing measurement.

In the scoping workshop we mapped out the current process and then looked for points at which the technology could improve the experience and outcomes. Our intention is

take a process and ask what can be improved as well as automated.

The Meet & Engage team produced the Statement of Work which detailed how our chatbot technology could be deployed to meet the brief. Alongside the SOW, a detailed project plan was produced. The hiring managers already had access to a recruitment portal on their mobile devices, powered by Meet & Engage, allowing them to query the Central Recruitment Team using our 1-2-1 live chat. The new direct hire solution provided access to our chatbot technology via the same recruitment portal, allowing hiring managers to take a candidate through the recruitment journey on the spot; in effect, a "one stop" recruitment solution.

DEVELOPMENT

The candidate walks into the store and asks if there's a role, the store/hiring manager has vacancies. The hiring manager then kicks off the process by clicking on the direct hire chatbot on their mobile device. The mobile device is handed to the candidate to complete a light application form – this was deliberately kept to a minimum to capture only what's needed at this point. If simple screening questions (e.g. Right to Work) are answered in the affirmative, the chatbot asks if the candidate is happy to continue and takes them through a few more questions.

When they've finished they hand the mobile back to the hiring manager, who can then interview the candidate. Once the candidates had their 30mins interview (either there and then or shortly after), the hiring manager can complete the hiring offer and the details are then transferred to the ATS where the Central Team pick up the final steps.

The candidate walks away with a job offer, and the hiring manager with a new colleague.

Any candidate journeys still in progress – for example, awaiting interview – stay on the hiring manager's dashboard as a reminder to complete the process. And throughout, if

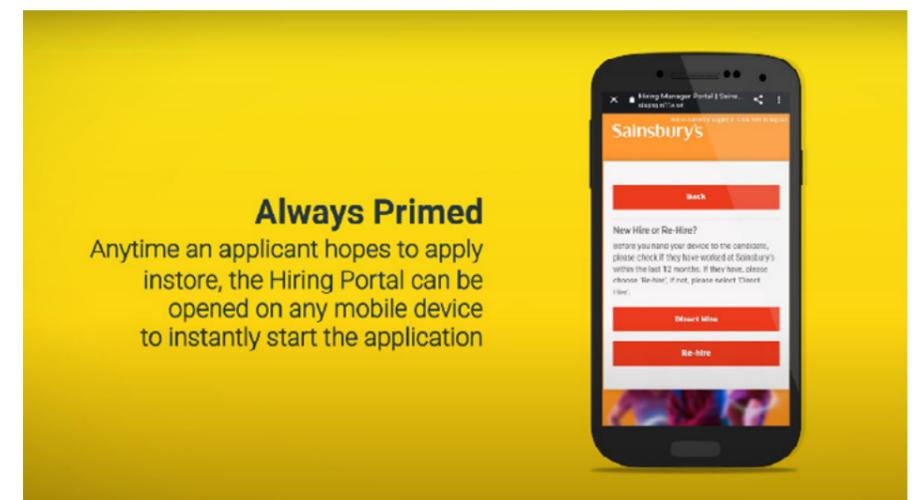
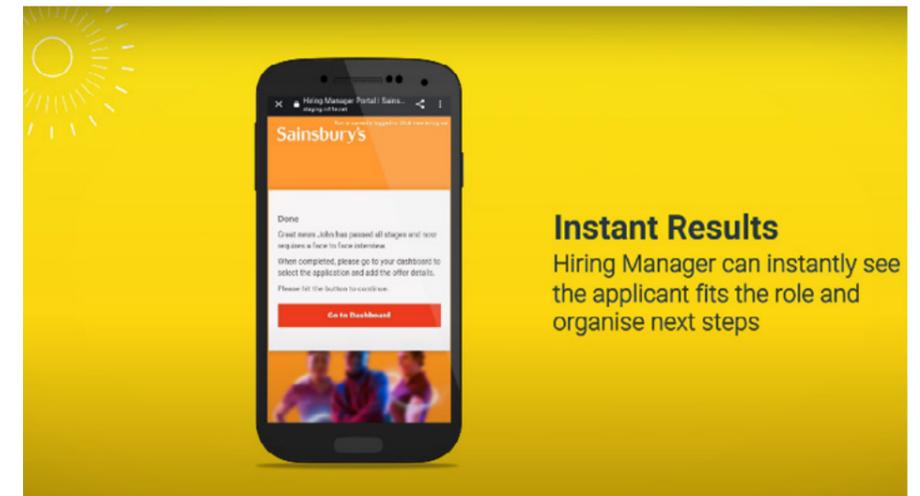
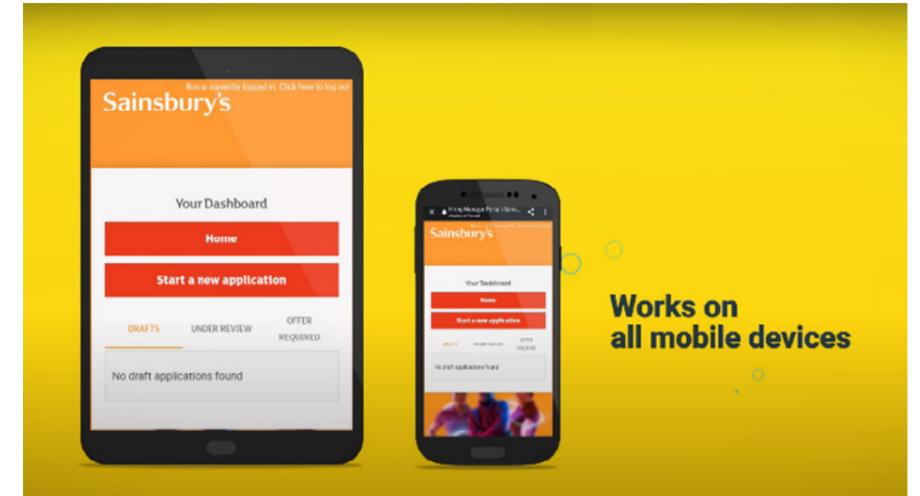
they have any queries, the hiring manager can contact Central Recruitment via the live 1-2-1 chat on their mobile dashboard.

Wrapped around the process is the Sainsbury's branding and tone of voice; warm, friendly, helpful and giving a great candidate experience.

RESULTS

Critical outcome include:

- 100% deployment: the technology reached 100% utilisation in the first fortnight, with all hiring managers using it to hire walk-in candidates. This is testament to its design and ease of use. It's provide a case of using the right technology in the right place.
- Hiring manager satisfaction: Anecdotal feedback regarding the both the direct hire solution and live 1-2-1 chat with the Central Recruitment Team has been very positive.
- Hiring numbers: from launch the walk-in hiring technology has facilitated over 1000 offers per week. The total since launch in October 2020 is now 22,558. Including 4,304 re-hires (11.3.21)
- Auditable data: with the technology able to provide data on all transactions, there is now an auditable trail for each hire. The data provided by the live 1-2-1 chat also supports continuous improvement e.g. indicating where additional hiring manager support may be needed.



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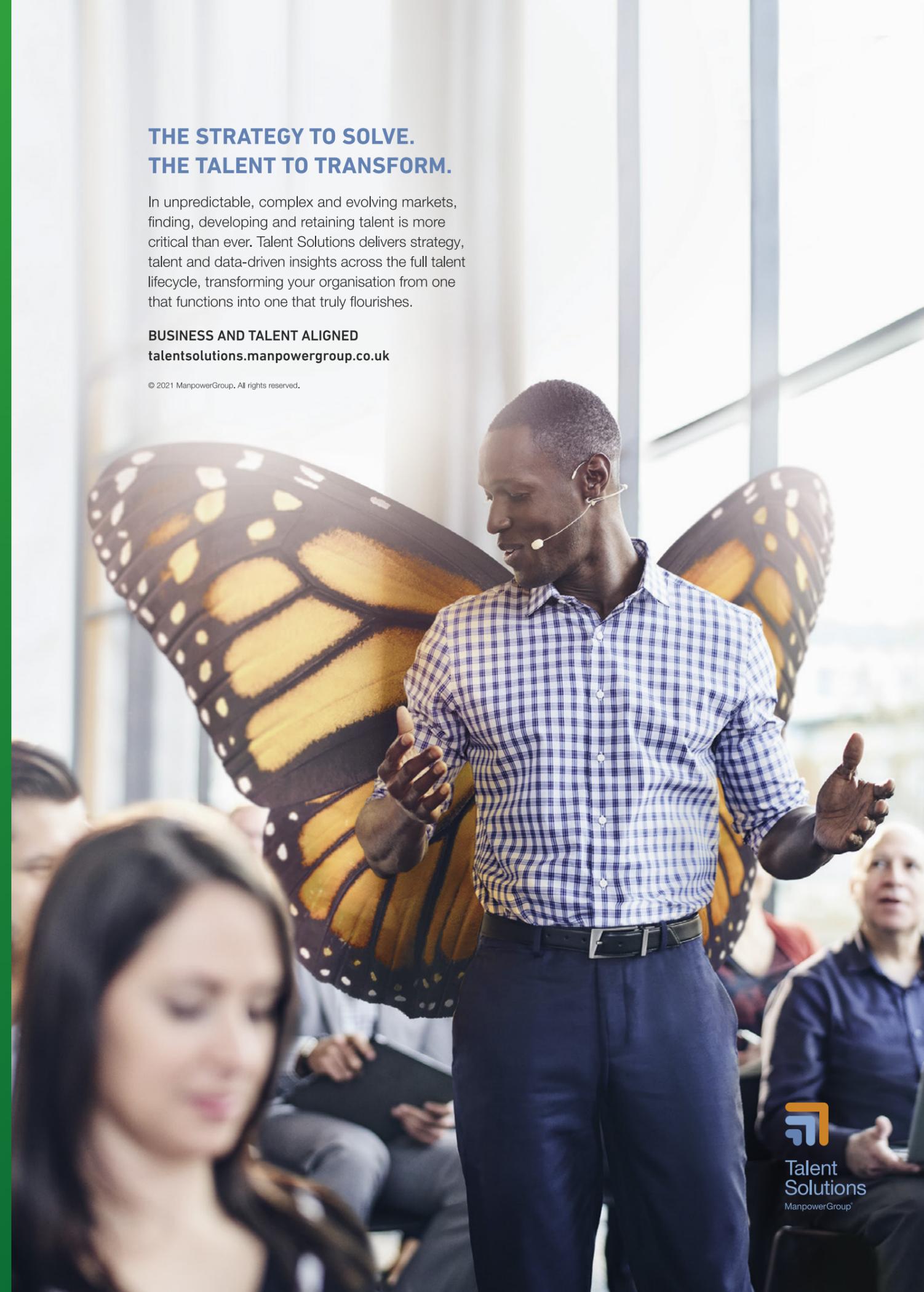
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Mondelez International

SNACKING MADE RIGHT

Mondelez International is one of the largest snack companies in the world with global net revenues of \$25.9 billion. Their operations are in more than 150 countries and they employ around 80,000 in factories, offices, research & development facilities and distribution activities around the world. The Northern Europe recruitment team is made up of 12x people, based in different locations across this region. In a typical year, the Northern Europe TA team manages approx 1,000 professional hires.

They hire for all positions in Northern Europe (with the exception of blue collar recruitment for Plants and Executive Hires) and are responsible for the Employer Brand (EBP) strategy for NE. In addition, all Early Careers hiring for Northern Europe, c50-80 hires per year across Interns, Grads and Apprentice, is done by this team.

TEAM ACHIEVEMENTS

The Northern Europe TA team has transformed over the last year, to support the integration of Workday and leading towards a more self service business model, we had to drive capability upskilling with our team members to build confidence and ability to partner their functions and take-ownership, this in turn gave them a sense of accountability and they started to deliver not-because it was their job but because they cared, about the business, the stakeholders they-worked with and the candidates they represented.

It was challenging at times for them, with changes in their job titles and responsibilities but the team trusted in me and in each other, they remained focused and evolved to be recognised as a winning TA team.

Our talent strategy summary is to lead the future of talent acquisition for Mondelez International, whilst providing an excellent end user experience.

We established our key focus areas and objectives in 2020, which were in addition to our BAU responsibilities, Talent Attraction and Employer Brand / Early Careers involvement /

D&I through hiring processes / Systems and Data / Business Partnering and talent pipelines / Brexit readiness – these key focus areas along with our role of attracting, hiring and onboarding the best talent into the Mondelez Northern Europe organisation.

The whole TA team committed to these focus areas as part of their objectives and we felt these were the key priority areas for Talent Acquisition to address, they were all delivered despite the year of change we faced with the pandemic. COVID-19 brought with it a lot of change to how we hire talent, our focus had to shift quickly, to be more centred on engagement and virtual experiences, the NE TA team created and adapted all hiring processes to be completely virtual, from candidate attraction, interview and assessment through to onboarding and inductions, creating a great user experience every step of the way. This was achieved without stopping anything else but with determination to do what's right.

BREXIT

The TA team were responsible for building talent mitigation plans for Brexit per function, to ensure we were able to attract and hire talent, this included analysis of the existing employee base, identifying risk and opportunities and defining actions to build into the future hiring strategy. As an overview this included pipelines, a targeted attraction strategy to attract international talent to our UK business, a clear sponsorship approach and budget to hire candidates requiring sponsorship to work in the UK and a partnership with Schools and Universities, with a focus on those specialising in languages but also those at International schools so we can ensure we are maintaining our diverse nationalities. This work fed into the wider Brexit planning that the business unit was managing. This was of huge value to the wider business and Brexit team and the business unit was recognised for this total work by the Global CHRO at the Global HR end of year call, winning the culture award.

Glassdoor

We led a Glassdoor project to enhance the Mondelez engagement of Glassdoor in the UK. This was led by one

of our TA Advisor Team Leads and supported by our TA Advisors to develop material and coordinate a message out to our colleagues across the business to embrace Glassdoor and to leave authentic reviews, this resulted in more engagement on the site and an increased rating in the UK from 3.8 in 2019 to 4.2 in 2021 and for the first time Mondelez has been awarded as one of the top 50 companies to work for in the UK according to Glassdoor. Best Places to Work UK 2021.

Diversity and Inclusion

A D&I mini guide for Managers was created to educate them on hiring with diversity in mind. We ensure our shortlists are balanced from a gender perspective, having M & F Talent being represented, we also ensure there are always a M & F assessor present at interviews, so to provide a gender represented assessment. We have also partnered with Vercida (UK's biggest D&I job board) to ensure we're attracting diverse talent to the business. We believe this has contributed positively to our D&I hiring statistics, (54% F / 46% M).

Employer Brand

We have created an attraction strategy, to ensure we have external content against our hiring strategy and hiring challenges, prepared months in advance so we know what we're posting about and when which is in line with our employer brand proposition. Our key pillars are **Women in Leadership, Brexit & Early Careers**, this ensures we are purposeful with our attraction and our content is meaningful to us and our culture. In the creation of our Employer Brand internal launch, each member of the TA team had an area to be responsible for and run, having accountability empowered the team to deliver. There were competitions and prizes awarded to employees to support us in promoting the importance of a strong employer brand internally and converting them to be our employer brand ambassadors. This internal launch was delivered for c 5,000 employees across our 4x sites.

Early Careers

We have re-evaluated our university partners, against D&I indicators and not just on their results, meaning we have a full list of universities now against BAME / Gender / Social Demographics. We also strengthened our Apprentice hiring strategy, process and utilisation of the levy.

RESULTS

- 100% direct hire
- 2019 NE KPIs, NE total roles filled – 1,036 (1,104 in 2018) / Internal roles – 50% / External roles – 50% / TTF – 58.1 days (59 days in 2018) / D&I stats – (52.3% M / 47.7% F)
- 2020 NE KPIs, NE total roles filled – 550 (lower due to hiring pause across some functions)
- Internal roles - 49.6% / External roles – 51.4% / TTF –

56.5 days / D&I stats – (54% F / 46%M)

- Internal Employer Brand Proposition launch days for NE – 4x days across 4x sites

OTHER RESULTS

- Increased our position in Universum's Most attractive Employers lists for Engineering and Sciences, moved by 8-10 places in each.
- Featured in Target Jobs Top 300 UK graduate employers, beating 2019 rank of 69, coming in at 48 in 2020.
- Featured in Jobs & Careers publication in May 2020 which focused on Early Careers at MDLZ
- Glassdoor rating increases to 4.2 out of 5 stars (From 3.8 in 2019) and we are awarded Top 50 employers "best place to work" in the UK by Glassdoor. This should also be a reflection of our candidates feedback from interviews.
- Our team won the NE Culture award for our contribution to Employer branding, Early Careers and Virtual Onboarding (a number of my team leading these projects were recognised).
- Our team received 42x Bravos (internal recognition award) from the business in total as recognition for a number of activities in supporting the talent acquisition agenda.
- Our team scored 90 out of 100 in the engagement survey (an internal survey to measure employees engagement levels in the business), one of the highest scores recorded, reflecting we have a team that is content, happy and engaged.

'Thank you and BRAVO for leading a superb session at the NE People Team town hall last week, you were creative in the design, very well prepared on the day and hosted it with such confidence and energy! I was really proud, thank you for giving your time to this and executing it brilliantly!'

'Thank-you for being part of a very swift opening partnership you have all had a part to play in bringing together a contract and subsequent branding to be able to go live today – I am absolutely thrilled. The quality of the branding displays and ideas have blown-me away. Dream team!'

This is a small team of passionate and committed individuals, who care about what they do and how they do it. They live and breathe talent acquisition and are incredible partners to the business who trust and support their talent initiatives, this is based on their energy to deliver, which is built on their results which they've over-achieved on in 2020.



NFU Mutual

NFU Mutual are a leading provider of general insurance and financial services Headquartered in Stratford upon Avon and proud to be a Mutual, 'owned' by policyholders. From strong farming roots they have grown to become a UK-wide organisation, turning over £1 billion annually. Across the UK there are around 3,800 employees based across several locations. They are proud to remain completely customer focused, down-to-earth and committed to the rural communities they have grown from with a network of over 300 agency offices helping to serve a 900,000 strong customer base.

The three strategic objectives are **Sustainable, Profitable Growth, Great Company to do Business With** and a **Great Place to Work**.

OVERVIEW

Within the business many Hiring Managers managed their own recruitment and utilised the tools available to support their recruitment activity. One business area (covering Regional Underwriters and Claims Handlers) had trialled an **'in house' centralised recruitment team approach** with great success.

Across most other areas of the company recruitment activity was still disparate, varied across divisions and departments and all areas held their own recruitment budgets. This meant varying candidate experiences, lack of unified processes, poor consistency in messaging, potential compliance issues and a lengthy time to offer (some in excess of 90 days) with huge reliance on recruitment agencies and contractors.

Heather's arrival into Resourcing pushed for consistency, clarity and more uniformity in process, better utilisation of technology and to do this the vision to bring all recruitment into a centralised model with sector area specialists recruiting and aligned to each business area.

The **Resourcing Target Operating Model (TOM)** was seen as critical development by the Exec board and supported universally the key benefits of this proposed centralisation change along with an increase in resourcing headcount, amendment of the existing structure and centralised budgets.

STRATEGY

The objectives of the change were to:

- Provide a centralised and effective Resourcing function – with 100% of roles centralised, 80% direct sourcing, 45-day time to offer.
- Provide a centralised and effective Agent and Financial Adviser (FA) resourcing service to have in place by Jan 1st 2021 - with 100% of roles centralised, 50% direct sourcing, 14 week time to offer.
- Implement a centralised contractor management framework with compliance to IR35 – to achieve 100% compliance to IR35, with 100% of contractors within benchmark.
- Full implementation and embedding of our Applicant Tracking System .

DEVELOPMENT

The proposed **centralisation of recruitment activity** for 2020 within NFU Mutual (NFUM) affected all sites across the UK and the remit covered both employed staff and contractors / temps. In simple terms, it was to move the spend with external providers in-house.

Based on the last few years, NFU Mutual typically recruited in excess of 1200 appointments each year. Under the 'old' model the team only supported around half of the recruitment of these numbers, directly sourcing 11% of new permanent hires by the end of 2018. Most Financial Services organisations aim for circa 80% direct sourcing.

The team began to increase both centralised recruitment and the direct sourcing percentage in 2019 with additional temporary heads and cash provided on an adhoc basis by Divisional budget holders increasing the roles managed centrally to achieve 50% of those direct sourced by end of 2019. However, this was tactical and unsustainable and didn't allow for longer term planning nor enable the building of proper infrastructure. In addition, there was a need to invest in the TOM proposition in order to compete for the best talent in the market and to continue to build our employer brand.

There were a number of challenges during 2020:

1. **Hiring Managers** relinquishing responsibility of their recruitment activity
2. **Centralised budgets** meant that these were moved from business areas that had not worked with the Resourcing team at all previously.
3. Adopting a new approach had differing **levels of confidence** from the Executive team
4. Drop in opportunity for **recruitment agencies** as suppliers
5. **Technology** – our Applicant Tracking System (ATS) was hugely behind with system updates and we needed to bring functionality up to speed quickly!
6. Team structure and **capability**
7. Processes in place varied across resourcing and business recruitment activity
8. **Employer brand, careers website and social strategy** – all to be refreshed to provide a stronger UK wide profile

The Resourcing team exceeded all of the challenges set since the TOM went live

RESULTS

There has been great success in implementing the TOM in 2020, with Head of HR, Kenny Graves commenting,

"As a result of the changes implemented in the Resourcing team the business is now appointing the best candidates in the market not just the best candidate who applied."

- Corporate recruitment achieved 100% of roles centralised, 96% direct sourcing, 44 day time to offer
- Agent Network and Financial Adviser (FA) recruitment achieved 100% of roles centralised, 56% direct sourcing, 14-week time to offer
- Contractors and temps were fully centralised too achieving 100% compliance to IR35 and with 100% of contractors within benchmark
- A fully implemented and embedded ATS (TalentLink) across corporate recruitment with 100% of these vacancies approved and managed in the ATS, also seeing the self-service functionality being adopted by some Hiring Managers already.

Overall, across the whole of the Resourcing team we saw amazing cost savings, achieving a huge 90% reduction in recruitment agency spend for the business.

Great recognition from one of our Senior Leaders, Joanne Crib, Head of CEO saying,

"I just want to formally record the fantastic service I have received from your Resourcing team recently The team are an absolute joy to work with and have been very professional, helpful, friendly and flexible in the work that they have done for me. The Resourcing Consultant (Jen) especially has put in so much time and effort to get everything done in time and the quality has been fantastic. The service you now offer is just a world away from how recruitment used to be I. This initiative has been such a great success."

A candidate survey achieved a result of over 90% extremely satisfied.

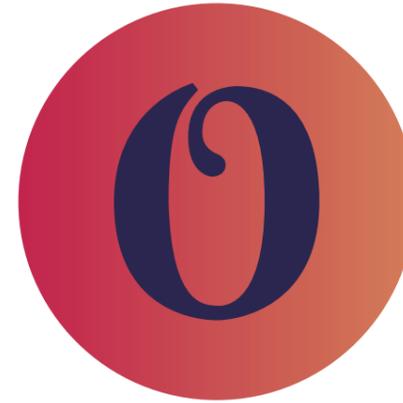
"I am just emailing to say thank you for your support throughout the whole interview process. You have made the application process for the role at NFU Mutual a very pleasant experience as a result of your guidance, regular updates and constant reassurance in regards to screening. This has been the best application process I have undertaken so far and it is a fantastic introduction to NFU Mutual."

This change to the Resourcing team has been a true transformation touching every aspect of the function in terms of team structure, process, policies, technology and new supplier partnerships. There has been a massive impact on the organisation as we have moved from a disparate, decentralised model with a lack of uniformity in process and approach to a fully centralised model at the end of 2020 with significant increase in results, cost savings and impact on the business.

We have achieved this transformation as a team whilst spending 9 of the last 12 months of 2020 working remotely during one of the most challenging times that's ever been seen.

Alongside all of the practical elements of implementing a new TOM we have continued to foster strong team relationships, focusing on engagement and wellbeing too.

A number of partners helped the transformation – That Little Agency, Creative Marketing Solutions, SHL, Lumesse Talentlink (Cornerstone).



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Maggie Spong

VP Global Acquisition



Maggie Spong
AstraZeneca

OVERVIEW

At AstraZeneca, we're proud to be a global, science-led biopharmaceutical company that focuses on the discovery, development, and commercialisation of prescription medicines in Oncology, Rare Diseases, and BioPharmaceuticals, including Cardiovascular, Renal & Metabolism, and Respiratory & Immunology. We've

also been at the forefront of the COVID-19 pandemic response thanks to our manufacture & supply of the Oxford/AstraZeneca COVID vaccine at zero profit during the pandemic.

Maggie Spong, VP Global Talent Acquisition, leads our Global Talent Acquisition team. This consists of over 150 colleagues across our three Global Hub countries - Sweden, UK and the US, plus teams across more than 70 markets around the world where HR colleagues are responsible for recruitment.

CREATING AN INSPIRING VISION

For Maggie, Talent Acquisition is about bringing in the right talent, in the right place, at the right time, and at the right cost. Her team is a trusted partner to the business, developing and delivering workforce planning and building robust pipelines of future talent. Maggie's leadership has helped us to build a diverse team of more than 75,000 brilliant minds, delivering life-changing medicines for patients.

Maggie constantly looks to the future. From creating a clear global vision and model, she has constantly evolved and developed Talent Acquisition, always asking "how can we deliver a better experience for candidates and hiring managers?" She drives Talent Acquisition forward and instills the belief that we can always do better.

It's clear that Maggie remembers how it feels to be on the other side. Her mantra, "put yourself in the shoes of the candidate" isn't just lip-service. It's a challenge to her teams and to herself. She believes in giving every candidate a great impression of our company, whether they're successful or not.

REVOLUTIONISING OUR APPROACH

Maggie joined AstraZeneca in April 2016 and has revolutionised our Talent Acquisition approach from being ~70% dependent on third party head-hunters. We now have a specialist, in-house Talent Acquisition team working hand-in-hand with our business areas to proactively build pipelines of industry-leading talent. Thanks to the new structure, Maggie significantly reduced expenditure with external recruiters and streamlined our entire process. She's led Talent Acquisition to deliver more hires year-on-year with more than 80,000 people onboarded between 2017 to 2020.

Our Talent Acquisition approach was first established in our Hub countries - UK, Sweden and the US - in 2017 before being rolled out globally to more than 70 countries in total. Maggie introduced consistency where we previously had a mixture of processes and systems across markets. She developed centres of excellence in high impact areas such as inclusion and diversity, our employer brand, systems and referrals, then implementing them across the world. Having launched our +1 global referral programme in 2018, which replaced more than 70 local schemes, the number of hires

from colleague referrals jumped from 1 in 20 to 1 in 3. And more broadly, hiring manager satisfaction with our Talent Acquisition team is now an average of 4.5 out of 5 - a significant increase since Maggie joined us.

BUILDING A DIGITAL ECOSYSTEM

Maggie has led the development of a full digital ecosystem for Talent Acquisition. This investment in technology and automation has improved the lives of our hiring managers and recruiters, as well as driving a consistent experience for our candidates across the globe. Having this digital ecosystem in place also gave our team the agility to switch to fully virtual when the pandemic hit.

Under Maggie's leadership, we replaced ~10 different systems with one single platform - Workday, to efficiently manage our employee database and capture data on a global scale for the first time. We've also introduced Fieldglass to help us manage contractors, HireVue for virtual interviewing, Pymetrics - an AI-driven automated assessment tool - and Beamery, a Candidate Relationship Management tool.

STRENGTHENING OUR TEAM

Maggie places great importance on culture and shows authentic leadership by regularly communicating and engaging with colleagues. As a result, our employee engagement scores within Talent Acquisition - which we measure in our bi-annual 'Pulse' survey - have continually climbed since Maggie joined and are now the highest within our entire HR function.

Maggie is passionate about the development of her team. The 'TAq Academy' is a dedicated online learning offering for all Talent Acquisition colleagues, wherever they are in the world, whatever pay-grade.

As a response to the COVID-19 pandemic in 2020, Maggie swiftly empowered our Talent Acquisition team to work remotely and pivot to digital solutions. She trusted colleagues to get the job done, promoting the use of Zoom, Teams and other online tools to make sure the team was still connected and collaborative. She backed this up by driving a culture of regular check-ins and catch-ups to make sure that everyone felt supported and able to share any challenges that remote working brought. As a result, our 2020 hiring figures exceeded targets - a remarkable result in unprecedented times.

WHY MAGGIE'S OUR WINNER

Whether it's reorganising an entire global function, implementing cutting-edge technology, or empowering a team to deliver during a pandemic, Maggie shines at every challenge. The bigger the challenge, the more she shines. She's a leader who can deliver the big picture - having the right talent in place to deliver life-changing medicines to patients. The feedback from her managers, peers and her team echo the same thing. Maggie is a caring, driven, humble and passionate leader who does what she promises.

Here's the thing. If she had known she was being submitted for this award, she would have said no. Maggie would say that she is surrounded by great people who deliver for her and that our enormous progress is a team effort. And while it's true that we have exceptional people working together in Talent Acquisition, our achievements wouldn't have been possible without her leadership and ability to inspire confidence and empower her team.

Maggie doesn't go looking for awards nor crave plaudits - that's not her measure of success. She believes in doing her job to the very best of her ability and then seeing how she can do better next time. For her, this year's 'win' is next year's starting point.

Scott De Freitas



Scott De Freitas
Elysium Healthcare

Scott De Freitas first joined an established team as an experienced healthcare recruitment consultant that was working proactively under previous management but was eager to take a proactive step in its journey of progression. Within months of joining the business, Scott showed a clear understanding of our ethos and was seconded to head up a new flexible workforce team. Tasked with improving Bank staff

usage at a specific site that was struggling, he rose to the challenge and implemented new internal processes. Leading a team of two, he recruited suitable candidates to boost the number of Nurses and Healthcare Assistants available on the staff bank. Three months later, the site staffing issues were under control and his secondment ended early.

His immediate business understanding saw the rollout of his **flexible workforce processes** to Elysium sites nationally. Soon after Scott was promoted to **Team Leader**, then **Recruitment Manager**. Since then, Scott has developed, managed and established relationships with Hospital Directors and Operational Directors, accelerating our recruitment achievements. He quickly understood the individual needs of our 80+ sites and introduced an ambitious strategy to equip his team with the resources to better service these areas. Understanding the culture of our business and reinforcing the Elysium values, Scott was able to manage and execute a 360-recruitment plan to an excellent standard under considerable pressure. He has

maintained stakeholder partnerships and engagement whilst presenting a positive image to both his team and the senior leadership team.

Scott has also been part of Elysium Healthcare successfully implementing and connecting various recruitment technology and management systems such as E-ploy (applicant tracking system) and **Tempo** (An App based platform which acts as a booking system between our flexible workforce and our sites). In doing so, we are gaining a competitive advantage through innovation that is supported across the business. Benefits have included providing recruitment automation and valuable data on true recruitment levels and activity, streamlined hiring workflow, collaboration opportunities and extensive recruitment performance data in real-time.

CONTRIBUTION

During Scott's time at Elysium Healthcare he has made a significant impact on our business recruitment strategy. He has inspired and encouraged a flexible approach to recruitment, understanding that not all sites or hiring managers require the same service or have the same needs. By doing so the selection of candidates has improved and are consistently better matched to job profiles. The internal recruitment team were trained on how to source and screen better quality candidates which has meant a higher success rate of interviews and offers.

IMPROVEMENT AND CHANGE

As vacancies have reduced at Elysium, Scott's strategy has been able to shift focus so it is less on volume and more on quality. With a vision and strategy aligned to the needs of the business, Scott has worked closely with managers and stakeholders to build relationships and bring the recruitment team closer to Operations.

This helped to overcome resistance from sites that would rather have had the recruitment function within their service, rather than as a central team. Scott focused on improving these relationships through daily contact, supporting recruiters and liaising with key stakeholders to demonstrate the quality and value that the refined recruitment function was having.

Scott recognised hiring and agency spend was too high and looked to reduce these costs.

By surveying all of our agencies, Scott gained visibility over what fees were in place across all sites and found they were varied. Working in cohesion with our Legal team to rewrite the terms of business Scott aligned the agency fee and removed all agencies who no longer fitted the updated terms. Since then the process has improved and the central team has gained more control over all agency activity.

For 2019 as a whole, the recruitment team delivered 3,369 offers (including Bank), with 2020 going on to deliver 5,064 – an increase of 50%. Bank staff registered and inducted has increased by 102% over the past 12 months, up from 896 to 1,817, with filled bank shift hours increasing by 27%. This has resulted in a decrease in agency shifts by 268,000 hours. With Agency staff having a higher hourly rate, this has resulted in a £2.4 million cost-saving.

PERFORMANCE FEEDBACK

"Scott's decision to change the way our team works has really paid off. You can sense confidence radiating from the team and every conversation we have internally feels a lot more positive. Working for Scott is really enjoyable and I am very grateful that he shares his knowledge with me as this has improved my skills and benefitted my career."

To be seconded to a struggling site in need of quick results is a challenge for anyone, but Scott handled this very early in his career with us and turned this into a positive opportunity. He managed to devise and implement new internal processes which not only boosted the number of Nurses and Healthcare Assistants available but managed to get all staffing issues under control in just three months.

This is impressive enough, but to go on and roll out the same flexible workforce processes to Elysium sites nationally and enhance the performance of the entire recruitment aspect of our business deserves special recognition and praise.

Small Recruitment Team of the Year

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BURTON'S BISCUIT CO



Burtons Biscuits is a forward thinking and progressive business, with 7 sites across the UK. In total we employ circa 2,000 people across our locations. Our turnover is c.£280 million, with consistent growth in the last 5 years. In 2020 we hired over 400 new employees.

The Recruitment & Talent Team is made up of 2 individuals, the Group Recruitment & Talent Manager (reporting to the HR Director), and 1 direct report a Recruitment Advisor, who expanded the team in October 2020.

Both roles drive the 360-recruitment journey.

OVERVIEW

Group Recruitment & Talent Manager

Business Partnering Senior Managers to support the recruitment of our monthly paid workforce.

The role also works with the HR Managers to identify talent opportunities and risk within teams, to talent map each employee and key roles to ensure a succession plan is in place. We continue to develop internally but also identify an external talent pool where needed.

A key focus is helping to raise the profile of food manufacturing and the Burtons Biscuits brand within that.

The final part of this role is to review the current tools we use. This includes building competency interview toolkits to ensure a consistent way to evaluate candidates, maximising the potential of our online recruitment system, training hiring managers and coaching them on interview techniques and unconscious bias. Researching new technologies making sure we continue to have the right tools and hire the right people at the right time.

Recruitment Advisor

Is focused on our Weekly paid employees, these are our highly skilled employees and we have around 1600 of these across our 5 bakery locations. Key roles span across Engineering, Packing, Machine Operatives, Bakery Manufacturing Operatives.

This role ensures we have the right amount of talent applying

for each bakery location, through continuously looking at ways to attract and assess large volumes of talent to meet manufacturing demands. Analysing data to identify recruitment trends and dive solutions with Bakery Managers and the Operational teams. Key specialism is to understand each function across each site.

TEAM RESULTS

Due to the volume we only track this data for what we class as monthly paid employees, not for our skilled weekly paid employees.

Cost per Hire

Past 12 months: £1,503 per hire (105 monthly hires), 12 months immediately preceding that £1,601 per hire (69 monthly hires)

Time to Hire

Past 12 months: 51 days (105 monthly hires), 12 months immediately preceding that 52 days (69 monthly hires)

12 months ago weekly paid recruitment was completed on a local level, this process was arduous and was very admin heavy along with paper based applications. It was decided we would centralise this recruitment.



An achievement from this was modernising the recruitment process, advertising all roles on recruitment system, designing a new digital recruitment workflow, online testing tools and streamlined interview process.

Now, we are able to move candidates quickly, making stronger hires, all vacancies are shown and available to all weekly paid employees via our digital business comms and onsite TV screens based at all sites.

Created a reporting dashboard for Monthly paid hires, in 2019 we were 80% direct (55 direct hires), saving the business £330K in agency fees, in 2020 we were 90% direct (88 direct hires), saving a whopping £528K in agency fees.

Through business partnering with the HRM's about future talent needs, in 2020 we promoted 12 individuals into active vacancies.

In mid-2019 we relaunched our recruitment strategy and created an Employee Referral scheme. Through engaging with the business we were able to make 15 hires in 2020 through employee referrals.

We improved our Glassdoor score from 3.9 to 4.5 in the last 12 months. We achieved this via communicating the importance of honest feedback and using this feedback to shape improvements and engagement across the business.

We launched a video interviewing tool provided by Shine, allowing candidates to submit a video recording of themselves along with their CV. With this we

were able to create a more diverse list to showcase their skills outside of just a CV. We sped up the recruitment process, by removing the 1 hour first stage interviews. Within the last 6 months we have saved Hiring managers 178 hours, while progressing more candidates.

"As Managing Director, part of my responsibility is our bakery operations, without skilled staff in our bakeries we wouldn't be able to continuously bake great tasting biscuits every single day. Streamlining the process to ensure Operational Managers are spending time interviewing the best candidates."

Simon Browne – MD

"In 2020 we had two Board Level positions with our business, the recruitment team fully understood what we were looking for and had already built a strategy for head hunting senior leaders into the business. In the past we've needed to use specialist head hunters, but knowing how well the team has performed year on year we had full faith in them being able to deliver great candidates for us. We were able to appoint two great hires onto our board."

Nick Field - CEO

INTERVIEW FEEDBACK FROM GLASSDOOR

"Efficient and Comfortable! They responded really quickly after each interview and even provided feedback mid-process to help me going forward in the application! I've never had this before."

"A great interview process- quick and accommodating! The team keeps you in the loop and provide support with every steps! A much better experience than I have had with previous companies!"

In terms of inclusivity, we recently had the pleasure of offering a place to someone who has been out of work for the last year and has autism. They had been trying to gain work at our bakery for a number of months via a local manufacturing agency the site used, but had no luck in this agency putting them forward for shifts. By taking on recruitment internally we can help show off talent in a more informal surroundings, helping secure local jobs for local people.

Going forward, we hope to share more of these positive stories!



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amberjack

For the past 20 years Amberjack have been enabling a world in which people are hired solely on the basis of their future potential.

We support progressive organisations to design and deliver immersive recruitment experiences that give speed of access to high potential talent.

We are deep experts in the definition and identification of true potential. Our innovative technology, coupled with industry knowledge and expertise allow us to create customised candidate journeys that harness the power of storytelling and remove barriers to inclusivity and diversity.

We've successfully managed over 450 complex volume recruitment campaigns for some of the world's leading organisations. Our clients trust us to keep them ahead of the curve. By listening carefully to their vision, aspirations and strategy objectives, we can then apply our specialist understanding and experience to create award-winning volume recruitment solutions.

STRATEGY

As experts in assessment and in helping business discover the makers of tomorrow, Amberjack are understandably future-focused. That's why we've been looking at the best way to identify potential, one that can predict and evaluate performance and drive benefits for both organisations and their candidates.

Traditional recruitment processes are multi-stage and linear in their design. They feel outdated, are time-consuming to complete and often introduce bias. There are many off-the-shelf tests that have been developed, but none that have been developed to **identify potential**. We have evolved our **High Potential model** and have developed a new and innovative psychometric that is underpinned by the key pillars of **Applied Intellect, Digital Mindset, Creativity, and Grit**.

This exciting new product also helps to drive huge efficiencies for organisations including significantly

reducing application time and time to hire, and saves hours of screening time for recruitment teams. The integrated video also eliminates an additional stage in the process and candidates can progress from application to assessment centre within 2 hours.

Amberjack strive to continually provide innovative new solutions for our clients and **HiPo-i** is the perfect example of this. Early adoption of the products, proved there was a requirement and gap in the marketing. This new product also allows Amberjack to engage with new addressable markets as it can be used to recruit for any role and recruitment campaign of any size.

DEVELOPMENT

The project began with a business case being presenting to Amberjack Board for approval. This included the 'what's' and the 'why's' for development but also a detailed competitor analysis, cost v's revenue analysis and delivery timescales. The project had 5 key stages, each being 3 months. Kick off began in Q1 2019 (Amberjack's financial year runs Sept – Sept in line with grad recruitment cycle):

Q1 2019: Project set-up and tech build

Q2 2019/2020: Continued tech build and item writing (assessment content)

Q3 2020: Continued item writing, tech piloting and development of marketing content

Q4 2020: Validation, testing and marketing launch

Q1 2020: Launch (go live with clients)

Timings had to be carefully balanced with client work, but the project was delivered on time and within budget. The first clients went live in September 2020 in line with their new campus recruitment season. The product went through rigorous testing both internally and externally. To do this we worked closely with students at the **University of Reading** and **Hertfordshire** and diversity specialists including **Nancy Doyle (Genius Within/Employable Me)**.

What we have designed, and build is truly unique. **HiPo-i** is an efficient, effective, and scientifically powerful digital psychometric tool. Measuring the four most important indicators of future potential: Grit, Digital Intelligence, Applied Intellect and Creative Force. Using blended assessment items, it delivers a highly interactive experience that has never been possible from an automated, off-the-shelf test before.

Designed in partnership with diversity and neurodiversity specialists, HiPo-i offers multiformat deployment and responses are time recorded. The tool is deployed with support and advice to ensure that there is no adverse impact against any minority groups. It can be seamlessly integrated into an organisations existing technology landscape or used as a standalone product.

The test is comprised of a short introduction video, mix of applied intellect and behavioural questions, self-reflection video, closing video and an automated candidate feedback report. It takes just 30 minutes to complete.

Market entry with a new off-the-shelf psychometric tool would only be viable if the tool is truly unique. The innovative design of HiPo-i has introduced elements not previously seen in other online tests.

HiPo-i's key differentiators:

- Anchored in a new scientific model for potential (Amberjack HiPo Model) with focus on future world of work and digitalisation
- Off-the-shelf test which still allows each client to have their exclusive test version using our item bank
- 'All-in-one' assessment, a blended tool that is not merely a combination of different tests strung together
- Includes video assessment as standard part of the test, this is not available for any other off-the-shelf blended assessments. Tackles a significant flaw of cheating with online tests.
- Immersive and set in the world of realistic and work relevant scenarios, high face validity in contrast to gamified tools
- Can replace a 4-stage selection process down to 1 (numerical + verbal + SJT + VI)
- Takes less than 30 mins to complete
- Ability to bespoke elements

RESULTS

2020 has been an exceptionally difficult year. With the recruitment industry facing into some of the big challenges, we needed to be sure that that our new assessment innovation was positioned and launched to market in the right way.

With unemployment significantly on the rise, reduced job vacancies, many team members on furlough and an exponential rise in the number of applications per role, we felt that HiPo-i was extremely well placed to help recruiters address these challenges.

Designed to enable organisations identify individuals who have the potential to drive the future success within their business, HiPo-i also drives huge efficiencies. It reduces stages in the application process, drastically reducing screening time, providing automated, developmental feedback all whilst ensuring the candidate experience is not impacted.

For a new product, being launched into a competitive market, during challenges times, HiPo-i has been well received. With 8 new clients in as many months and over 40% of our new business leads interested in our product, 2021 is likely to be a year of significant growth for HiPo-i.

Whilst HiPo-i is relatively new to market, it has already produced some outstanding results for organisations:

- Reduced screening time by 80% (saving hours or resource time and headcount)
- Reduced candidate application times from 2.5 hours to 45 minutes.
- Improved candidate quality leading to 20% pass rate at assessment centre
- Helped to reduce time to hire from 4 months – 2 weeks
- Achieved candidate NPS scores of up to +91.67 (against industry average of +24)

Our new and innovative psychometric product is not only transforming recruitment for the organisations we work with; we believe it's the most efficient and effective product in the recruitment space to date. It utilises the very latest emerging recruitment technologies, integrated to help deliver a seamless, candidate journey.

About The FIRM

Run by in-house recruiters for in-house recruiters, The FIRM was founded as a LinkedIn Group in December 2007. Now we are the leading global membership organisation for Talent Acquisition professionals that provides both tactical and strategic insight and support to over 8,800 members in 60 countries.

We are a supportive and collaborative community that aims to develop, support and inspire our members with everything that we do.

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