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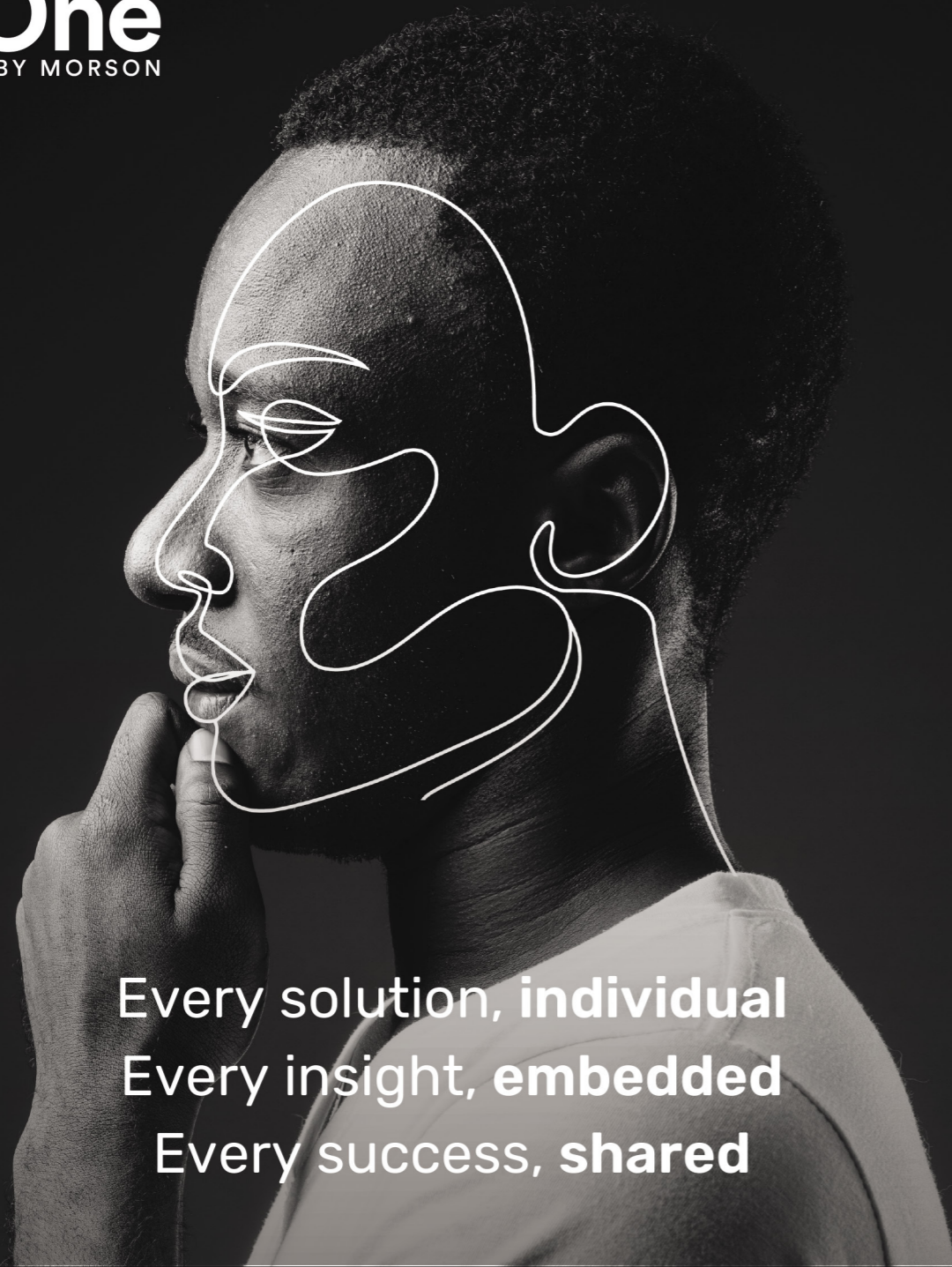
**GUIDE TO RPO 2021**

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## EDITORS WELCOME

SIMON KENT  
EDITOR

In a challenging talent market, the RPO is proving a resilient and flexible solution for many employers. Built around their needs RPO solutions promise to take all the headache away from securing the best talent for an organisation. In this guide we look at what RPOs do, how they do it and what the recruitment industry can learn from this practice. There are opportunities for recruitment agencies to get involved in this part of the market and to adopt the practices these solutions use. Across sectors and delivering to a wide variety of businesses, RPOs demonstrate how agility and understanding the needs of the end client mean success in the recruitment world.

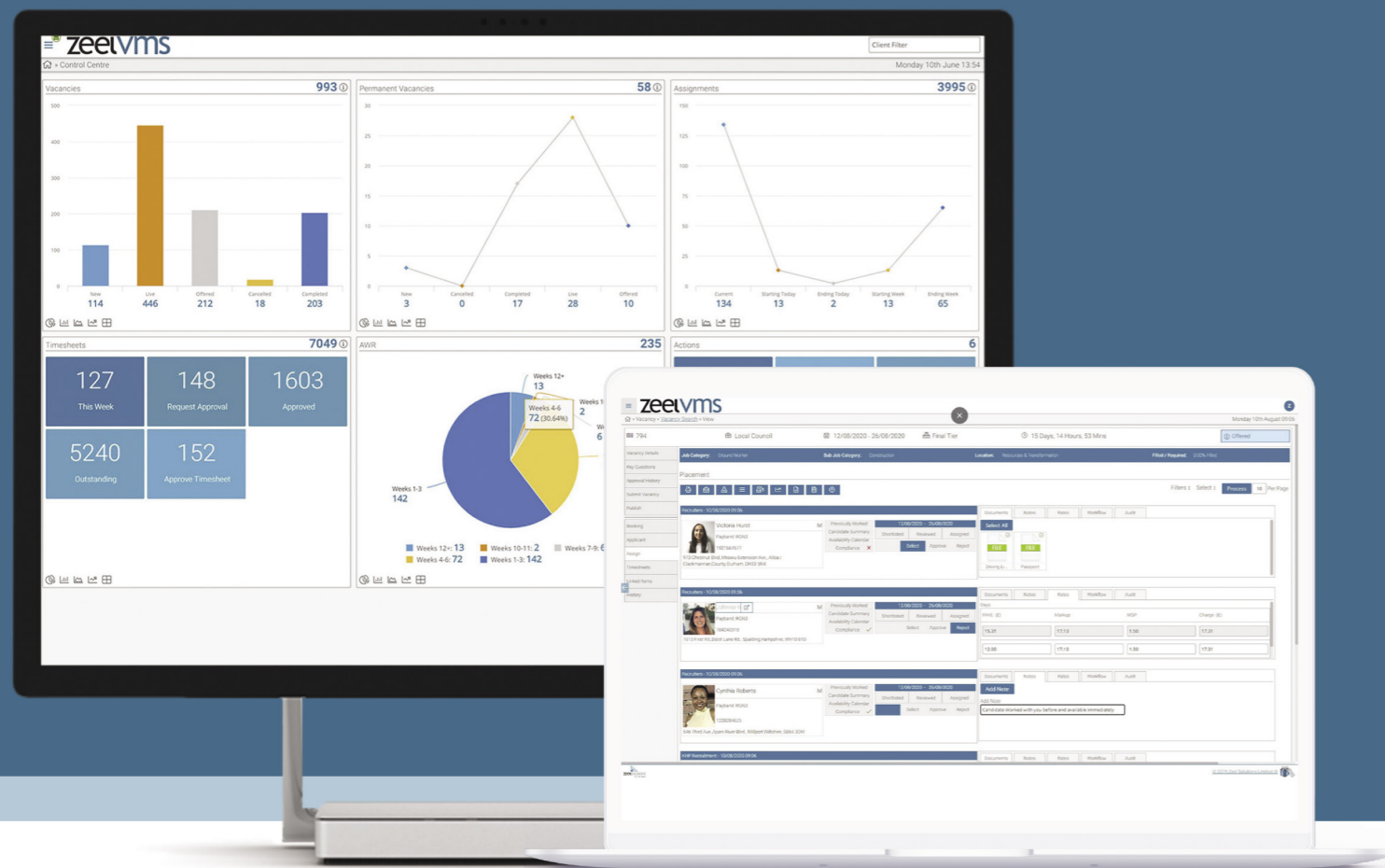


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ADRIAN ADAIR  
CHIEF OPERATING OFFICER  
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Never before have talent teams been under such different extremes of pressure or change caused by the pandemic. Many have seen their industries transform around them, pivoting to become HR experts overnight in the face of redundancies and furlough. For others, the last 18 months has been a battle to identify adequate skillsets fast enough to meet the surge in demand for their service. This has left many looking for an outsourced talent solutions partner that can offer a high touch service that seamlessly drops into their organisation. But what COVID-19 demonstrated was that the traditional RPO model is no longer fit for purpose. Rigid in their makeup, most RPO solutions currently on the market have left many businesses exasperated. They seek to bolt on extra services in response to the pandemic but are forced to go through prolonged procurement processes. The 'one-size-fits-all' approach to RPO now fits no-one. At the Morson Group, we can break down the blueprint for RPO into individual parts that customers can buy as and when needed, without challenge or pain. Offered as a boutique facility with 50 years of expertise behind it, our new RPO service, RPOne, is designed around the client and candidate needs we hear about today and every day. As well as providing our clients with a transformative talent solution, we're using RPOne to turn around misconceptions that RPOs can never truly be fit for purpose. We've developed it just as we'll deliver it – in partnership with our clients, all of whom have different needs. And it's because of them that RPOne has flexibility at its root, with Grow RPO – a solution designed specifically for start-ups and tech businesses – a prime example of how our model wraps around the client, rather than restricting them. Our mission is simple: offer a flexible RPO solution that scales on demand. We're here to change the market, and we're already well on our way.



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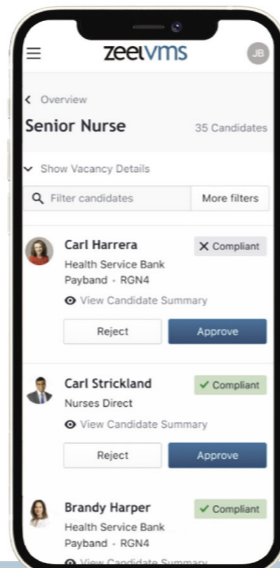
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# Why an RPO is the best tool for your business

“Arming yourself with the right RPO partner will revolutionise your business. You’ll be better equipped to achieve your long-term goals and will instantly gain a more competitive edge within your industry,” says David Lynchehaun, group sales director for Morson.



With 50 years' experience helping clients with operations around the world to navigate their talent challenges, Morson has recently launched RPOne to the market. It's a transformation of the traditional RPO model, offering a more agile, custom-fit solution to organisations of all sizes that wish to make their talent ambitions a reality.

David said: “The market is saturated with abstract, rigid solutions from complacent providers who haven't adapted to their clients' changing needs. The 'one-size-fits-all' approach taken to RPO at one end of the market now fits no-one. And for those in opposition, offering a boutique service, an inability to scale on demand in response to the challenges of the last year has left clients needing more.

“RPOne has been designed to overcome both of those challenges. It offers clients a recruitment service shopping list from which they can cherry-pick to suit their needs, creating a tailor-made package, while our influence and authority in the industry enables us to scale up.

“Outsourced recruitment has always been part of the Morson make up, but in response to extreme pressures businesses have found themselves in as a result of the pandemic, we felt there was no better time than to give our solution a more solid identity and bring it to market.”

Several Morson clients have seen their organisations benefit exponentially from the fundamentals of RPOne for years, including one of the world's most iconic brands, Manchester United.

The complexity of its business model and the sheer scale of its operations requires Manchester United to be the best both on and off the pitch. Beyond its superstar players lies a vast network of talented people that enable the club to continue

delivering the true magic of the beautiful game, reaching millions of people around the globe. Making this happen requires a talent partner so intrinsically linked that it blurs the lines between 'them and us', creating one 'united' and enlarged team.

Manchester United's mantra is to attract, develop and retain a best-in-class workforce that sits behind the scenes and sets the club apart from its competition. To achieve this, our RPO delivery arm focuses on developing the club's employer brand, creating streamlined candidate journeys, evolving ED&I agendas and developing behavioural frameworks, all whilst delivering the plethora of diverse skills that the business requires.

Kirsty Wilson, talent business partner at Manchester United and seconded by Morson, explains: “You'll struggle to find someone who doesn't know the club's name, yet what is a blessing can often be a barrier to those who don't realise the huge infrastructure around the team. You don't need to be an avid football fan to work at Manchester United; it's our mission to recruit the best talent for the role. However, you can't help but support the team, just as you would with any business you work for!

“In the two-and-a-half years that we have been part of Manchester United, we've recruited physios, software programmers, coaches, partnership leads, social media specialists, goalkeeping scouts, football analysts, fundraising executives and groundsman. We've even recruited two seat fixers to maintain the 75,000 seats within Old Trafford.

“Understanding the nuances of every role has been critical to our success. From day one, our mission was to build mutually beneficial relationships across the entire business – not just with HR business partners and hiring managers – to

understand how this unique puzzle pieces together. Hiring managers now come to us with every role, which is testament to the trust and autonomy of our relationships and having spent the time to get under the skin of the football industry.” Sarah McGuire, head of talent development and resourcing at Manchester United, said: “I echo Kirsty's comments in that we've been focused as a team to build relationships and centralise the talent function within the club, all whilst demonstrating our expertise and credentials by delivering a consistently excellent service that helped change the mindset of those within the business who necessarily didn't understand the role of our partnership. We've never referred to Kirsty and her team as 'Morson' – they live and breathe the club's brand and are our colleagues.”

“Morson's RPO model has enabled us to work on perfecting our recruitment at the club, which allows us to focus on the complete talent journey. Having tasked Kirsty and her team to quickly fill a backlog of roles, combat costly agency fees and deliver value for money from day one, we're now focused on adding layers to our partnership and building on this great foundation by developing the club's employer brand, educating the business on the difference between this and our corporate brand.

“Together, we're also focusing on elevating candidate experiences, digitising the recruitment journey, proactively taking steps to continue diversifying our workforce, and building future-focused pipelines of early talent at grass roots level. We're adding value throughout the entire talent journey by working with hiring managers to attract the right people for long-term careers with the club and sharing the stories of our exceptional talent that sit behind the scenes.”

Kirsty added: “Reaping the benefits of an RPO requires a partner whose focus is to solve the clients' end-to-end talent

challenges, and that's exactly what we've delivered and continue to deliver. There are no roles that don't come to us; bar the players, of course!”

Ged Mason, CEO of the Morson Group, concludes: “Over the years, Morson has developed a suite of products and services to complement the entire talent journey, whether that's technology that tracks a candidate throughout their life cycles; management information dashboards; accredited training schemes and workshops or HR consultancy that ensures our clients remain in line with changing legislation, leverage data and make informed decisions. Our proposition has been developed over several years, meaning we now have an extensive toolkit of support to wrap around our customers. They're not just equipped with our anecdotal expertise; they have the choice of hundreds of 'plug in' extras to adapt, expand and improve their service from us, on demand.

“Having been recognised as the leader in Managed Service Provision (MSP) for decades, we want to push our proposition further by bringing our extensive RPO experience to the fore; the fact our team members stay with us an average of over seven years at a time and clients continue to buy our services for an average of seven years too, speaks volumes of our ability. Customers trust us to move forwards with them, and RPOne is designed for exactly that.”

With packages available for start-ups through to enterprise organisations, RPOne has been developed in response to the changed and ever-evolving needs and expectations of businesses who want to attract the very best talent. RPOne helps you achieve your goals, scaling alongside your business, ensuring you're prepared for the next phase in your journey.

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# RECRUITMENT FOR NOW

Melanie Forbes, Managing Director of APSCo OutSource discusses the history and future of RPO.

The term Recruitment Process Outsourcing – or RPO – is now commonplace in board level discussions on permanent hiring solutions and workforce management. Anyone in the recruitment industry will be accustomed to hearing the term, so much so that it's easy to forget that RPO as an outsourced staffing solution is actually only around 30 years old. Much like us all, it has seen real change from its infancy, growing past the teething troubles as early adopters embraced the benefits of outsourcing recruitment processes, and maturing into the professional, agile, tech-enabled people solution it is today.

But how much has RPO changed, what does it look like in a Covid-hit market and what lies ahead?

## The history of RPO

Recruitment Process Outsourcing was first developed in the 1990's. One of the first to implement enterprise wide RPO was the financial services sector in particular the investment banks. It was introduced as a cost-efficient way of managing large scale, often global, recruitment – an end-to-end process of services to allow these financial businesses to focus on the day job whilst the recruitment experts got busy with filling roles across the breadth and depth of the bank.

Fast forward a couple of decades and the RPO providers are savvy marketers focussed on making the bank the employee destination of choice, using a plethora of techniques and technology to enhance the candidate experience and provide a best-in-class service to the hiring manager. During the first decade many other organisations across most types of industry emulated the model and the RPO market was established. The term became a common one and was often used to

describe any type of recruitment outsourcing.

Many organisations went from first generation to second to third, quite often with the same provider as relationships evolved from transactional to advisory to strategic. Some organisations chose to take their recruitment in-house only to outsource again five years later. This became a common pattern as well as changing outsource providers or using various external partners for different parts of the business.

## The current RPO market

Of course, the RPO market – and indeed the recruitment and outsourcing arenas themselves – never sit still. As economies, talent profiles and sectors evolve, so too does recruitment process outsourcing. Today, the outsourcing market is evolving due to many factors, including technological developments, occupation transitions, on-going and emerging skills gaps and, of course, new market conditions, some of which have been created by the global pandemic.

Last year was certainly tough as Covid-19 first began to take hold globally, impacting every business, shutting down sectors and stalling hiring plans for a significant number of RPO clients. This year is looking more promising, but it will be a year like no other again as the 'new normal' becomes clearer in a post-Covid world.

The initial freeze on all permanent recruitment at the start of the pandemic has very much thawed as we start to come out the other side. So much so that organisations with in-house models are unable to scale at speed and are buying in expertise from the outsource providers as headcount. While this way of working can fulfil short-term gaps, it does not offer the service capability of the provider and it is

unlikely to be a long-term solution.

To clarify, though, this action is not to be confused with RPO on demand or Project RPO whereby a customer outsources parts of the process in its entirety. In this example the service is modular based, where service levels and outcomes are the responsibility and accountability of the outsource provider. This particular project model is often suited to organisations who need the flexibility and expertise from an external source or who choose to outsource elements of the process whilst keeping the parts they deem most important close to them.

## Future trends

If we consider that RPO in its original form has come so far in three decades, it's perhaps safe to say that further evolution is afoot. Factor in the pace of change in the workplace in a post-Covid and tech-enabled world, and it's highly likely that the speed of future developments is going to be particularly fast.

Of course, if the last 18 months have shown us anything it's that the future is impossible to predict. But if we look at the here and now, there are three key trends that are influencing the future of the RPO market:

- **Hybrid In-house Solutions** – We are already beginning to see many organisations moving back to an in-house model of recruitment management which is complimented by an external partner, with some parts of the process remaining outsourced to a provider, rather than a complete external solution.
- **The Continued Rise of Technology** – The RPO market has witnessed extensive technology evolution that is showing no signs of slowing. We're currently faced with a swell of technology providers

able to manage different parts of the recruitment process either as a standalone or integrated into existing systems and processes. The digital roadmap has been accelerated primarily due to Covid, with change programmes that would typically take five years being accelerated to completion in just ten months. Most large organisations have a very clear digital roadmap for the future – and this will only continue to become the norm for smaller firms.

- **Total Workforce Solutions** – Different sectors mature at different times and RPO clients are looking for a solution that can manage all the moving parts of a business. Whether that's internal mobility, inventory of skills, recruitment strategies for skills gaps, Equality, Diversity and Inclusion (ED&I) campaigns or the development of a candidate experience that matches that of the consumer of the organisations. A total workforce solution is the next stage of the RPO solution – and we're already seeing industry leaders embrace this.

## Survival of the fittest

An RPO model of the future should use all of these 'moving parts' that we've come to expect in the modern world of work to evolve into a business that builds on the efficiency of technology, the cost effectiveness of removing fixed costs whilst keep the focus well and truly on what has always mattered: the candidate/consumer hiring experience. The process will be highly digitalised in volume areas, partly digitalised in specialist recruitment with high touch, insight led for niche recruitment. It really will be survival of the fittest in the future – so now really is the time to prepare to win. ■

# DEFINING SERVICE

Louise West, director of client solutions, at Guidant Global on the differences between MSP and RPO.

Workforce management solutions have evolved drastically in the last decade as employment models changed. Businesses can now engage a wealth of external suppliers, and recruitment consultancies can partner with other vendors to tap into large supply chains. The challenge, though, is knowing which workforce management model will work best. Unfortunately, there can often be discrepancies in how end-hirers define certain hiring models.

In particular, there's often some confusion around what falls under the remit of a Managed Service Provider (MSP), and where a Recruitment Process Outsourcing (RPO) solution should be used. This is further exacerbated by the more recently evolved models Contingent RPO and Total Talent Management.

So, what does each workforce management solution involve?

## MSP

A Managed Service Provider focuses on the temporary workforce. It will be responsible for the complete end-to-end management of a firm's contingent talent, which includes controlling and streamlining supplier relationships and performance, the development and implementation of strategic workforce plans, worker compliance and much more.

For those in the recruitment supply chain, there are a number of benefits associated with being part of an MSP:

- **Visibility and compliance:** One of the risks that can often be associated with the supply of the non-permanent workforce is a lack of visibility. Without complete transparency there can be concerns that an individual isn't engaged compliantly – and this risk can, in some instances, be transferred across the supply chain. Being part of an MSP partnership ensures the right parties have visibility of the right data, reducing the risk for the whole supply chain.

- **Global expertise and guidance:** For those looking at expanding their remit into global talent solutions, an MSP will have the international knowledge and on-the-ground partners to ensure contingent workers are engaged in line with the varied legal requirements that are present across different geographies.
- **Scalability:** With businesses facing continued disruption, spikes in demand for resources and seasonal fluctuations, having the contingent resources on hand to scale up operations and scale back when necessary, is significantly valuable in the modern workplace. Employing or being part of an MSP model can ensure that your business can tap into the agile, scalable talent demands that today's organisations need, no matter the size of your firm.

## RPO

Recruitment process outsourcing, in comparison, covers the management of permanent recruitment. Under an RPO solution, an external provider will embed a talent acquisition team into the business, including onsite recruiters, to run strategic, flexible hiring processes and incorporate the right recruitment technology to drive efficiencies across a company's permanent resources.

While an RPO solution focuses on the perm workforce, the benefits are not too dissimilar to an MSP, just for a different audience:

- **Agility and scalability:** While the permanent workforce isn't associated with the same high level of flexibility as its contingent counterparts, agility and scalability is still crucial. To respond to changing demands and the evolving global market, employers need to develop strategic talent pools – a task that an RPO is well-placed to deliver through its strategic supplier partnerships.

- **Global compliance:** Just as with the contingent workforce, compliance for the permanent workforce is also highly complex and volatile. Employment law is constantly being adapted and the international variances can present significant challenges and risks for global talent solutions. Working through or deploying a recruitment process outsourcing model can help keep businesses and recruiters ahead of any legal changes that could impact permanent hiring globally.
- **Making the most of technology:** Recruitment technology is booming – but integrating the right tools into the recruitment process is no easy task. An RPO, however, will have done most of the heavy lifting in this space and will have worked with a range of tech platforms and software in the past. As a result, they will be able to guide everyone in the talent supply chain through any new technology implementation.

## Contingent RPO and Total Talent Management

While there are certainly clear differences between an MSP and RPO solution, the emergence of Contingent RPO and Total Talent Management has blurred the lines. To clarify, Contingent RPO combines the benefits of a recruitment process outsource solution within a contingent MSP model. So, the solution includes greater involvement from the outsourced supplier on the employer brand development, the introduction of a dedicated direct sourcing team and much more. It is often used when a business needs to significantly scale-up high-demand and low-supply skillsets.

And as a hybrid of flexible and permanent workforces becomes the norm, the need for an all-encompassing talent management strategy that incorporates all of the above has increased. That's where Total Talent Management comes in. TTM brings permanent and contingent talent management into one solution, with one single workforce solution provider, to give complete consistency and alignment to the overall strategy.

Whichever model a business employs, the opportunities for the entire recruitment supply chain can be vast – provided everyone is pulling in the same direction. ■

# PEOPLE POWERED

**Craig Sweeney, SVP of Global Strategic Talent Solutions, WilsonHCG on how RPO resources position themselves as talent advisors.**

The pandemic had a huge impact on the world of work. As we continue to adapt to the new normal, it has become abundantly clear that hiring has returned at scale. That's just one of the many challenges affecting the global recruiting community though – there are several more:

- Limited internal HR and talent acquisition capacity because this was an area that experienced reductions in headcount during the height of the pandemic
- Difficulty attracting talent amid saturated job markets
- A renewed push to differentiate from competitors both on an industry basis and in adjacent sectors competing for similar talent

The recruitment process outsourcing (RPO) model has proven effective in addressing these challenges, allowing HR/ talent acquisition functions to initiate and drive foundational programmes to future-proof their approach to talent.

RPO is about building strategic recruitment programmes that attract, recruit and retain high quality employees. No two RPO partnerships are the same because every business is different and has unique challenges based on the resources, processes and structure in place and the scale, breadth and depth of what it's trying to achieve. Because of this, RPO providers take a

consultative approach to assessing and identifying the internal and external forces impacting their clients' businesses and create solutions that enhance talent functions.

RPOs help to increase the perceived value of talent acquisition, allowing the function to become an essential strategic component of the business. This is achieved through a combination of deep expertise, digital transformation, employment branding, recruitment marketing and proactive, data-driven decision-making. RPOs become essential, influential partners to their clients and further help them define and move toward future initiatives that revolutionise their global talent acquisition functions. Consultation is prescriptive and holistically incorporated into the RPO programme from the start.

## Seamless partnership and experience

Candidate experience should always be top priority and because handoffs need to be seamless for both the candidate and the hiring manager, a combination of high touch and complete transparency is key. Leading RPO providers assume the branding of their clients to ensure a seamless candidate experience.

## Cultural alignment

Cultural alignment is critical to allow RPO teams to function as an extension of their clients' in-house recruitment function. Each RPO team gets account-specific training to ensure recruiters are accurately and positively representing clients in the marketplace. To do this, RPOs learn what makes each client unique as an employer and what characteristics and skills they are looking for in candidates. RPOs work with subject matter experts from their client partnership to further understand organisational goals and to deepen their understanding of culture, values, brand value proposition (consumer and employer) and employee value proposition (EVP) during the implementation process and on an ongoing basis. Acting as talent advisors, the resources are responsible for building trust, setting expectations and educating hiring managers on new techniques, technology and processes.

## Competitor landscape

Understanding the competitor landscape, brand reputation and candidate experience in the external market is integral to

a successful talent acquisition strategy and something RPOs can bring to the table through market research and extensive experience. Employer brand evaluations are conducted quarterly and the market insights gained are passed on to frontline teams. This means they are better placed on how to position their clients to talent looking at multiple opportunities.

## Managing expectations

Client playbooks, which are essentially governance documents that capture all the detail about the delivery of an account, are utilised by RPOs to ensure all stakeholders involved in the partnership understand what is expected. The playbooks contain research and due diligence and provide a broader context in terms of organisational structure, business group, function and local market position within the sector. Playbooks also include all account processes, policies, required compliance/security measures, and detail on the history of the company, the culture and brand, plus access to supporting training resources and collateral. >

## 14 WHAT IS RPO

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### Measuring success

RPOs use customised service level agreements (SLAs) that focus on the performance-driven metrics that drive efficiency but also take into consideration business-impacting measurements to increase quality, satisfaction and return on investment (ROI). Continuous monitoring of key performance indicator (KPI) and SLA achievement ensures success, while also providing proactive strategies to mitigate the risk of common challenges.

RPO partners typically monitor the following:

- Hiring manager and candidate satisfaction survey results: The results help to drive all-party involvement and engagement in the hiring process.
- Quarterly business reviews (QBRs): This means key stakeholders can monitor progress and help to identify any areas that would benefit from process improvements.
- Feedback: This is required from all parties and helps create greater efficiencies, while improve hiring metrics.
- Technology: RPOs analyse which technologies could enhance processes, leading to improved ROI.

### Technology expertise

Talent acquisition technology can help drive candidate engagement, while speeding up the hiring process. But with thousands of technology platforms out there, choosing the ones that are most suited to your company can be daunting. RPO providers can help talent acquisition teams to evaluate the technology currently being used to look for gaps, inefficiencies or duplication. They can then identify which tools are still suitable for the long term and which have the potential to be replaced, optimised, or upgraded.

### Internal mobility expertise

In addition to attracting external talent, RPOs work with clients to maximise workforce planning and streamline global internal mobility programmes. This includes both vertical mobility (promotions to higher job levels) and horizontal mobility (moving from one role to another within the same job level). RPOs develop structured internal recruitment processes to enable talent acquisition to audit skills and link employees to new opportunities. They will also work with learning and development (L&D) teams to identify employees with potential and encourage

them to participate in reskilling or upskilling programmes. New team member audits are usually established during the hiring process and findings are recorded on an internal skills database. RPOs will host regular succession planning meetings to better understand and plan for future skill gaps for their clients. When it comes to upskilling and reskilling, L&D teams need to connect these programmes to overall business priorities and objectives. Understanding where the organisation intends to be in five years' time, for example, is critical to working out which skills will be required to get there.


### Challenges RPO providers face

One of the main challenges that RPOs face is access to company information. For the best results, RPO teams should be treated as if they are internal employees. This extends to the information and data circulating companywide; in other words, RPO recruiters should be on the same distribution lists as the general employee population. It's also recommended they attend global or regional events, all-hands calls and receive business updates to keep them abreast of all key company information, business changes and developments.

Further, once a solution goes live, there are several initiatives RPOs deploy to deepen their understanding of the business area or function to which a recruiter is aligned. These include:

- Shadow days: On-site recruiters spend time in the field shadowing the roles they will frequently hire for. Recruiters will use these experiences to educate their sourcing support and present opportunities authentically to candidates.
- Historical data review: Recruiters should be given access to the roles that have been hired over the past 12 months and the accompanying job description library so they (and any sourcers working on the account) can educate themselves on requirements proactively.
- Proactive hiring manager meetings: RPO providers schedule meetings with all key client hiring managers to understand their strategic priorities for the future when it comes to talent. This helps them to understand hiring managers' prior experience with talent acquisition and capture where they can improve the process.

To reiterate, successful RPO partnerships rely on transparency, communication and consistency. With these measures in place, you'll be well on your way to building a strategic partnership that delivers talent for today and tomorrow. ■



**A complete talent solution that wraps around your brand today, tomorrow & for the future.**

As a boutique facility with 50 years of expertise behind it, RPOne is a complete resourcing service that wraps around an organisation's brand to redefine its talent strategy.

Placing our client's ambitions at our heart, we become one with businesses. We listen, understand and curate individual solutions with truly embedded teams that solve challenges whilst filling organisations with talent, expertise, and knowledge for long-term success.

**Our team is your team; your ambitions are our ambitions. Let's achieve them together.**

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# TALENT MATCH

Charlotte Gurney, head of international marketing for Volt International on how RPO finds the talent employers need.

Recruitment Process Outsourcing (RPO) is a workforce solution where an external specialist provider is made responsible for managing permanent recruiting within an organisation. Given the changing hiring environment in the wake of the pandemic, and the increasingly complex spectrum of opportunities presented by tech such as AI - as well as the need for enhanced diversity and inclusion practices - many businesses today are turning to RPO to ensure that every base is covered. Especially in a time-poor business RPO can add significant value and is proving increasingly critical to those enterprises committed to working with the best and brightest talent.

## Defining RPO

RPO is first and foremost a solution. From adapting to the digital boom to being responsive to the need to hire fast, to attract candidates from Gen Z or create a genuine employer brand that is 50% more likely to attract the best and brightest people, RPO has a function for that. Very few in-house recruitment teams can provide the level of expertise and industry insight that is accessed via an RPO. From the latest trends in AI and analytics to improving the candidate experience and brand reputation, these are such some of the ways in which an RPO can be leveraged by businesses keen to see a return on hiring investments and to create more positive long-term relationships.

## The benefits of RPO

An RPO could be embedded within HR or the people function of the business and will create access to a talent acquisition team, as well as versatile recruitment processes and cutting-edge hiring technology. There are many benefits to this, including a more cost efficient, agile and scalable approach to recruitment and talent acquisition that is responsive to the business' immediate needs. RPO hires are guaranteed to be compliant with local law and regulation, removing the headaches of falling foul of the law or obtaining legal advice, and the quality of talent that the business has access to increases significantly. RPOs know where to look for quality candidates, whether that is an underused talent pool or passive talent. The team can help to prioritise, not just the best people, but also those who align with business values on diversity and inclusion too.

## RPO purpose

Life is unpredictable - this has been more obvious in the past year than ever before - and this means that hiring recruitments are too. RPOs exist to help manage this unpredictability, especially in time-poor companies. RPOs bring a specialist team to the table, as well as a loaded talent pipeline. They can also leverage technology on behalf of organisations and commit to the social aspects of hiring in a way that a single business may not be able to do, relationship building across multiple media. Essentially, the RPO can take away the pain that HR may feel when it comes to talent acquisition and help to stabilise fluctuations in recruiting activity. This is all done in a transparent and flexible way that brings discipline and measurement to the process.

## RPO recruitment model

One of the advantages of an RPO relationship is working with a recruitment model that is tailored to an individual business. There are three basic RPO models:

1. Full RPO. This is a full-service option and can cover everything from advertising and sourcing candidates to interviews and onboarding. It may also extend to marketing an employer branding.
2. Function-based RPO. Here, the RPO services are limited to one specific hiring function that needs special attention, leaving the in-house hiring team to focus on the rest.
3. On-demand RPO. This model of RPO can be implemented quickly, gaining insight into a business' process and goals at short notice and then focusing on specified duties, whether that is compliance, interview logistics, employer branding or sourcing candidates.

## Working with Volt

Volt offers award winning end-to-end workforce management expertise that can be leveraged via RPO to help improve recruiting or deal with hiring spikes and volume changes. A single point-of-contact programme manager and a scalable team of specialists means Volt will operate as an extension of an in-house HR team, improving talent quality, reducing costs, providing consistency in hiring and brand messaging, and allowing internal staff to focus on business-critical functions.

From faster hires to more positive outcomes, cost reduction and talent acquisition that is responsive to the way your business grows, RPO presents an opportunity for any organisation to upgrade the way that talent is managed, aligning with strategic objectives and delivering exceptional results. ■

# GET THE TALENT RIGHT

Mark Baker and Simon Mustafa, directors, Claremont Consulting, give an insight into how their Talent Solution teams deliver the talent required by businesses around the world.

Claremont Consulting is an international recruitment company specialising in IT, engineering, business change and HR. The business signed its first ever RPO agreements back in 2012 with BT and Sky. Since then, we've built a strong RPO model through a set of strategic talent solutions that encompass the core foundations of what we do as a business.

Put simply, we embed talent acquisition and recruitment services to take away the pain that many customers feel when it comes to hiring. In 2016 Claremont signed its first major global RPO with Johnson Controls International and by 2019 the company was shortlisted for best RPO by The Global Recruiter. This year sees the company branching out into LATAM, winning RPO contracts with a major insurer, a streaming provider, a logistics company and a pharmaceutical firm.

Reasons for choosing the RPO option can vary but essentially when a business grows to a certain size, it needs to have more control over its talent. RPOs can be designed explicitly with this in mind. A growing company will shift its tactics, and brand unification becomes more relevant. Companies quickly realise that the best way to find the talent they need is to carry the recruiting solution in-house, giving them more control over the brand, message, and marketing.

At the same time, clients are searching for all-encompassing strategies to help them recruit and retain the best permanent employees. With an RPO service, they can concentrate on what they do best while maintaining control over the recruitment process. This not only saves time and resources, but it also allows the agency to integrate their dedicated recruiters, technology, and best practise processes into the clients' operations. From forecasting to sourcing, the agency must take the reins and lead the end-to-end hiring process for the client, as this allows both parties to be completely aligned.

## The talent search

A unique RPO approach is able to respond to the needs of both the clients and the candidates by building intimate, trustworthy relationships. Having open and transparent communications is key

to delivering great services. "We're constantly looking for ways to develop our programmes," says Simon Mustafa, director at Claremont Consulting, who leads the international RPO strategy, "and as a small team, we can implement and deliver new policies and procedures quickly and effectively. This is what helped us get through the pandemic - we really listened to what our clients needed rather than telling them how to function. We treat our clients as co-partners and always offer them a single senior global point of contact available 24/7. This is viewed as valuable service offering as there is instant accountability in comparison to organisations that bounce you around to different divisions/contact points per country."

The best strategies for RPO are those that include the client from the beginning, including the final hiring decision. This is the best way to ensure that all recruiters who are onboarded through the RPO feel completely aligned from the start, enabling the recruiter to form a positive bond with the client right away.

RPOs can function as an extension of a company's HR department, assuming responsibility for long-term talent acquisition. They should send teams of outsourced recruiters to the client's office to introduce cutting-edge recruitment tools and a flexible hiring process. At Claremont, potential candidates go through automated screening and ATS sites, where they are thoroughly qualified with a collection of questions from a recruiter. Claremont essentially handle the entire recruiting process and ensure a long-term talent pipeline.

RPO's are embedded solutions that are fully integrated into the client's desired operational model. From talent acquisition and applicant retention to employer branding and supply chain management, you need to oversee the entire recruiting process for real success. To put it another way, rather than focusing on ad hoc or short-term goals, creating a long-term talent pipeline for your client is a game changer. If you provide the assistance that the client needs by collaborating closely with the talent and client acquisition managers, you will not only be able to monitor their activities on a regular basis, but you will also be able to assist with recruitment, resourcing, and talent attraction with all of their opportunities.

RPO powers your recruitment with the right people, processes and systems for hiring success, whether you are staffing for new business locations, hiring in volume or targeting experienced individuals to join your organisation

Recruiters need to understand labour legislation in order to provide a clear understanding of compliant procedures and practises. With employment laws constantly evolving, getting this knowledge on hand is essential for companies that operate through multiple geographies. More often than not, you'd find yourself in a position where you'd have to standardise a large number of job contracts and benefits, as well as patch something that wasn't working properly. When you don't have the right staff in place, this can be time consuming and expensive.

**Flexible options**

Recruiters must adapt to new roles and client demands in order to compete in the recruitment industry. In order to deliver, any outsourcing service must be flexible; you must be able to work with systems and stakeholders at the same level while providing the same level of service. "The 2020 pandemic did put a stop on hiring plans inside Europe and the ROW, with a decline in vacancies; but we kept our RPO teams intact, resisting the layoffs that were commonplace elsewhere. We realised how difficult it would be to replace the acquired knowledge and client experience of our in-house teams as and when the market returned to normal levels," notes Carlos Rios Cuevas, one of Claremont's talent acquisition relationship managers based in Middle Europe. "We had to quickly adapt and reshape our services to meet the needs of our clients," he continues. "We got involved with internal projects, providing extra value and resources, and refocused on other areas of the market, which enabled us to keep our recruiters employed." RPO processes need to evolve regularly, and that remains largely unchanged, it is always so important to foster strong and long-term client relationships for any RPO to work. Today we see so many businesses looking at their levels of growth and how they want to

emerge from the pandemic, as everyone wants more control on their brand and market positioning.

**The agency angle**

The boundaries between agency and TA are blurring more and more; there are many transferable skills and similarities, particularly among recruiters who have worked at agencies, moved to the client side, and then returned to the agency. Those are the recruiters who are laser-focused, have a thorough understanding of the business, and can locate qualified candidates for you. Even the very best of Talent Acquisition teams struggle to fill 100 per cent of vacancies, especially when any sort of high volume or niche skills are involved (average is around 85-95 per cent). Therefore, it is very important to maintain strong agency relationships to both augment hiring capability and give a different view of general hiring trends in the market with an emphasis on pricing and salary ranges, which is often advantageous. For this reason, it's always a good idea to keep solid relationships with agencies.

Done properly, RPO powers your recruitment with the right people, processes and systems for hiring success, whether you are staffing for new business locations, hiring in volume or targeting experienced individuals to join your organisation. RPO providers should be able to rapidly deploy the right processes, people and software to provide visibility across the whole recruitment process, alongside key insights, cost savings and a reduced time to hire. All RPO recruitment models should be built for the customers in mind, solutions need to be shaped around your capabilities complementing the elements of the hiring journey that will remain in-house. This way the scope of solutions can range from enterprise to project-based, single to multi-discipline and national to international. ■

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**Finding the right talent**



**QUALITY OF HIRES** access to active & passive candidates

**Recruitment**



**IMPROVED VISIBILITY & CONSISTENCY** of process

**Driving down cost**



**ENHANCED CANDIDATE & hiring manager experience**

**Onboarding**



**ACCESS TO VALUE** added services eg. employer branding

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# STRAIGHT FROM THE START

**Tania Bowers, General Counsel and Head of Public Policy at APSCo addresses education recruitment compliance.**

Outsourcing in recruitment – whether through a Recruitment Process Outsourcing model (RPO), Managed Services Provider (MSP) or operating through a Statement of Work (SOW) – is becoming increasingly utilised in today's highly volatile and flexible world of working. But for both these outsourcing businesses and the suppliers they work with, compliance is becoming increasingly complex and the risks associated with non-compliance are growing as authorities increasingly scrutinise employment models.

In fact, that's why APSCo launched OutSource, the trade association for RPO, MSP, SOW and Managed Projects: to support the creation and regulation of fair, proportionate supply chains. We've previously welcomed the plans to create a Single Enforcement Body (SEB) within BEIS and have been vocal on our views that it should promote strong supply chains that support worker protection and the fair apportionment of regulatory burden and contractual risk. However, one barrier for the equal and appropriate dispersion of liability is the confusion around how the modern world of work operates. As Chris Hughes, senior director, global services at PRO Unlimited points out: "One of the challenges is the speed at which outsource providers move in terms of the products and services they offer, coupled with the complexity and nuances involved make it very difficult for tax authorities like HMRC to understand what they do. This can then get further compounded where the outsourced provider agrees a unique scope with

the client meaning it becomes different in some way to more traditional services being provided. All of this, coupled with the existing legislative framework companies like PRO have to operate within, make the compliance landscape increasingly difficult to navigate."

## Mapping liability

Unfortunately, there is no real clear-cut answer around compliance liability as there will be variations depending on the contractual agreement that is in place. For example, under the Intermediaries Legislation ITEPA 2003, it is an MSP's responsibility to report assignments to HMRC via a quarterly intermediary report, which pushes the liability of incorrect report or non-compliance to the Managed Service Provider. If we look at off-payroll, if the fee payer fails to meet its own liabilities to HMRC then the tax authority can seek payment of unpaid taxes, NICs, penalties and interest from the outsourcing business. Clearly, the liability can be shifted in the supply chain, creating a level of risk for RPOs and MSPs, a sentiment that Chris echoed: "One of the challenges is that liability can flow up the chain. Ultimately the tax payer holds the liability in an MSP or RPO model, but there is the potential for this to go up the chain to the outsourcing business. Essentially, operating as if the liability is yours is the safest way to approach compliance in any outsourcing model."

## Lack of visibility

The ability for liability to be passed up the chain is also exacerbated by a lack of complete transparency. Gaining visibility across the supply chain can be lengthy and arduous for MSPs, RPOs and end clients, but tax authorities would expect you as the outsourced provider to have this information, so no matter how difficult it is to drive transparency, it needs to happen. If allowing for subcontracting in a project, for example, the outsourcing provider might not get the information beyond the supplier they have contracted with. It is possible to build transparency into contracts where feasible, but having a fully vetted supply chain will limit the potential risks where complete transparency isn't viable, but it won't completely remove liability. Technology is being increasingly utilised to drive visibility and has the potential to reduce the risk for outsourcing businesses, but as Chris highlighted, it's not yet at the level that is needed to support modern employment models: "Transparency is the keyword when it comes to compliance and new technology has been a significant driver in achieving this, particularly in the last 18 months. But it's not always been the case and systems and processes have been playing catch up with the changing nature of work."

## Umbrella companies

The compliant engagement of umbrella companies is a significant issue at the moment, particularly in light of the recent report from the BBC which exposed a large-scale mini-umbrella scheme in the UK. The entire talent supply chain needs to be aware of the risks they face through the engagement of unscrupulous umbrella partners which is why APSCo insists that all umbrella companies wishing to become APSCo Trusted Partners must go through a robust due diligence process. Working only with those vetted by professional bodies such as Professional Passport and the FCSA can alleviate much of the risk, as can having complete transparency around fees and data processing agreements. However, umbrella usage is under increasing scrutiny and we are hopeful that greater regulation for the benefit of the outsourcing supply chain is in the pipeline. It is APSCo's view that in addition to regulating umbrella companies, the Single Enforcement Body working with HMRC should introduce a base line compliance code for umbrella companies to adhere to and we will continue to work with BEIS and HMRC to drive this agenda. >

### Geographical nuances

How employment models can be implemented and who is liable also varies across geographies and there is a need to take each country on a case-by-case basis. According to PRO Unlimited, “there are some countries, such as the Netherlands, where there is the potential to mitigate umbrella company risk. In this location in particular, suppliers can obtain a NEN 4400-1 or NEN 4400-2 certification which acts a hallmark of quality from the government to prove they operate compliantly, eliminating some of the transparency issue. In France, the client needs to hold a contract directly with suppliers. In Serbia, the government’s political ambition to join the EU is impacting legislation for the contingent recruitment market. The landscape is constantly shifting globally so you really do need to keep your eyes on the international legislation market at all times.”

### Pressure on Fees

One of the rather concerning outcomes of the pandemic that we are witnessing for the talent supply chain at the moment isn’t just a compliance issue, though. There has also been a real pressure on fees, with extended payment terms increasingly being introduced – up to 120 and even 180 days in some instances.

This places a real burden on outsourcing businesses and their suppliers, with the debt risk often falling on the middle man. According to PRO Unlimited, the international variances in payment terms can also confuse agreements. As Chris explained: “While there’s been an extension to payment terms in the UK, other countries have different approaches that will impact those operating under or with an MSP or RPO. In India, for example, there are strict payment terms to ease the burden on businesses, so if the supplier is an SME, they have to be paid in 45 days.”

### Evolving models

While there are clearly a number of compliance challenges facing outsourcing providers at the moment, the on-going evolution of employment models will only continue to complicate legal requirements. As Chris explained, “There are ways to reasonably mitigate the compliance risk to your business, but for an MSP engagement in particular, it comes down to the model used. For example, a vendor neutral option means that the underlying supply chain is relied on, which puts the liability in a different place than say a Master Vendor model. Statement of Work (SOW) is also complicating the compliance landscape. There’s still a lot of work that needs to be done to clarify for end-clients, workers, the talent supply chain and tax authorities just how an SOW works and where the liability for compliance should lie.”

For outsourcing businesses, now is an exciting time to capitalise on and guide what the new world of work looks like, but there are risks that these businesses face – risks that APSCo and OutSource are committed to alleviating for the benefit of the entire supply chain. ■

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# LEGAL VIEW

**Sebastian Reyes, an employment solicitor at Clarkslegal discusses the employment law liability of RPOs.**



Recruitment process outsourcing (RPO) has traditionally been used by employers to save costs and streamline volume applications. One of the issues of RPO is where does the employment law liability lie? The Equality Act (EqA) 2010 offers protections during the recruitment stage, the types of employment law claims that can arise under the EqA 2010 are victimisation, and harassment. Job applicants who have protected characteristics such as race, age, disability, religion or belief, gender reassignment, marriage and civil partnership, pregnancy and maternity, sex, sexual orientation have the right to not be discriminated.

Discrimination can occur before an applicant has even been interviewed, for example when using AI software. AI software is seen as a way to remove less skilled candidates quickly and easily, they tend to be used when processing large amounts of applications. AI software was initially limited to critical reasoning and psychometric tests. AI software has advanced, and we now see AI being used to perform sifts of CVs and applications, analyse an applicant's voice, tone, and movements, and filter out candidates. These bring in new risks of discrimination as AI software is created by humans and the data that is used to generate the algorithms could lead to discriminatory decisions.

One well-known discriminatory AI software was Amazon's AI algorithm. Amazon's employee data was used to make the AI algorithm, they essentially were trying to correlate successful Amazon applicant's skills with their job applicant skills. Unfortunately, the algorithm was discriminatory against women as the data used by Amazon was from mainly male candidates. This in turn led the algorithm to prefer male applicants over female applicants an example is the AI software giving lower marks to female names. The AI software was discriminatory, and Amazon had to abandon it.

## Blame the RPO

Employers who use RPO companies tend to believe RPOs should be liable for any issues during the recruitment process. This is where it gets complex as employers can be vicariously liable for the acts of their 'agents'. The EqA 2010 is clear in that anything done by an agent for a principal, with the principal's authority, must be treated as done

by the principal. Therefore, it is likely that recruitment outsourcing companies would be agents of employers. If the individual was discriminated against during the recruitment stage, then it is likely the discrimination was done with the employer's authority as that is why the recruitment outsourcing company was engaged by the employer. It does not matter if the employer did not know or approve of the discrimination, employers can still be vicariously liable.

Is there any defence? Under section 109 of the EqA 2010, employers can argue they took all reasonable steps to prevent discrimination if the discrimination, harassment, or victimisation is done by an employee to a colleague. This defence is known as the reasonable steps defence. To succeed with this defence employers will need to establish that the employee has undergone thorough equal opportunities, anti-racism and/or anti-harassment training. The training is usually on the employers own employment policies and should involve tests on the training.

However, the reasonable steps defence does not apply when the discrimination is done by 'agents' as the EqA 2010 doesn't cover them. The appeal tribunal has helped non-discriminatory employers here, is *Victor-Davies V London Borough Council*, the appeal tribunal held that discriminatory acts done by agents, without the principal's knowledge or approval, will not be deemed to have been done on behalf of the principal if the principal has taken practicable steps to prevent the person from doing the discriminatory act. The appeal tribunal is effectively saying the reasonable steps defence applies through this judgment.

*Victor-Davies* is still binding case law, and what the decision means in practice is that employers who engage RPO companies must ensure they know and understand their equal opportunities, anti-racism and/or anti-harassment policies. If an RPO company discriminates after that then liability will not fall on the employer as the RPO company was not acting on the employer's authority. The key for the employer is to ensure their policies are up to date, reflect best practice and evidence that the RPO company knew of the employer's policies. It should also be noted that data protection legislation also provides protections to job applicants, and employer's privacy and data protection policies should be updated to reflect they engage RPO during the recruitment process. ■

## The importance of tech in managing compliance

**Melanie Forbes, managing director of APSCo Outsource, interviews Jason Martin, strategy director for the Access Group**

### You have a wide variety of customers across the recruitment industry, how are they finding market conditions?

When the global pandemic struck, we expected the recruitment industry and businesses to suffer - and initially that was the case with so much uncertainty. However, driven by the online evolution of buying during COVID, we quickly saw some sectors such as logistics, production and warehousing grow really fast resulting in a higher demand for recruitment services than previously experienced.

Roll on twelve months and we are now facing a phenomenal bounce back with more opportunities and activity for most recruiters than ever before. The war for talent is still prevalent as businesses across all sectors look to return people that were previously furloughed or to hire additional heads. Whether it is a spike or trend we forecast long-term growth in areas such as retail, supply chain, industrial and healthcare - which currently has a four-year backlog to fill health and social care vacancies.

### How has the tech landscape changed in recruitment, and where is it going next?

COVID has certainly driven recruitment businesses to take a look at their digital strategy. In the past twelve months we've seen some businesses make significant investment in technology and at speed - we're seeing decisions that would previously have taken CIOs and CTOs a year to make now getting made within months. Customers have not only committed to the biggest and most complex tech projects during COVID, but are now making more software investments than they have for the past 10 years.

Remote working has driven businesses to increase their agility. There's less travelling and more online meetings, our customers are experiencing faster turnarounds. Bespoke reports, for example, that previously would have taken 6 weeks to put together are now being completed in just two days. I hope that this agile thinking continues post COVID.

### How important is compliance and what is tech doing to address this?

Compliance is central to the recruitment process. However, we are all aware it's becoming increasingly complex, requiring even more checks which means more paperwork. In some sectors it's so onerous that businesses have more compliance people than recruiters!



Hence our investment in Access Screening, technology to alleviate these compliance pains through the automation of time-consuming processes. We work with the top outsourcing players in the market and many recruitment companies looking to de-risk their compliance, whilst improving their candidate experience.

Our checks range from a simple Right to Work verification all the way through to specific sector and regulatory levels of compliance. We've seen some roles in healthcare being subject to more than 40 different checks, with new requirements - such as MRZ checks - being developed to combat passport identity fraud. Brexit and the new immigration laws on the horizon will create more red tape when moving talent into or out of the UK.

### What tech should companies be looking to invest in to future-proof their business?

Be sure your tech enables you to harmonise your processes and business and have a good tech strategy for mobile. Now is the time for outsourcers and recruiters to get behind the tech and ahead of the competition. Ask yourself, where do you want to be with your service offering in 3-5 years' time? How are you going to deliver that service offering? What tech and investment do you need to achieve that?

Many recruitment businesses are moving to more of a digital self-service model - putting automation and mobile tech in the hands of the client and the worker. Informing candidates of what is required and which forms to complete online increases the speed to hire by up to a staggering 50%. With skills shortages widely reported for multiple sectors, this approach to engage and retain a compliant and available workforce is crucial.

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# A PLATFORM FOR TALENT

**Matt Jones, senior vice president of Global Operations, Cielo, on how cloud-based talent acquisition platforms are shaping the future.** ↑

Every year, billions of pounds are spent on HR technology across the globe. It is a critical investment for any organisation that wants to stay ahead of the competition and there seems to be no doubt that this investment will continue. In a 2020 global PwC survey of over 600 HR and HR information technology (IT) leaders, 74 per cent of respondents stated that they planned to increase spending on HR tech to address pressing talent needs.

C-Suite executives across all sectors are clearly taking recruitment seriously and require the tools and talent acquisition (TA) teams necessary to succeed, but is the technology doing enough to improve the recruitment experience for both company and candidate? In too many cases, the answer is no. In a recent survey, Aptitude Research found that two out of five companies are either dissatisfied with or indifferent to their current technology provider. Given the scale of investment seen in the sector and the number of technology solutions providers, it's a damning statistic that strengthens the argument that HR is not benefiting from the best in technology.

As a champion of HR technology for well over a decade, Cielo has always had a strong opinion on – and handle of – HR technology. The nature of purchasing technology has changed and clients no longer want to buy technology from a service provider, but instead want access to market leading technology providers. To facilitate this and ensure that our clients have access to a suite of the best solutions possible, we have merged our various technology offerings into the industry's first future-proofed, cloud-based platform, Cielo TalentCloud.

The strength of Cielo TalentCloud is in its ability, as a cloud-based platform with seamless integrations, to flex with existing client tech infrastructure and accommodate new innovations and changing business needs. Through initial partnerships with 17 of the industry's best technology providers, and with more expected to join in the near future, Cielo TalentCloud can now elevate clients' talent acquisition technologies and strategies, ensuring that their recruitment vision matches the vision of their business.

## Tech for good

The potential applications of these tech solutions are limitless; for example, one of the vendors we have partnered up with for Cielo TalentCloud is TalVista, a software company based in California. TalVista's technology solution works to eliminate some of the unconscious bias lingering in the recruitment process, representing a significant step towards fostering improved workplace diversity, equity and inclusion (DE&I).

By implementing optimised job descriptions in real time, TalVista's algorithms, based on research, can identify problematic words within job descriptions that may keep qualified yet under-represented candidates from applying. For sectors such as life sciences with a homogenous workforce, this technology can help attract the best talent that may not have been targeted by traditional recruitment messaging. >



**Cielo TalentCloud offers seamless integrations to optimise for agility, flexibility, and most importantly, it makes it possible for companies to use their existing systems**

### Improving the recruitment experience

With the continued popularity of social media and review sites such as Glass Door, candidates can influence reputation and employer brand by relaying their experience in a way that must be recognised. Employers are aware of this with Talent Board recently revealing that employers consider candidate experience as 2021's Top Recruiting Activity. This follows earlier research that revealed 33 per cent of candidates with a negative experience planned to share it via social media. Conversely, a positive candidate experience led to a better relationship with a company or brand for 62 per cent, willing referrals for 78 per cent and reapplications to the same company for 62 per cent.

With a poor experience leading to potential risk for an employer's brand that could negatively impact future recruitment efforts, Cielo TalentCloud is focused on delivering positive experiences for the candidate from when they apply to when they are onboarded. For example, Cora, Cielo's digital assistant, helps candidates by arranging interview scheduling and setting reminders, assisting candidates in finding the right opportunities on a careers site, and providing resources to recruitment related questions or queries. Importantly, Cora is fully mobile-optimised and delivered through the most popular online messaging services, such as web, email, SMS, WhatsApp and WeChat.

Additionally, as a mobile-first integrated platform Cielo TalentCloud allows candidates and hiring managers to engage how, where and when they want, giving them more control during the recruitment experience.

### Establishing the business case

There is a clear business case for implementing a cloud-based platform. Talent acquisition strategies continue to advance and evolve, so it is critical to have the technology necessary to innovate, without having to fund or embark on a change exercise every few years.

Through an open marketplace of over 600 integrated point solutions, Cielo TalentCloud offers seamless integrations to optimise for agility, flexibility, and most importantly, it makes it possible for companies to use their existing systems. The platform brings a proven set of workflows and technology partners to bridge any gaps that hiring companies may have.

The future of recruitment needs to move away from the current state of point solutions and unintegrated data that degrades user experience, challenges compliance and prevents predictability in the recruitment process. Cielo TalentCloud ensures that data collected can be used to make informed, evidence based-recruitment decisions, meaning better candidates, better performance and tangible benefits to the business.

Usable data is essential for any business striving to align their recruitment strategy with their general business needs. By including API-based reporting and predictive analytics, Cielo TalentCloud delivers real-time insights and process recommendations based on how strategies are performing historically and against industry benchmarks, meaning informed decisions can be easily made. ■

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# POWERING UP

## Jacob Zabkowicz, vice president and general manager, Korn Ferry RPO on their business' new AI-based platform.

A year ago, as the pandemic shut down much of the economy, business activity came to a screeching halt for many organisations. While this was an extremely difficult period, it did give leaders an unintended gift – time. Time to think about the direction their companies are going and to re-evaluate strategy. Was their business model as effective as it should be, and if not, how should it be re-tooled?

Now, as the economy begins to emerge from the ashes and business picks back up, many organisations are starting to bring their new strategic direction to life. One critical element to this is determining the type of talent you will need in the new world order and determining which existing employees can be re-skilled and re-deployed, and where there are gaps because new skills are needed.

In these cases, organisations can benefit greatly from a partnership with a Recruitment Process Outsourcing (RPO) organisation. RPOs allow organisations to outsource some or all of their recruiting needs. Their services go well beyond one-off hires to helping identify the types of roles and the talent needed to execute on those roles, what type of employer brand and marketing would best position the company, what's the status of available talent, and what compensation looks like for a particular role and location.

Key indicators that it's time to look at RPO include:

- Instability in hiring volumes/inability to effectively plan for demand.
- A lack of geographical footprint to support hiring talent in different regions.
- A lack of FTE or contractor headcount in the talent acquisition team.
- A lack of subject matter expertise for the area in which the hires must occur.
- Not enough budget to purchase the latest in talent acquisition technologies.

One of the biggest benefits of working with an RPO partner is access to the most current and effective recruitment technology applications.

### A new cloud

We recently introduced The Korn Ferry Intelligence Cloud – an AI-powered, integrated platform that syncs strategy, structure and people to deliver sustainable growth and is easily integrated into most HCM platforms.

The Intelligence Cloud is designed for companies across business sectors. It contains the key elements of an effective AI-powered RPO platform:

- It relies on Korn Ferry's 50 years of empirical data and experience to inform and train the AI.
- It aggregates external talent data and trends, including pay data and talent supply and demand for any given role.
- It benchmarks where you are now against your industry, peers and best practices to help make better, faster decisions about your organisation, leadership and people.

A critical first part of an effective RPO program begins well before you look for candidates. We use AI to help map a clients' roles to success profiles – what candidate attributes are most critical for a given position and for the functional area (e.g. sales, supply chain, etc). We customise these for each organisation.

From creating job descriptions, driving our AI sourcing tool, assessing candidates, guiding interviews, developing employees, and determining pay, along with many other use cases, the impact of these profiles extends across the talent spectrum.

Sometimes (many times actually) the most qualified people for a new role are already inside your organisation. However, you may not even know it because they may be outside of the function or geography in which you are searching. Using AI, we augment employee records with information found in the public domain to create a comprehensive view of the employees' skills and capabilities. This helps support career mobility and internal mobility, cornerstones of establishing a strong employer brand.

Another benefit of working with an RPO partner is longer-term planning, such as identifying workforce implications associated with digital transformation. This includes roles to add, automate, eliminate and rescope. It also identifies feeder and adjacent roles that can help fulfil future needs.

While all of this information is critical to making informed decisions, it's of no use if it's cumbersome to use and analyse. With the Intelligence Cloud, users will receive real-time descriptive analytics that aggregate the characteristic of people, roles and organisations that help guide what is needed in terms of skills, competencies, etc.

Bottom line: an RPO partner should be just that – a partner that can work with you through the entire hiring journey and into the future. ■

# STACKED FOR SUCCESS

## David Vincent, managing director, UK & Ireland, Randstad Sourceright on the technology behind an RPO solution.

With companies in the midst of an unprecedented period of post-pandemic hiring demand, outsourcing recruitment via an recruitment process outsourcing (RPO) partnership can provide organisations with a cost effective, flexible solution to quickly scale up their permanent workforce with the best talent who possess the skills they need most. A successful RPO partner will become an extension of your organisation while providing expert market intelligence and cutting-edge recruiting tools to ensure you achieve your hiring goals. In order to get the most out of your RPO relationship, your partner should bring a variety of HR technologies to the table, from talent analytics and artificial intelligence tools that will help your business identify and engage with the best talent to video interviewing and automated skills tests that provide qualitative and quantitative assessments of top candidates.

### Assess first

First and foremost, a successful RPO partnership should start with an audit of your organisations' existing HR technology stack. Ultimately, the goal is an integrated solution that connects all of your technology – including recruitment marketing, candidate engagement, performance metrics and talent analytics – in a single platform that offers an outstanding user experience and is tailored to your organisation's style, incorporating everything from your logo to visual aesthetic to colour palette.

One of the most important technologies your RPO partner should bring to the table is a robust talent analytics platform that uses predictive workforce and market data to help your organisation find the skills >

it needs. Talent analytics can be used to determine the supply and demand of certain skill sets, find available talent in specific locations, identify what a competitive salary is for different roles, drive your diversity recruitment programmes forward and offer guidance on how long it will take to fill various positions. To aid the entire process, a data visualisation tool can help talent leaders monitor the recruitment process in real time to ensure that candidates are moving through the hiring process at the right pace.

Over time, advanced talent analytics will further strengthen your RPO partnership to the point where your provider will be able to predict exactly how long it will take to fill specific roles and more accurately set and predict target start dates well in advance. Additionally, deep talent analytics should be forward looking, helping to forecast what skills your business will need in the future and what type of talent – whether its freelance, contingent, temp, contract or permanent – will best suit your business needs.

### AI and automation

In addition to talent analytics, artificial intelligence (AI) recruiting technologies are invaluable HR tech tools that can automate critical yet time-consuming tasks like resume sourcing and screening so that human recruiters can focus more on building relationships with both talent and hiring managers. Furthermore, AI tools can provide valuable assistance to drive both candidate engagement and onboarding. For example, AI recruitment chatbots can be used to automate updates to top candidates during a lengthy hiring process, or be used for virtual onboarding for new hires who join and work with the organisation remotely.

In addition to advanced talent analytics and AI recruiting tools, your RPO partner should also be able to offer tools to assist with other aspects of the employee life cycle, including external hiring, internal talent mobility, and even offboarding and career transition services.

Automated recruitment marketing and programmatic job advertising can help determine the best way to promote a position and optimise job advertisements to reach a wider array of candidates. Additionally, automated skills testing and gamification screening tools can go beyond a candidates' resume to better ascertain the skills they possess, offering a more quantitative approach to hiring when paired with more subjective interviews.

Even video interviewing, an option often dismissed as impersonal by some HR professionals prior to the pandemic, has become an accepted standard for recruiting post-COVID. Not only are companies more receptive to conducting interviews remotely via video chat, but the option has expanded the talent pool dramatically, giving employers access to previously inaccessible candidates around the world. In fact, video interviewing has become such a popular tool that many organisations are turning to on-demand video interviews that allows recruiters to pre-record a set of questions so that candidates can take part in a remote video interview on their own schedule.

### Building talent pools

Organisations can also rely on an RPO partner to provide 'elegant rejections' to candidates you don't end up hiring, especially given the fact that you may circle back with silver and bronze medal candidates for permanent or contingent opportunities in the future. To ensure this positive experience and level of service with all high-level candidates, your RPO partner can provide a skills assessment to rejected candidates that offers suggestions on how to further develop their in-demand skills. Extending this level of care helps build loyalty for your employer brand – even amongst rejected candidates – while simultaneously nurturing the development of those individuals in order to continue building your talent pool for the future.

Another advantage to working with an RPO provider is the ability to incorporate your internal talent pool into your recruitment efforts. Organisational talent mobility often suffers because internal candidates don't get the same level of consideration as an external candidate. By having a single platform with a holistic talent model that considers internal candidates equally with external ones, organisations are able to nurture internal talent and ensure they are considered for other roles, improving retention and satisfaction.

Finally, your RPO partner should also be able to offer technologies that assist with offboarding, such as career transition services and outskilling course platforms, that provide end-to-end solutions for employees' total talent life cycle with the company. This not only helps protect your employer brand, but also contributes to a sustainable global workforce overall.

### Expert guidance for RPO tech

As valuable and important as all of these tools are to a successful RPO partnership, they must be paired with expert guidance, and experienced recruiters and advisors. This is critical to ensure technology, processes and innovation are implemented in a way that creates an agile and scalable talent acquisition strategy that evolves as your business does for the long term.

There is no doubt that the global pandemic and digital transformation have accelerated the need for organisations to adopt innovative technologies for nearly all aspects of business operations, including human resources. Engaging with an RPO partner is not only a valuable way to improve your hiring processes in general, but allows your organisation to rapidly scale up and digitise its HR technology infrastructure. With access to a variety of tools – including talent analytics; artificial intelligence; automated talent marketing; and virtual recruitment, interviewing and onboarding capabilities – and the experts that know how to use them effectively, you can truly transform the way you attract and manage talent across the organisation. ■

# volcanic

an access company

## Tech and cost efficiencies put RPOs on pole position

**We recently caught up with Volcanic's Strategy Director, Matt Comber, about how RPOs and MSPs can fuel their growth post-covid. We talked trends, tech, and the war on talent.**

### What trends have you seen in RPO in this new world of work?

The trend for RPOs is moving in one very clear direction: evidencing they can deliver cost savings. With budgets still under scrutiny, agencies are critically aware that clients can hire directly. However, RPOs and MSPs have the distinct advantage of being able to recruit far more capably through highly efficient cost saving mechanisms underpinned by their techstack.

As we know, RPOs are not only specialists in their field, but they also undertake volume hiring more productively, through tried and tested candidate attraction methods. Quality of hire is still a focal point, but it's accompanied by the quality of the candidate experience.

Measurement of this experience is being sought in different ways than before; from how quickly the talent applied via the microsite, to how they are managed through screening to then onboarding. Automation features highly, assuring RPOs of hiring the right talent at a cost and speed that inhouse recruiters generally can't compete with.

### Time to hire is vitals for RPOs to capture candidates - is digital success even more crucial for success?

An RPO that embraces an agile techstack is able to process candidates much more quickly than most inhouse recruitment teams. RPOs are increasing their influence because they have the

skills, knowledge and infrastructure to speed up hiring.

In my experience, RPOs adopt digital and tech more readily because they can save client's spend and they are intrinsic to delivering hiring needs. Take Guidant Global one of the leading RPO & MSP vendors, where Volcanic has helped them do things a little differently and also enhanced their way of doing it. Guidant focus on delivering high quality employees and underpin their recruitment efforts with an agile tech stack that delivers impressive cost savings.

### What are the new efficiencies driving RPOs?

RPOs and MSPs are looking at the bigger picture and are conscious of being able to harness a geographically disparate workforce. They are managing the entire process from candidate attraction through a dedicated client website, to 'search and match' tech within the ATS, which leads to an automated video interview and then into a portal to present candidates back to their clients. Speed of hiring is impressive and automation is doing much of the heavy lifting.

Data is key and is being better utilised for successful programme execution. Kelly Services, for example, has built (and continues to build) a powerful data team as they recognise how data will shape their business. And now this approach is underpinning their focus for the future because

increasingly more assured, timely business decisions can be made.

Manipulating data and leveraging its integrity is becoming the norm for larger agencies, and this will soon filter down to smaller outsourcers too. Data Scientists will be become even more influential as their analysis provides real-time information which can't be achieved with spreadsheets and puts the importance of an RPO into even clearer definition.

### Can an agency transition to offer RPO and MSP services?

We are starting to see smaller, niche agencies moving into RPO because the tech is now more affordable and accessible to help them make that step. Ten years ago the UK market was totally dominated by the bigger players, and this is still the situation in the USA where 80% of RPO share is taken by big players.

In the UK it's encouraging for small agencies to be able to compete. We've seen the purchase of client specific microsites soar in recent years at Volcanic. We're making it super easy for clients to have a website online within days, and the same applies for complementary solutions like chat tech. Fast SaaS offers huge cost efficiencies as the platform is already built, enabling better ROI and added success for RPOs.

To learn more about how Volcanic can help your recruitment agency grow visit [www.volcanic.com](http://www.volcanic.com) or call **0845 340 4475**

# A QUESTION OF SCALE

Steve Leach, regional managing director, UK & Ireland at AMS shows that Project RPO is not just for big business.

Recruitment Process Outsourcing (RPO) has long been viewed as a necessary solution for long-term and large-scale workforce needs. It wouldn't be out of place for an RPO model to be considered as an option for permanent skills attraction over an extended, retained contract, for example.

But recruitment process outsourcing isn't just being utilised for bigger businesses and lengthy contracts – it is also increasingly tapped into for smaller, shorter projects. Recently, we've seen the challenges presented by the pandemic accelerate demand for Project RPO solutions as resourcing needs spike. In fact, recent research from the Association of Professional Staffing Companies (APSCO) showed that permanent vacancies in the UK grew 17 per cent in March of this year when compared to February's figures, a significant spike in recruitment activity following months of limited hiring which has understandably stretched talent acquisition teams.

## Dexterity in the new world

In the last year, we've witnessed extensive change to the workforce as a result of the pandemic. Businesses experienced a drastic shift in plans and resourcing demand almost overnight, with some needing to scale back work swiftly, only to face demand to increase headcount not long after as opportunities to expand into new remits appeared just as quickly as initial markets closed.

With some sectors being shut down, organisations have sought new revenue opportunities and talent acquisition teams have faced a sudden surge in resourcing requirements – often for new skills which they have little or no experience of sourcing – pushing already stretched in-house hiring teams over capacity.

The result for our end clients is a need for temporary strategic staffing solutions that can be switched on and off when needed to help business dexterity. For RPO experts and the recruitment suppliers they work with, this presents a fantastic opportunity to deliver short-term

solutions that demonstrate the longer-term value of a recruitment process outsourcing model.

## Project RPO: the figures

In fact, if we take a look at recent statistics, the rise in necessity for project-based RPO solutions is evident. A report from LinkedIn revealed that 62 per cent of talent professionals felt that the pandemic had negatively impacted their company's ability to hire according to plan. At AMS, our own survey of senior talent acquisition managers and HR professionals showed that 42 per cent of respondents cited a hiring surge as the biggest driver of Project RPO engagement. Talent and skill requirements simply cannot be represented in a single line, but rather a wave of peaks and troughs.

We've certainly felt this shift in the landscape, with demand for our own Project RPO and augmentation solutions increasing as more end-clients look at truly future proof solutions.

Of course, with project-based recruitment process outsourcing still in its infancy for some, there are a few barriers to overcome. Our research showed that 19 per cent of HR and talent acquisition leaders are less inclined to use Project RPO as they fear losing control, while 26 per cent simply don't want to outsource talent solutions.

These barriers will, in my view at least, be quickly addressed as the world of work continues to evolve. With the global economy changing at pace, in-house talent acquisition teams cannot be expected to deliver, manage and measure the level of workforce dexterity that is needed – that's where RPO providers and external talent suppliers will really be able to influence what the future of the workplace looks like.

## Small scale can still mean full service

It's important to add that while Project RPO solutions may be delivered on a smaller scale, it doesn't mean that the service is scaled back. Any recruitment process outsourcing model – regardless of the size

and scope – requires the same range of service, including bolstering in-house talent acquisition capacity, strategic vendor management solutions, a first class candidate and stakeholder experience and everything else you would expect from a long-term RPO programme. Perhaps the best way to highlight how Project RPO works and delivers value in today's climate though is to talk through a recent example. AMS partnered with a global e-commerce company during the pandemic to help support a warehouse hiring surge. Managed through their nationwide distribution centre network, this leading online distributor of consumer goods across the globe experienced a significant spike in order volume related to the world-wide Covid-19 pandemic. This created a need for the rapid hiring of 175,000 additional warehouse workers to meet the requirements of their customers.

Recognising that its Internal Candidate Connections Services Team needed assistance with fielding an influx of candidate enquiries, scheduling or rescheduling appointments, and troubleshooting system issues to allow mass hiring and onboarding to progress swiftly, the firm turned to AMS for a project solution.

There wasn't the need for an on-going RPO solution at the time, so we built on our scalable and segmented Project RPO model to assemble and deploy a candidate care team of 35 agents -including two team leaders and an executive sponsor - to provide support to candidates and the internal client team. The project itself had to be flexible, with the initial four-week project extended to six weeks.

During this time frame, AMS was able to develop project goals focused on delivering positive experiences for the stakeholders involved. We leveraged our experienced internal recruitment team and aligned a remote dedicated account team, ensuring all had the appropriate equipment prior to go-live. This was done in under two business days.

Immersive training was also conducted over a three-and-a-half-day boot camp session, ensuring that the AMS team became an extension

of the internal team, creating a seamless experience for candidates. Calls were also triaged by our Tier 1 support team, with an escalation matrix available as needed, to ensure questions and issues were effectively resolved and cases were clearly documented within the case management system.

## Project RPO: the impact

AMS's Candidate Care solution allowed its client to achieve both the initial hiring goal, while exceeding its mission to continually raise the bar of the customer experience. Throughout the project, AMS:

- Exceeded both Candidate Experience and application experience goals – 96 per cent and 97 per cent respectively against a standard of 95 per cent satisfaction
- Handled over 17,000 calls
- Resolved 94 per cent of calls at Tier 1 level
- Achieved 98 per cent Agent Performance and 92 per cent Issue Resolution, leading to a two-week contract extension
- Identified areas of improvement within the client's processes. In fact, our relationship with the Vendor Relationship Manager has positioned AMS as a vendor of choice with opportunities open for future development with this company.

## The future

It's becoming increasingly clear that RPO is not just for the 'big players' or only a long-term retained workforce solution. As AMS has witnessed over the last few decades, recruitment process outsourcing has evolved – and we're experiencing this once again as the pandemic shifts the world of work as we know it. Smaller-scale, short-term RPO solutions are becoming the norm and those immersed in the skills acquisition world in any form risk falling behind unless they evolve as well. ■

# ON TARGET

**With a new RPO solution, Morson aims to meet the challenging demands of employers building for the future.**

According to recent research, 55 per cent of businesses in technical sectors – engineering, construction, aerospace, nuclear, defence and more – are hiring more people on average per month than they were pre COVID-19.

To experience such a surge in demand for talent in such a relatively short window of time, requires a major internal mobilisation process – and it's not one that many organisations were previously prepared to manage alongside all the additional red tape and tick boxing that the pandemic has inflicted on HR and talent teams.

They are, of course, specific challenges that are now part and parcel of every industry that operates within the UK – if not around the world. And yet, every industry is still so different in its make up that talent solutions providers must avoid taking a blanket approach to how the impact of Coronavirus shapes the strategies, products and services they offer to businesses requiring a very tailored approach to their hiring.

Sam Price, head of client solutions at RPOne – powered by the Morson Group – said: “If you look for differences between industries and their challenges you will of course always find them, but there are also many commonalities that are sector-agnostic – whether that's demand for skills versus skill availability, creating a truly positive candidate journey, a lack of ED&I or massive legislative changes, such as we've seen in IR35. “Businesses work in generally similar landscapes, but each have their own nuances, cultures and objectives, so they are crying out for a recruitment solution that will intertwine with those really important factors, and then wrap around them wholly, with a selection of different services that are cherry-picked to suit their needs today, but which can flex and scale on demand as their organisation changes.

“The need for something like this has gotten more time critical over the last 12 months, as customers have made more noise about their desire to have a solution that could – in theory – change overnight, should the need ever occur again for them to do so as we saw in March 2020, and which it remains simultaneously, intrinsically, ‘theirs’ to own.”

Responding to this, Morson has launched RPOne – a solution it describes as a transformation of the typical RPO model. Offering clients a shopping list of services from which they can pick to meet their individual needs, RPOne is designed to be a more agile, custom-fit package, which can be adapted to suit organisations

of all sorts and sizes, and which is scalable, growing alongside a business at the necessary pace.

Ged Mason, CEO of the Morson Group, adds: “Morson is well known for its contingent and permanent solutions as part of an MSP – something we've long offered as a white glove service, and which has grown significantly over the last decade. That's largely due to the trust our clients have put in us to continue developing a programme of works that meets their needs. But in the last 12 months, we've heard from businesses – not yet customers – who are saying their RPO solution now doesn't work for them. The offering right across the industry has – somehow – become a one size fits all approach, but actually, it fits no-one anymore. Our objective as a business is to keep evolving and bringing services to market that are designed in response to a need. Specialising in so many sectors, this is a request we've seen time and time again – even before the pandemic – and RPOne has been borne out of that. “Yes, there are recruitment principles which carry across different verticals, but what we have set out to do is offer a solution that is completely malleable. A solution that can mould itself around the challenges of businesses working in different sectors because the suite of services we're offering is so extensive, that every single tailor-made package will be different, designed in line with the client receiving it.”

Morson has created a case in point with an arm of its RPOne offering – Grow RPO. A solution designed specifically for start-ups and tech businesses, it is an adaptation of RPOne that starts on a level playing field with the customer, with Morson's experts assigned to support clients at the very onset of their recruitment journey. Far from an all-encompassing solution that might be overwhelming – and come with a high price tag – Grow RPO will mirror the make-up of its users' business models to work in parallel, with the option to ‘grow’ the package as the organisation scales up in due course.

Sam said: “What we have created is a service which directly answers clients' problem statements, no matter which industry they're in. This isn't about bells and whistles – it's about having the core recruitment services available that help to solve problems.”

While Sam explains that there will be certain ‘red flags’ within any organisation that might indicate they need an RPO solution in place – a surge in demand which is a struggle to manage; a lack of confidence in an internal hiring team; difficulty in forecasting; an

inconsistent candidate attraction process; a need to scale quickly to satisfy investors – she says what's important is to utilise RPOne for a business' specific objectives.

She said: “Within aerospace, defence or marine, for example, businesses are highly regulated with very mature models that include a mix of contingent and permanent teams – an RPO is the only way to achieve a total talent solution that ticks all of those boxes. In our work with MAG (Manchester Airports Group), while we were initially contracted to source engineering skillsets, it quickly became apparent to us that what the Group required was support identifying the right professional services talent – HR, procurement, legal and more. We fully embedded within their operations to deliver cost efficiencies and attract talent to these essential roles, and it's been hugely successful.

“Rail is a similar market; however, it's typically contractor dominated, which requires an extensive vetting solution. Not every company has the time or capacity to invest in that, so we will deliver it on their behalf. Nuclear and power industries need to be more focused on their value added services and employer brand proposition to attract enough talent to the industry; the renewables market is surging and specifically needs young talent to meet the country's future infrastructure needs. In construction, there's such a huge responsibility for employers to diversify and deliver lasting social value to the communities they operate in. “These are the more intricate and critical elements of business which require significant investments of time, money and effort to put in place successfully. But by outsourcing to a talent partner that takes on the burden of these things – basically because it's second nature to us – clients can achieve major efficiencies while simultaneously being teamed up with their industry's best possible candidates.

“Individuals looking for their next role have incredibly high expectations; they expect their journey with an employer or a brand to be conducted proficiently, but not all internal client teams are geared up to deliver it. Our experience over the years puts us in the best position to not only understand what needs to be presented and delivered, but to take it on ourselves.”

And the ultimate aim with RPOne? Sam says: “To get RPOne right, every time. If we do that, the organisations we work with can achieve absolutely anything, because they'll have the right talent coming into their ranks to do so.” ■

# RECRUITMENT

We'd like to invite you to The Global Recruiter UK Summit, Recruitment 4.0+, an event hosted by The Global Recruiter.

The recruitment industry was already preparing for a shift in the way it did business, increasing technology and adapting to the new demands of clients and candidates.

Then came the pandemic.

The past year and more has seen this process accelerate. Home working, video interviewing, remote onboarding, cloud based platforms and more have dominated the business world and had an irreversible impact on finding, assessing and placing candidates.

The Global Recruiter's UK Summit 2021 examines the recruitment industry now and in the future. What changes are here to stay? What technology advances have had the greatest impact? What practices will continue to evolve as the industry and wider business community adjusts to the current 'normal' and looks to deliver a high quality, efficient service to all?

From future thinkers to current practitioners, the Global Recruiter's UK Summit 2021 is the place to discover what's new, what works, what will work in the future and how to build your recruitment business for ongoing success.

The day will consist of keynote presentations and panel discussions. Attendees will break throughout the day for refreshments and networking in an exclusive area surrounded by a limited number of exhibitors.

We look forward to seeing you on 30 September 2021

**Conference programme to be announced July 2021**

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