

# HAYS JOURNAL

ISSUE 10 2015

**GLOBAL INSIGHT FOR EXPERTS  
IN THE WORLD OF WORK**



## **AIMING HIGH IN DUBAI**

**A NEW INTERNSHIP TARGETS CHINA'S TOP GRADUATES**

**BUSINESS AND POLITICS:** MANAGING A VITAL RELATIONSHIP

**TRAINING AT THE TOP:** CAN HR PLAY A ROLE IN UPSKILLING DIRECTORS?

**CURATING KNOWLEDGE:** STRATEGIES FOR STORING AND SHARING INFORMATION

**BRIDGING THE SKILLS GAP:** DO APPRENTICESHIPS HOLD THE ANSWER?

# HAYS JOURNAL



**FROM INFRASTRUCTURE** to immigration, government and business find numerous battlegrounds on which to clash. Around the world, countries have drawn the lines of conflict and cooperation differently: some, such as Germany, legislate to develop skills from within the country; others, like the US, rely on green cards to resolve their skills shortages. But which approach is right? And how can the skills that are garnered from huge infrastructure projects be retained for the future? Our article on page 18 takes an in-depth look at the often fraught relationship between politics and business.

One area in which many governments around the world are intervening to benefit business is the funding and promotion of apprenticeships. As the German apprenticeship scheme, or *Ausbildung*, has proved over the past 50 years, apprenticeships are key to bridging the skills gap, while also addressing the problem of unemployment among school-leavers. But are technological advances removing many of the career opportunities for which apprentices would qualify? And is the promise of high earnings offered by academic degrees discouraging students from taking up vocational education? We look for answers to these questions and more on page 36.

Of course, apprenticeships are just one way in which young people can receive a grounding in their chosen profession. Dubai Business Internships are offering a super-select group of Chinese graduates the opportunity to live and work in the UAE, immersing themselves in its culture, gaining practical business experience and theoretical knowledge, and forging links that will benefit both nations as these leaders of the future grow in their careers. On page 25, we take a look at how the programme works and the stringent recruitment process Hays has developed to select only the best of the best.

Once people reach the very top of an organisation, it might seem that they've reached the end of their learning curve. But directors can benefit from specialised training to help them meet the unique demands of the boardroom and the heavy responsibilities they face. The article on page 10 makes the case for the role of a proactive and dynamic HR function in encouraging companies' most senior executives to acquire the skills they need to lead an organisation and forge its culture.

One senior executive who is determined that she'll never stop learning is AstraZeneca's head of procurement, Dapo Ayaji. On page 28, she tells us about her wide-ranging career and her commitment to diversity and inclusion. This is a value we share passionately at Hays – not out of political correctness, but because it makes the best business sense.

**ALISTAIR COX, CEO, HAYS**

**HAYS** Recruiting experts  
worldwide

## CONTRIBUTORS

**Alison Coleman** writes for titles including the *Financial Times*, *Director* and *Employee Benefits*

**Jo Faragher** is a regular contributor to *Personnel Today*, the *Financial Times*, and *The Guardian*

**Anna Scott** is a former News Editor of *People Management*. She specialises in HR journalism

**Rima Evans** is a former Editor of *People Management* and *Recruitment Matters*

**Nick Martindale** writes for titles including *The Times*, the *Telegraph*, and *Economia*

*Hays Journal* is published on behalf of Hays by Wardour.

[www.wardour.co.uk](http://www.wardour.co.uk)

Managing Editor **Sophie Mackenzie**

Art Director **Daniel Coupe**

Account Manager **Coralie Fernando**

Account Director **David Poulton**

© Copyright Hays plc 2015. HAYS, the Corporate and Sector H devices, Recruiting experts worldwide, the HAYS Recruiting experts worldwide logo and Powering the World of Work are trademarks of Hays plc. The Corporate and Sector H devices are original designs protected by registration in many countries. All rights are reserved. The reproduction or transmission of all or part of this work, whether by photocopying or storing in any medium by electronic means or otherwise, without the written permission of the owner, is restricted. The commission of any unauthorised act in relation to the work may result in civil and/or criminal action.

# CONTENTS



25 CHINESE INTERNS ARE MAKING THEIR MARK IN THE UAE. ARE WESTERN BUSINESSES MISSING OUT?



28 MEET DAPO AJAYI, CHIEF PROCUREMENT OFFICER AT PHARMA GIANT ASTRAZENECA



42 HOW ORGANISATIONS WITHOUT SPECIALIST HR FUNCTIONS CAN GET INTERVIEWING RIGHT

## 04 BRIEFINGS

A digest of the world of work, including wearable tech in China and India; the demise of the performance review; and why job applications are challenging for disabled people

## 10 FOCUS

### Training at the top

How important is training at boardroom level? And how can HR help ensure the most senior people in an organisation are equipped with the skills they need?

## 16 STATISTICAL SNAPSHOT

Unconscious racial bias in the workplace is worryingly common, particularly among young people

## 18 THE BIG IDEA

### A complex relationship

A look at the ways in which government and business can influence each other – for better or for worse

## 25 RISING TO THE CHALLENGE

### Heading for the top

Why some of China's most talented graduates are undertaking internships in the UAE

## 28 LEADERSHIP

### The chemistry of leadership

Dapo Ajayi, Chief Procurement Officer at the British pharmaceutical giant AstraZeneca, talks diversity, global mobility and collaboration with HR

## 33 INSIDE TRACK

Candidate motivation in the Czech Republic, gender equality in Japan and the secrets of Asian CFOs

## 36 ANALYSIS

### Making a breakthrough

Are apprenticeships the magic bullet that will close the skills gap and end youth unemployment? And if so, why aren't they globally popular?

## 40 OPINION

### Background information

Husayn Kassai of Onfido explains how technology is transforming the process of background checking

## 42 IN THE WORKPLACE

### Asking the right questions

Why upskilling interviewers will pay dividends for companies that lack specialist HR functions

## 45 REGIONAL SNAPSHOT

### Too big to fail

The US employment market is growing rapidly once more and skills shortages are beginning to bite

## 48 TRICKS OF THE TRADE

### The fruits of knowledge

The things people learn every day are priceless assets to an organisation – but how can we preserve them?

## 50 LAST WORD

Google's Laszlo Bock is one of the biggest names in HR. What can he teach his fellow professionals?

## CONTACT US

To contribute, provide feedback or comment on any of the articles in this publication, please email [haysjournal@hays.com](mailto:haysjournal@hays.com) or join our *HR Insights with Hays* group on LinkedIn.

For the latest views on the world of work, read our corporate blog, *The Viewpoint*, at [social.hays.com/human-resources](http://social.hays.com/human-resources)

Back issues of the *Hays Journal* are available online at [hays-journal.com](http://hays-journal.com)

# BRIEFINGS

## DISABLED JOBSEEKERS FACE CHALLENGES AT APPLICATION STAGE



# 85%

OF PEOPLE WITH DISABILITIES FIND THAT THEIR CONDITION AFFECTS THEIR JOB SEARCH

Respondents also found the interview stage problematic. Meeting a potential employer affected 57 per cent of respondents' chances of finding a job. Other stages in the recruitment process that respondents found challenging were telephone interviews (23 per cent), online assessments (32 per cent), travel to an interview (29 per cent), presentations (15 per cent), psychometric

testing (11 per cent), role-play (15 per cent) and group exercises (18 per cent).

Kate Headley, Director of Consulting at diversity consultancy **The Clear Company**, said: "In order to tap into disabled talent pools, employers and recruiters must get back to basics and review each stage of the recruitment process to ensure that they are accessible and equitable for all."

Tracey Abbott, Recruitment Adviser at the **Business Disability Forum**, believes improvements have been made, but there is still work to do. "Beginning with the application process, businesses should ensure that they can be contacted through a range of communication methods," she says. "They should explain what the interview process involves and ask the candidate in advance if they require any adjustments to it. If the candidate is unsure about what adjustments are possible, the hirer should talk to the individual in order to find out what the barrier is and establish the best course of action to overcome it."

**RECRUITERS NEED TO** do more to accommodate people with disabilities at the application stage of the recruitment process, new research has found.

Up to 85 per cent of disabled people find that their condition has an impact when job-hunting, according to research from the **Recruitment Industry Disability Initiative (RIDI)**. More than half the respondents said that they encountered barriers as early as the application stage of the recruitment process, while just three per cent said that disability had no impact on their job search.

Working with **DiversityJobs.co.uk** and **Evenbreak**, RIDI surveyed more than 300 disabled jobseekers. The respondents had a range of physical and non-visible disabilities, which included mobility impairments, learning difficulties, visual impairments and mental health conditions. Irrespective of the nature of their disability, 56 per cent of respondents said they found the initial stage of the job application process – submitting their application – challenging.

## INDIA AND CHINA LEAD THE WAY IN WEARABLE TECHNOLOGY AT WORK

**WEARABLE TECHNOLOGY IN** the workplace is no longer a time-wasting distraction – it's increasingly used to boost efficiency and employee safety, while also delivering a better work/life balance.

A survey commissioned by the **Harris Poll** found that workers around the world are ready to embrace wearable technology at work, with almost three-quarters of respondents seeing at least one potential workplace benefit. India and China are leading the race for wearables in the workplace, with 72 per cent and

73 per cent respectively. The top three wearable devices used in the workplace are smart headphones, smart watches, and arm/wrist computing devices.

In India's manufacturing industry, for example, service engineering teams still often rely on experience and 'gut feel' to identify and resolve problems with machinery. When provided with wearable camera technology, they were able to perform deeper diagnoses, resulting in better utilisation of machinery, reduced downtime and increased productivity.

Wearable tech is also being used in the US, where **Facebook** and **PayPal** are among the clients of wearables start-up **Jiff**. Jiff software analyses employees' behaviour and incentivises them to make better health decisions,

**“WORKERS AROUND THE WORLD ARE READY TO EMBRACE WEARABLE TECH”**

with a view to reducing the cost of health insurance. However, it is industry and the military that have the potential to derive most benefit from wearables. The devices can be used to track the location of employees or soldiers and monitor vital indices such as heart rate, blood pressure and hydration.



## PRESENT BUT NOT CORRECT



**A TOXIC CULTURE** of presenteeism has worrying implications for the mental and physical wellbeing of UK workers, a study has found. **One4All Rewards** conducted research across 2,004 full- and part-time workers aged 18 and over to learn more about their wellbeing and productivity.

The survey found that almost half (48 per cent) of UK employees had gone into work when ill in the last year and two-fifths had taken no time off for illness in the past 12 months. More than a quarter (28 per cent) experienced pressure to work while they were unwell.

Respondents also identified a problematic 'always on' culture in workplaces, with 23 per cent working through their lunch breaks and 19 per cent working when they were on holiday. Technology was identified as a factor in this, as employees regularly read and respond to calls and emails when they are away from the office, even if they are ill or on annual leave.

Just 17 per cent of the respondents felt able to 'switch off' and not think about work after the end of their working day, while 22 per cent reported experiencing high levels of stress related to their jobs. Others reported having difficulty sleeping because of work-related stress, and 11 per cent said they had become ill as a direct result of pressure at work.

For HR professionals, this appears to pose something of a dilemma: by putting in place measures that increase productivity and encourage efficiency, are we inadvertently inculcating practices that are harmful to employees' wellbeing?

## TWO-THIRDS OF EMPLOYERS BELIEVE APPLICANTS SHOULD DISCLOSE PREGNANCY

**A REPORT COMMISSIONED** by the UK **Department for Business, Innovation & Skills (BIS)** and the **Equality and Human Rights Commission (EHRC)**, published in July 2015, investigated the prevalence and nature of pregnancy discrimination and disadvantage in the workplace. The report was based on interviews with 3,034 employers and 3,254 mothers.

The report revealed that employers hold some worrying beliefs about the recruitment of new mothers. The majority of employers surveyed (70 per cent) said that women should declare upfront to prospective employers if they are pregnant – although only a quarter felt that it was reasonable during recruitment to ask women about their future plans to have children.

Of the new mothers surveyed, a relatively small proportion (three per cent) had attended job interviews when they

were pregnant and half (51 per cent) of these were successful. Most reported that the employer was aware of their pregnancy beforehand; it was visually apparent; or they mentioned it themselves at or after the interview. One in 12 mothers attending job interviews while pregnant said they experienced being asked by an employer if they were pregnant.

Despite this, the majority of employers surveyed said they believed it was in their interests to support pregnant women and those on maternity leave, and agreed that statutory rights relating to pregnancy and maternity are reasonable and easy to implement.

Caroline Waters, deputy chair of the EHRC, commented: "This research reveals the worrying levels of discrimination and disadvantage at work that women still face today. Not only is discrimination unlawful, but it is also bad for business."



# 3%

OF NEW MOTHERS  
SURVEYED ATTENDED  
JOB INTERVIEWS  
WHILE PREGNANT



## REVIEWING PERFORMANCE REVIEWS

**EMPLOYEES DREAD THEM**, managers hate them, they're costly and time-consuming – is it finally time to say goodbye to annual performance reviews? Certainly a number of big companies think so. **Accenture** has become the latest firm to abandon annual performance appraisals, joining a small but growing group that includes **Expedia, Adobe Systems, Gap, Microsoft** and **Medtronic**.

CEO Pierre Nanterme told the *Washington Post* that Accenture, a management consultancy operating in 120 countries around the world, would be implementing a more fluid system, in which employees receive timely feedback from their managers on an ongoing basis following assignments.

"We're done with the famous annual performance review, where once a year I'm going to share with you what I think about you. That doesn't make any sense," Nanterme said. "It's a massive revolution. Imagine, for a company of 330,000 people, changing the performance management process – it's huge. We're going to get rid of probably 90 per cent of what we did in the past."

He went on to explain the thinking behind the decision: that the money and effort spent in the process didn't ultimately drive better performance

among employees. There's no doubt that annual performance reviews are costly both in time and monetary terms – the **Corporate Executive Board** estimates that, for a company with 10,000 employees, the cost of performance reviews will run to more than £22 million a year.

Interviewed in *Human Resources* magazine, John Augustine Ong, Singapore Learning Lead at the banking group **ANZ**, agreed.

"Where the rubber meets the road is how the employee feels after the performance review is conducted, whether they felt it was adding value in terms of having received genuine constructive feedback to help them improve in their job performance, or whether they felt it was simply a formality that needed to be carried out," he said.

**Deloitte** is another firm that is turning its back on the annual review. "We're blowing up performance management," Deloitte Australia's Head of People and Performance, Alec Bashinsky, told the *Australian Financial Review*. "As of December, we'll be taking the whole firm off performance management as we know it today."

# £22m

THE ESTIMATED COST OF  
PERFORMANCE REVIEWS  
IN A COMPANY WITH  
10,000 EMPLOYEES

## FINAL RULING IN ABERCROMBIE & FITCH HIJAB CASE

**EARLIER THIS YEAR**, a federal appeals court in the US dismissed **Abercrombie & Fitch's** appeal against a religious discrimination lawsuit.

Samantha Elauf was denied a job at an Abercrombie & Fitch clothing store in Oklahoma in 2008 because she wore a headscarf for religious reasons. Her hijab violated the company's 'look policy' on two counts: it was black, and considered to be headwear.

At her interview, Elauf did not specifically say that, as a Muslim, she wanted the company to allow her to wear the hijab. The legal question, therefore, was whether, in order for the company to be sued under the 1964 Civil Rights Act, she was required to inform the employer that she would need religious accommodation.

Abercrombie & Fitch agreed to pay Elauf \$25,670 in damages and \$18,983 in court costs. In a statement, the company said: "A&F remains focused on ensuring the company has an open-minded and tolerant workplace environment for all current and future store associates. We have made significant enhancements to our store associate policies, including the replacement of the 'look policy' with a new dress code."

It is likely that this softening of the brand's policy is linked to the departure of former CEO Mike Jeffries.



Jeffries was responsible for Abercrombie & Fitch's preppy aesthetic and sexualised advertising, which appealed to teens while shocking their parents. His resignation in 2014 after more than 20 years at the helm followed 11 consecutive quarters of declining sales.

The workplace has moved on, and headscarves no longer concern most employers, but issues such as the wearing of the niqab and other religious symbols such as crucifixes continue to reach the courts and the headlines.

SAMANTHA ELAUF  
MEETING PRESIDENT  
BARACK OBAMA IN  
JUNE 2015

## TAKING DIVERSITY SERIOUSLY

**THE 18TH** PwC *Annual Global CEO Survey* has revealed that business leaders no longer perceive talent diversity and inclusiveness as 'soft' issues. Having the right mix of talent – people who can think



and work in highly different ways – is crucial in a competitive environment where companies need to apply their capabilities in innovative ways, partner successfully and harness technology effectively.

Of the CEOs surveyed, 81 per cent say their organisations are now looking for a much broader range of skills than in the past. Those whose companies have a formal diversity and inclusiveness strategy report an overwhelmingly positive result: 85 per cent think it has improved their bottom line. Nurturing adaptable talent is also important: 81 per cent of CEOs say that their business always looks to equip employees with new skills.

However, three in ten CEOs say their organisations don't have a strategy to promote diversity and inclusiveness, though 13 per cent say there are plans to adopt one. There is still work to be done before all organisations are able to reap the benefits of hiring people who are different across dimensions like gender, age and race, as well as those who are in different situations in life, and those with different experiences and perspectives.

**“THE RIGHT  
MIX OF TALENT  
IS CRUCIAL IN  
A COMPETITIVE  
ENVIRONMENT”**

A silhouette of a person walking on a city street at sunset. The person is in the foreground, walking away from the camera. The background is a blurred city street with buildings and other people. A large, white '33%' is overlaid on the lower right portion of the image.


# 33%

The number of millennials in the US workforce has risen to one in three for the first time. Millennials – defined as people aged between 18 and 35 in 2015 – have overtaken Generation X to make up the largest share of the American workforce.

However, research commissioned by the online workplace **E lance-oDesk** and research consultancy **Millennial Branding** found that the majority of hiring managers report difficulty in recruiting and retaining millennial talent. Despite this, seven out of ten hiring managers say millennials have skills that prior generations do not, and more than eight out of ten feel they are technologically adept.

“It’s absurd that, while we see a record level of job openings, millennials are struggling to find jobs and companies struggle to hire them,” says Dan Schawbel, founder of Millennial Branding. “Clearly, something is broken.”

*For more information on the US employment market, please see page 45.*



“A DIRECTOR WHO DOESN'T LEARN IS LIKE A SWIMMER WHO DOESN'T BREATHE. YOU CAN ONLY HOLD YOUR BREATH FOR SO LONG BEFORE IT ALL GOES HORRIBLY WRONG”

— PERRY TIMMS, PTHR

# TRAINING AT THE TOP

HOW CAN HR PLAY A ROLE IN PROVIDING COMPANY DIRECTORS WITH SPECIALISED TRAINING TO HELP THEM MEET THE DEMANDS OF THE BOARDROOM?

**THE CORNER OFFICE**, the plaque outside the door, the chance to shape an organisation's future – reaching the very highest echelons means you've arrived, says Perry Timms, former Head of HR at the **Big Lottery Fund** and current Director of **People & Transformational HR (PTHR)**.

“It's when – for many – ‘busy’ takes on a whole new meaning,” he adds. “Where the network really comes into play and the time to develop is no longer necessary. You got there because you're good, and therefore learning is something other folks do to be as good as you are. And there simply isn't time to do any learning yourself.”

There is no absolute requirement for directors to have any particular set of qualifications in order to sit on the board of a company. “Although most professionals who are promoted to the level of director will have undergone professional training in many forms throughout their career, it seems to be rare around the world for specific training to be required in order to be a company director,” says Nicola Whiteley, partner at law firm **Orrick, Herrington & Sutcliffe**. “Such training is often voluntary and expensive.”

Yet with a seat on the board – the apex of the organisation – directors have an increased



responsibility to learn for the benefit of people they now serve as well as lead, Timms says. “A director who doesn’t learn is like a swimmer who doesn’t breathe. You can only hold your breath for so long before it all goes horribly wrong.”

#### **DIRECTORS’ SKILLS MATTER**

Corporate failures, from the demise of decades-old high street chains to the failure of global brands to gain a foothold in lucrative new markets, highlight the breadth and significance of directors’ skills and strategic abilities – or lack thereof. “Continuing professional development isn’t the only way to stop

becoming one of the has-beens, but it is a hugely influential aspect of success,” Timms adds.

So why don’t directors undergo more training? One of the issues is the route to the boardroom. “People just get promoted to the board and they don’t get any advice about what it means to be on a board,” says executive coach Georgina Woudstra, who works with FTSE 500 and private firms’ top teams. “Often, people have worked their way up a business and they don’t know what good looks like. What’s more, they work for a chief executive who also doesn’t necessarily know what good looks like, other than their own experience. A lot operate

GETTY

▶ intuitively and instinctively, and therefore at only 75 per cent of what they could be.”

Board members are often promoted from specialist manager roles such as sales, operations or marketing, and may not have been educated or trained in economics or business management. “It seems that it is often taken for granted that they will research, and be able to absorb, their additional directorial duties and obligations of their own volition,” Whiteley says. In addition, promotions often take place without a proper understanding of the extent of the duties and obligations under which this places them. The checks and balances required to become a director, which are designed to avoid corporate failure and criminality, vary around the world according to different jurisdictions.

#### OBLIGATIONS OF NON-EXECUTIVES

In the UK, directors’ duties are set out in the Companies Act 2006. These include: acting within their powers; promoting the company’s success; exercising reasonable judgement, care, skill and diligence; avoiding conflicts of interest; not accepting benefits from third parties; and declaring interest in a proposed transaction or arrangement with the company. In addition, on unitary boards (in which one board sits at the top of the organisation with collective responsibility for running the company), neutral and independent non-executive directors (NEDs) are as liable as employed directors.

“If the company is under investigation for something, then NEDs are held to account as much as the executives would be,” says Dr Ruth Bender, Reader in Corporate Financial Strategy at **Cranfield School of Management**. “An awful lot of executives or potential executives don’t realise that.”

The UK Corporate Governance Code includes 15 provisions with which employed board members of premium listed firms must comply. Within the financial services sector, directors of banks must have approval from the **Financial Conduct Authority** (FCA), and NEDs of banks are subject to the Senior Managers’ Regime, which brings them under the FCA’s scope. In addition, all NEDs are subject to the nine-year rule, under which they can serve on the same board for no more than nine consecutive

“PEOPLE WORK THEIR WAY UP A BUSINESS AND THEY DON’T KNOW WHAT GOOD LOOKS LIKE”

— GEORGINA WOULDSTRA, EXECUTIVE COACH

years. “There is an argument that you become institutionalised,” says Oliver Parry, Senior Corporate Governance Adviser at the **Institute of Directors**.

Boards in the US are also unitary and the vast majority are made up of NEDs and led by a CEO. “They have very different standards from the UK,” says Bender. In particular, independent directors – as NEDs in the US are known – may be paid share options, a practice frowned upon in the UK and in several other countries, including India, because it is believed to create the wrong sort of incentive structure. In most countries, independent directors must not have been employed by the company in the recent past.

In mainland Europe, directors are not employees but have a similar status to NEDs in the UK, with no employment contract or statutory protection. Germany and Netherlands-based public companies in particular have a two-tier system: a supervisory board of non-executive directors, which has oversight of the company; and an executive board, staffed by directors with responsibility for day-to-day delivery of strategy. “The focus is more on oversight and accountability,” says Tim Copnell, Chairman of the UK Audit Committee Institute at **KPMG**, “whereas in a unitary board, it’s perhaps about a broader range of skills and expertise.”

Against this complex backdrop, increasing globalisation means that directors of all kinds may be leading companies that operate across geographical and regulatory boundaries. “If you are appointed to the board of HSBC in the UK, you will have to be approved by the FCA,” says Parry. “But even if HSBC is incorporated in London, it is still ▶





GETTY



GETTY

# “IT IS DIVERSITY OF THINKING THAT I WOULD WANT ON MY BOARD”

– TIM COPNELL, KPMG

▶ a global business and all directors must have a global perspective. The expectations of directors will vary with the culture, the law and the kind of business.”

But still there are core skills needed by directors operating anywhere in the world, in any kind of company, which are often sorely lacking. The basic understanding of financial management, profit and loss, and generally how to grow and run the business, is “extremely beneficial”, says Whiteley.

## SOFT SKILLS

Directors also need to be able to lead, not manage. “What directors need to learn is executive leadership,” says Woudstra. “How do I bring my team together so the whole is more than the sum of its parts? How do I change the culture of an organisation and address a lack of collaboration? By the time you get to the top, your whole job becomes about leadership, so few people have had proper training. They cannot even describe what their leadership philosophy is, their principles, or what qualities they think make a great leader.”

Such leadership requires skills including influencing, integrity and probity. “It’s no good just having a brilliant brain if no one listens to you,” says Copnell. “You need things like sound business judgement, the ability to debate constructively, challenge rigorously, be sensitive to the views of others, be trusted and respected. There’s a whole host of softer skills.”

Alongside understanding the company and sector, board members need experience and contacts, says Parry. “Senior civil servants are very popular on boards because they understand how government works. However, understanding how a particular sector works isn’t a prerequisite for working within it. “You don’t necessarily need lots of retail experience to sit on the board of Sainsbury’s, but you do need to understand the products and the company.”

Directors with experience of similar sectors can provide a crucial insight. For example, high street retailers and high street banks operate in similar markets, and directors moving from one sector to the other can offer some essential diversity of experience. “It’s diversity of thinking that I would want on my board,” says Copnell.

The importance of diverse experience makes the idea of national or international guidelines for directors’ training and qualifications problematic. “When things go wrong, there is always a tendency to rush to some piece of legislation or a rule or guideline that says every director needs a qualification, for example,” Copnell says. “But I would not like to see boards lose the opportunity to go fishing for talent in different pools.”

In addition, having a range of different, in-depth skills on the board is vital. “If everyone thought that their route to being on a board was to go to night school to get a qualification, you would end up with the same sort of person,” Copnell continues. “You will end up with a lot of people who know very little about lots of things, and then what happens to the deep expertise you are supposed to have?”

## BREADTH AND DEPTH

Any concept of international or national guidelines would also need to be very broad-ranging to cover different sectors, organisation types and jurisdictions. “I struggle to see how it would work,” says Woudstra. “I don’t know how they could be universal. My challenge would be more for organisations to develop their own really clear and substantive guidelines.”

This is where HR – whether on the board or not – can play a leading role in developing strategies for directors’ development. Directors need inductions from the day they join the board, and they need ongoing training. “That isn’t necessarily going to business school,” says Copnell. “It should be going and talking to people on the ‘shop floor’.” Key people in the organisation can brief the board on new legislation or the implications of political risk, for example. “Good organisations and good boards do a huge amount of training that might not be visible as such.”

And Timms says it is as “guardian of organisational learning and professional development with responsibility for the overall recruitment agenda” that HR must become a proactive advocate for director-level learning. “A progressive and dynamic HR function can point to its own knowledge base, and may find more friends in the boardroom as a result – and more influence,” he says. ■

# STATISTICAL SNAPSHOT

## UNCONSCIOUS RACIAL BIAS IS MORE COMMON IN THE YOUNG

**SUBMISSIONS FOR Business in the Community's (BITC) largest ever survey into attitudes towards race in the workplace have closed. The results of the survey, which will gather data from 10,000 ethnic minority and white employees to understand their experiences of race at work in the UK, will be released in November.**

Before it releases the survey results, BITC has obtained and analysed global results of **Project Implicit's Implicit Association Test for race bias (Race IAT).**

The test is designed to help individuals understand their unconscious racial bias, and the data reflect responses from 2.5 million participants across the US, the UK and 17 European nations.

Test results identified that globally, young people aged 18-24 show more bias than any other group. Male Europeans display the highest bias across both genders and across all three geographies (73.7 per cent). Women in the UK have the least bias of any other group, yet two-thirds of top executives in the UK show significant bias – which may impact on leadership and decision-making.

Sandra Kerr, BITC's Race Equality Director, commented: "That young people have more unconscious racial bias has come as a surprise. It busts the myth that we can wait for the next generation to solve inequality – workplaces and society need to change now, and change fast, so we can plan for the future we want."

Project Implicit's *Race IAT* was taken by 2.5 million people across the UK, the US and 17 countries in mainland Western Europe between 2003 and 2013. The Race IAT tests for implicit or unconscious positive emotional responses to white faces relative to black faces. Business in the Community partnered with the University of Manchester's **Centre on the Dynamics of Ethnicity (CoDE)** to analyse the data.

### IS BRITAIN BIASED?



EUROPE HAS A HIGHER RACIAL BIAS THAN THE UK AND THE US



YOUNG PEOPLE SHOW MORE RACIAL BIAS THAN ANY OTHER GROUP

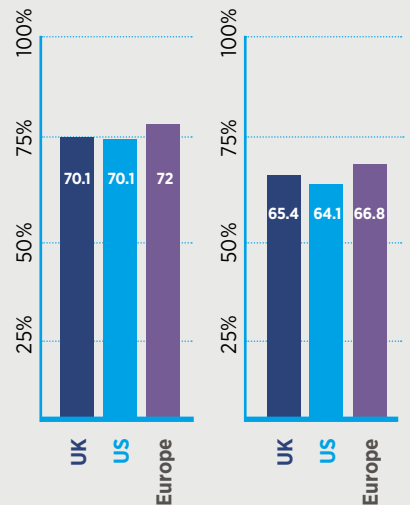


WOMEN IN THE UK ARE LESS LIKELY TO EXHIBIT RACIAL BIAS THAN OTHER GROUPS



TOP EXECUTIVES IN THE UK SHOW LOWER BIAS THAN THOSE IN OTHER COUNTRIES

Racial bias by age



**70.1%**  
OF 18-24-YEAR-OLDS HAVE A RACIAL BIAS

**65.4%**  
OF THOSE AGED 70+ HAVE A RACIAL BIAS

By geography

US

Top executives

69%

OF TOP EXECUTIVES IN THE US HAVE A RACIAL BIAS

UK

66%

OF TOP EXECUTIVES IN THE UK HAVE A RACIAL BIAS

EUROPE

75%

OF TOP EXECUTIVES IN EUROPE HAVE A RACIAL BIAS

Overall

67.6%

OF AMERICANS HAVE A RACIAL BIAS

67.7%

OF BRITONS HAVE A RACIAL BIAS

70.1%

OF EUROPEANS HAVE A RACIAL BIAS

By ethnicity

US

Ethnic minority

51.5%

of people from ethnic minorities in the US have a racial bias

UK

55.1%

of people from ethnic minorities in the UK have a racial bias

EUROPE

60.3%

of people from ethnic minorities in Europe have a racial bias

White

74.4%

of white people in the US have a racial bias

70.5%

of white people in the UK have a racial bias

72.3%

of white people in Europe have a racial bias

By gender



63.2% of UK women have a racial bias; they are the least biased group of women

65.9% of women in Europe have a racial bias

66.2% of women in the US have a racial bias; they are the most biased group of women



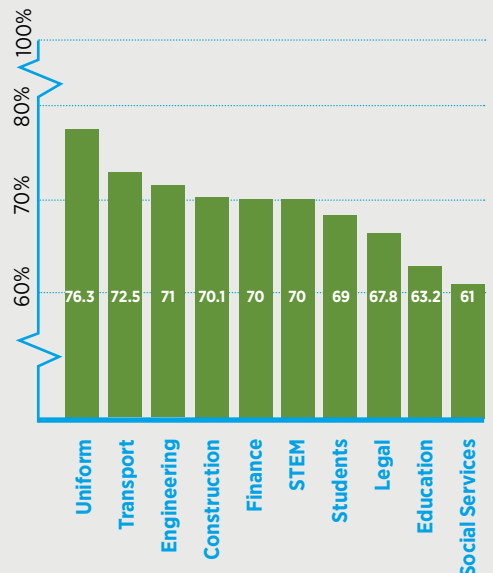
73.7% of European men have a bias, the highest bias across all genders and three geographies

71.5% of UK males have a racial bias

69.7% of men in the US have a racial bias

Which UK sectors have a racial bias?

% of employees within these sectors who have unconscious racial bias





# A COMPLEX RELATIONSHIP

**THE INTERPLAY BETWEEN  
POLITICS AND BUSINESS HAS  
FAR-REACHING, AND SOMETIMES  
UNINTENDED, CONSEQUENCES**

**THE EXTENT TO** which governments should get involved in the world of business is a long-running political debate in countries around the world. Yet there is no doubt that many aspects of policy can, directly or indirectly, have a significant impact on both a country's overall economic performance and the strategies adopted by businesses, whether positive or negative. Infrastructure is a case in point, and not just when it comes to the financing of major schemes (see boxout on page 23). Managed effectively, projects backed or supported by government can encourage firms to develop new teams and skills, which should stand both business and country in good stead for the future.

Yet all too often, these projects are conducted in isolation, so those who have developed important skills are left to find



other sources of work once they come to a close. “There’s a lot of knowledge about delivering major projects that gets passed on,” says Dr Jennifer Schooling, Director of the **Cambridge Centre for Smart Infrastructure and Construction (CSIC)**. “But you need a pipeline of work to keep people employed, because if you lose people from the industry, they’re likely to stay lost.”

In the UK, the **Confederation of British Industry (CBI)** has called for governments of all political persuasions to take more of a long-term approach to planning such projects, with a 25–30-year horizon rather than working over five-year electoral cycles or even shorter timeframes. “When it comes to infrastructure, it’s recognised by many of those working in the sector that political uncertainty presents a significant risk that will sometimes prevent them from investing as fully as they might do in skills,” says Dr Mark Dittmer-Odell, Head of Infrastructure at the CBI.

#### **SHORT-TERM THINKING**

Dittmer-Odell cites the ‘stop-start’ approach to road funding and the furor over whether – and where – to build additional airport capacity as examples of political wrangling, and sees the model put forward by Sir John Armit in 2013, which proposed the creation of a **National Infrastructure Commission** that would take a long-term view, as a potential solution. “We felt it offered a clearly established mechanism through which you

**“IF YOU LOSE  
PEOPLE FROM  
THE INDUSTRY,  
THEY’RE LIKELY  
TO STAY LOST”**

— JENNIFER SCHOOLING, CSIC

would agree what needed building over the next 20 to 30 years and then focus on how you build it,” he says. “Businesses themselves will do an enormous amount to upskill, but you’ve got to give them the confidence to be able to invest.”

The short-term nature of decision-making is also a frustration for Tony Moloney, Head of Education and Skills at the UK’s **National Grid**, who cites the example of the smart metering roll-out. “It’s only this year that we’re seeing the campaign come together, but we’ve a target to get this done by 2020 and that doesn’t leave a lot of time,” he says. “We’ve effectively got five years to get done what probably could have taken ten, in terms

**HOME-GROWN SKILLS:**  
DESPITE A SHORTAGE OF  
SOFTWARE ENGINEERS,  
GERMANY HAS RESISTED  
IMPORTING TALENT FROM  
ABROAD



▶ of delivery. If you have a much longer, more stable outlook on infrastructure development, you can start to have a much more informed and educated conversation with the market about the kind of skills and resources that you're going to need.”

Government policy in other areas can also have an impact on businesses. Tightening up immigration is becoming an increasingly important and sensitive political issue in many major countries, and can prove problematic for some industries and sectors where skilled labour is in short supply. INSEAD's *Global Talent Competitiveness Index* identified the three leading countries when it came to developing talent: Switzerland, Singapore and Luxembourg.

Bruno Lanvin, Executive Director of Global Indices at INSEAD and co-author of the report, commented: “It's really quite striking that among the top three countries, two are landlocked and one is an island. Faced with specific geographical challenges and a quasi-absence of natural resources, these countries have had no choice but to be open economies, a critical ingredient to being talent-competitive.”

In the UK, the tightening of restrictions around non-EU labour is already having an impact on the labour market, warns Dittmer-Odell. “It's recognised that, in the longer run, we need more talent emerging, but in the meantime, skilled migrants are vitally important to the UK economy,” he says. “The cap on skilled work visas is starting to bite because our economy is growing, and skills shortages are becoming more prevalent. These are skilled people who help businesses succeed, and they're very important in terms of addressing the skills shortages in the immediate term.”

#### LONG-TERM STRATEGY

In the longer term, however, the focus needs to be on developing talent from within, argues Professor Nikos Bozionelos, Head of the Organisation and Value Chain Management research group at **Audencia Nantes School of Management**. “Importing skills may bring quick results, but in the long term the benefits will be rather limited, given that most of the knowledge will not remain in the country or the region,” he says.

Turkey and Germany are among the countries that have handled this well, he adds. “Germany has repeatedly resisted importing IT skills from abroad, despite the fact that there has been a shortage of software engineers,” he says. “Though in the short term this may have slowed down certain business domains, it has enabled the gradual development of local skill and knowledge that will stay in the country in the long term.” The US has been less successful, he adds, preferring the route of issuing green cards to immigrants and relying on them to provide the skills that are most in demand.

“OUR ECONOMY IS GROWING, AND SKILLS SHORTAGES ARE BECOMING MORE PREVALENT”

— MARK DITTMER-ODELL, CBI

Trade agreements between organisations can also have a large impact on businesses, and on their appetite to develop skills. The **Transatlantic Trade and Investment Partnership** (TTIP), for instance, offers the potential of huge volumes of business between the EU and the US, and is currently the focus of prolonged negotiation. “The incentives for the EU are access to the services markets in the US, and to public services and infrastructure in the EU for the US,” says Christopher Bovis, Professor of International and European Business Law at **Hull University Business School**. “Certain sectors, such as chemicals and pharmaceuticals, would benefit from adopting common standards and authorisation processes.”

Creating favourable conditions for businesses to invest in developing new and existing staff is another way in which governments can help boost the skills agenda. Patricia Hind, Director of the Centre for Research in Executive Education at **Ashridge Business School**, says one option would be to allow firms to offset expenditure on skills training and development against corporation tax, or even for government to make a contribution to the cost.

TOP FOR TALENT:  
TOGETHER WITH  
SWITZERLAND AND  
LUXEMBOURG, SINGAPORE  
LEADS THE WAY IN  
DEVELOPING TALENT



Another is to encourage research partnerships between organisations, universities and business schools, to make the case for specific initiatives such as the Tunnelling and Underground Construction Academy, which opened in the UK to help meet demand for skills on the **Crossrail** project. “After assessing the demand for tunnelling engineering capability, a report was published identifying skills, innovation and technology as three main areas where action was required to address the issues that were holding back procurement pipelines,” Hind explains. “Subsequently, the industry committed to providing 450 tunnelling apprenticeships and Crossrail launched the tunnelling academy to boost the workforce.”

#### SHAPING THEIR DESTINY

Yet businesses, too, can help shape their own future, through working with government and other stakeholders such as schools and colleges to develop talent. “There’s a growing recognition that cross-sector engagement across businesses, education and government is needed to deliver what both

“ONE OF THE BIG THINGS  
THE GOVERNMENT  
COULD DO IS CREATE  
THE CONDITIONS  
TO BRING BUSINESS  
AND EDUCATION  
TOGETHER”

— TONY MOLONEY, NATIONAL GRID

government and industry want,” points out Dittmer-Odell. “There’s a need to develop better signposting to help people find the appropriate avenue for their professional interests, so if businesses and academia can work together in partnership, these problems can start to be overcome. Schools can start to provide the tools to equip their students for a long-term career, while firms can recruit the best and brightest talent available.”

At the National Grid, Moloney works closely with Chief Executive Steve Holliday, pushing various initiatives to facilitate better career advice in schools, particularly for those with science, technology, engineering and maths skills. “We know the responsibility of business and we understand the education sector, but one of the big things the government could do is to create the conditions to bring those things together,” he says.

The business is also the lead employer in the energy and industrial partnership of the government’s Employer Ownership of Skills project, designed to give organisations more influence over where government investment in business skills and apprentices goes. “The idea is to take new approaches to recruitment and skills, using the collective force of businesses to develop the training and assessment programmes the sector needs,” he says. “It fits in nicely with the Trailblazers programme, where we design apprenticeships across the sector, not just within one individual company.”

### WORKING TO DEVELOP SKILLS

Through the industrial partnership, the National Grid is also looking to develop voluntary arrangements with suppliers to ensure that young people are given opportunities in smaller organisations, drawing on practices that have already been adopted by the government and Crossrail. “We’re currently developing a new procurement accord for skills under which, if you want to trade and contract with the major clients and contract owners within the energy sector, you will need to commit to about five per cent of your operational headcount being graduates and apprentices,” says Moloney.

It is through initiatives such as these that organisations will be able to influence their own destiny, taking practical actions as part of wider initiatives to help tackle some of the underlying issues and develop solutions that will help address the needs of employers in the future. “One of the biggest failings of business is that it doesn’t always explain well enough what its needs are, and where it’s going,” adds Moloney. “You need to take a look in the mirror sometimes and ask if you’re really being honest about what you need and what the future would look like. You can’t always put things at the foot of governments.” ■

### INSIGHT

## BUILDING BRIDGES

- Global infrastructure spending is recovering from the financial crisis and is set to rise rapidly over the next ten years, according to research by Oxford Economics on behalf of PwC.
- The study found that worldwide infrastructure spending will rise from \$4 trillion a year in 2012 to more than \$9 trillion in 2025, with a total of \$78 trillion likely to be spent by 2025.
- Asia-Pacific will see around 60% of this figure, partly as a result of continued spending by China. Other growth areas include Indonesia and Nigeria, centred on sectors such as power, water and transportation. The share of western Europe will fall to 10 per cent, down from 20 per cent a few years ago.
- The pressure on skills will only be exacerbated by this growing demand for infrastructure talent from emerging economies, the Oxford Economics report concluded. “To plan, build and maintain this infrastructure, developing nations will need many more highly skilled workers, including civil engineers, electrical and mechanical engineers, architects, designers, surveyors and project managers. They will also require more low-to-medium skilled workers, including technicians, drivers, labourers, construction workers and machine operators.”



# 40.5%

The unemployment figure among people under the age of 25 in Italy dropped in August 2015, after reaching a record high of 44.2 per cent in June. The improvement came as a surprise to many observers of the ongoing brain drain in the country's youth.

Prime Minister Matteo Renzi approved new legislation aimed at creating new jobs for those entering the workforce as far back as March 2015, but many believed this may have been too little, too late to stem Italy's brain drain. Losing talented young people to foreign markets hurts the country in two ways: money invested in education is not recouped through employment; and talent is attracted elsewhere. The weak job market also makes it difficult to offset the trend by attracting bright young workers from abroad.

However, Carlos Manuel Soave, Managing Director, Hays Italy, points out another possible explanation for the drop: "The main factor stemming the brain drain seems to be the strong bond with family that remains fundamentally important for Italians. It's the reluctance to leave their loved ones that stops more people looking for interesting job opportunities abroad."

AIMING HIGH:  
CHINESE GRADUATES  
HAVE THE OPPORTUNITY  
TO BEGIN THEIR  
CAREERS IN THE UAE

# HEADING FOR THE TOP

**DEEPENING ECONOMIC LINKS BETWEEN CHINA AND DUBAI HAVE LED TO NEW OPPORTUNITIES FOR TALENTED CHINESE GRADUATES TO GAIN INTERNATIONAL EXPERIENCE – AND THE EMIRATE IS SET TO BENEFIT TOO**

**TWO THOUSAND YEARS** ago, trains of camels and horses laden with silk, spices, paper and gunpowder travelled a network of routes from China through the Middle East and into Europe. In 2013, Chinese President Xi Jinping announced an ambitious idea: to revive these ancient trade routes and create a New Silk Road. This corridor for transit, trade and the flow of capital will run from Shanghai to Berlin and create an economic zone spanning almost a third of the earth's circumference. Like the old silk routes, this modern incarnation will carry not only goods, but also people and ideas.

The New Silk Road concept is spawning a range of initiatives designed to create new business and cultural links. One new project, the brainchild of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates and Ruler of Dubai, has created an opportunity for Chinese graduates to travel west to study and do business in the emirate. But the ultimate ►



## INSIGHT

# A DEEPENING BILATERAL RELATIONSHIP



Although trade between China and the MENA region has been taking place for centuries, formal diplomatic relations between China and the UAE were first established in 1984. Since then, links between the two countries have become increasingly strong.

- **In 2014, China surpassed India** to become Dubai's largest trading partner. Total value of trade between the two countries increased 29 per cent on the previous year, to Dh175 billion
- **The population of Chinese expats** living in Dubai is more than 200,000 – some 10 per cent of its population
- **In 2014, Dubai welcomed 344,000 Chinese tourists**, an increase of 25 per cent on the previous year
- **More than 3,000 Chinese companies** operate in Dubai
- **Travellers wishing to get to Dubai from China** have six departure airports to choose from: Beijing, Guangzhou, Kunming, Shanghai, Ürümqi and Hong Kong
- **Emirates has 35 weekly flights to mainland China**, serving Beijing, Shanghai and Guangzhou, and a further 28 weekly flights to Hong Kong. In 2013-14, the airline carried 1.3 million passengers between Dubai and China
- **Dragon Mart in Dubai** is the largest Chinese trading centre outside China. It welcomes 65,000 visitors every day and 1,700 of its 3,000 shops are run by Chinese retailers

▶ goal of the project is far more ambitious: to bridge the gap between what industry wants and what education delivers, and to forge strong links between China and Dubai.

## FINDING FUTURE LEADERS

Now in its second year, **Dubai Business Internships (DBI)** has accepted 28 young Chinese nationals, either recent graduates or young people with up to three years' work experience. The participants undertake an internship with Dubai-based leaders in various sectors, including trade, tourism, finance, law and logistics. They also receive formal management training and an introduction to the culture of Dubai and the wider MENA region.

"China is a very important strategic market for Dubai," says James Maughan, Director – Dubai Business Internships, **Falcon and Associates**. "Developing relationships with influential Chinese people will stand us in good stead in the future."

But how can Dubai identify the leaders of the future? Hays was tasked with the challenge of presenting Falcon and Associates, facilitators of DBI, with a select pool of talent for the programme's second intake, starting in October 2015.

**“WE’RE LOOKING FOR SUPERSTARS, AND THAT’S NOT A TANGIBLE QUALITY”**

— SARAH JONES, HAYS NORTH CHINA

"It's a stringent recruitment process," says Sarah Jones, Business Director, Hays North China. "We receive thousands of applicants and select 50 at most. We're looking for superstars, and that's not a tangible quality. All the applicants are exceptionally bright, many have already launched their own businesses, some have represented China in sport – but even that is not enough."

Maughan emphasises the importance of personality and attitude in the successful candidates: "They need to have good English, so they can hit the ground running. Also, they need the ability to integrate culturally. Even if they've never left China before and will miss home, they need to be able to cope and adapt. They must be ambitious, have a great personality and be capable of building relationships fast."



**FORGING LINKS:**  
HIS HIGHNESS SHEIKH  
MOHAMMED BIN RASHID  
AL MAKTOUM MEETS  
SOME OF THE INTERNS

Working closely with the DBI team throughout the process, Hays developed a comprehensive and strategic recruitment campaign. “They went through four rounds of assessment after applying,” Jones explains. “First, there was a telephone screening – the stage at which most applicants were eliminated, because their English wasn’t of a sufficiently high standard. Those who remained in the frame then progressed to a face-to-face interview, during which we put them under a little pressure and were also able to assess their knowledge of business etiquette and so on. Those who were successful at that stage went on to an assessment centre, where they worked in groups to test their competitive edge and grasp of new cultures. Then there was a final face-to-face interview with the DBI team.”

Given the intense competition to gain a place on the programme, it’s not surprising that the successful candidates are keenly aware of the value of the experience. “It’s a golden opportunity,” says Yikai Zeng, who began the programme after completing a Masters degree in marketing at the **Chinese University of Hong Kong**. “It’s a dynamic programme that gives you practical experience as well as business knowledge and an understanding of another culture. I’d always associated Dubai with success. Arriving here was so exciting – seeing the skyscrapers for the first time and experiencing the sense of luxury. Now I have finished the programme I plan to stay on here.”

Sunny Jie Feng, whose background is in biomedical engineering, entered the programme after she had

completed a Masters in Industrial Economics at **Southeast University**. “Dubai is more dynamic than any city I’ve ever experienced,” she says. “The programme teaches you how to give the best of yourself – it allows you to grow but also forces you to. It has been life-changing for me. There will be wonderful projects in my specialism on which China and Dubai can work together, and I have made friendships that will last a lifetime.”

**MUTUAL BENEFIT**

It’s not only the candidates who stand to gain from the programme. For the partner organisations that offer the work experience element of the programme – which include **The Emirates Group**, the hospitality company **Jumeirah Group** and real estate firm **EMAAR** – there are tangible advantages to participating.

“The feedback we have received about DBI so far has been very positive indeed,” says Maughan. “The interns were placed in departments where they could spread their wings and contribute, and they were hungry to do the job. But what is perhaps most valuable is the insight they bring. These are companies that are doing business with China – they need to understand the country and its people in order to tailor their offer. The candidates provided an amazing insight – one partner commented that it was more valuable than anything a management consultancy could have provided.”

DBI Placement Partner representative Mark Beer OBE, Registrar of the **Dubai International Financial Centre Courts** (DIFC Courts), says: “DIFC Courts is hugely supportive of this programme. Entities across Dubai are increasingly focused on strengthening ties with China and, as such, programmes like DBI are immensely helpful. DBI is just as beneficial for the host companies involved as it is for the individuals who graduate from it and we hope to continue to welcome interns to DIFC Courts in future.”

Even following China’s recent stock market jitters and fiscal slump, its economy remains the world’s second largest. China’s influence on the world stage shows no sign of waning, so it’s hard to imagine the burgeoning relationship between China and Dubai cooling any time soon. And perhaps there are lessons to be learned for the west from Dubai’s embrace of Chinese talent and commitment to forging links with the business leaders of the future. ■

**FOR MORE INFORMATION**

Contact: [dubaibusinessinternships.org](http://dubaibusinessinternships.org)

# THE CHEMISTRY OF LEADERSHIP

**A WIDE-RANGING CAREER IN THE PHARMACEUTICAL INDUSTRY HAS GIVEN DAPO AJAYI AN UNUSUALLY BROAD PERSPECTIVE ON THE QUALITIES THAT MAKE A SUCCESSFUL LEADER**

**DAPO AJAYI**, Chief Procurement Officer at pharmaceuticals business **AstraZeneca**, didn't consciously plan out her career with the objective of assuming the role. Until her appointment in April 2014, her career encompassed a range of interrelated disciplines, from manufacturing to supply chain, general management to global marketing, all working for AstraZeneca or one of its subsidiary businesses.

A qualified pharmacist, she began her career on a graduate programme with what was then **ICI** in 1986, working initially in drug development, but soon found herself drawn towards the manufacturing side of the business. "My early experience was as a young production manager responsible for manufacturing and quality performance, and I soon realised that the quality performance of a plant wasn't going to be dependent on my efforts alone," she says. "It was going to also need the engagement of the team that worked for me. It reinforced to me the importance of leadership and that every leader needs to have a value proposition for the team that he or she is leading."

By 1995 she had risen to a senior manufacturing role in the UK, a post she held for several years before realising she needed to broaden her experience. "I'd spent my entire career to that point ▶

PHOTOGRAPHY: REBECCA LUPTON



A professional portrait of Dapo Ajayi, a Black woman with long dark hair, wearing a grey blazer over a white top. She is standing in a modern office environment with glass partitions and white walls. The background is slightly blurred, showing office desks and chairs.

## CV

### DAPO AJAYI AT A GLANCE

- Member of the UK's Royal Pharmaceutical Society, 1987
- Head of UK Operations, AstraZeneca, 2005–2008
- AstraZeneca CEO Award for Leadership, 2006
- President and General Manager, AstraZeneca Puerto Rico, 2008–2010
- Vice President, Cornerstone Brands, Global Marketing Sales and Operations, AstraZeneca, 2010–2011
- Vice President, Global External Sourcing, Operations, 2012–2014
- Harvard Executive Leadership development programme, 2013–2014
- Chief Procurement Officer, AstraZeneca, 2014 to present



## “TO BE A ROUNDED BUSINESS LEADER, I NEEDED TO EXPERIENCE A DIFFERENT CULTURE”

▶ in the UK, on a particular site, but there was a whole global business out there,” she says. “I had some exploratory conversations which resulted in me moving to a global role, still in operations.” This position of Head of International Project Management gave her exposure to different cultures, and in 2005 she took on the role of Head of UK Operations, overseeing the business’s UK sites at Macclesfield in Cheshire and Avon, near Bristol.

### INTERNATIONAL EXPOSURE

Yet her most formative experience came when she was offered the chance to lead a business on the Caribbean island of Puerto Rico, as President and General Manager of **IPR Pharmaceuticals**. This meant moving out of the UK for the first time in her career, along with her husband and young children. “I can recall my boss saying that if I wanted to be that

rounded global business leader, I needed to experience leading an organisation in a completely different culture,” she says. “My husband has a career, so we needed to reflect on what that would mean for him. We also have two boys and my eldest was just about to go to high school, so we spent a bit of time thinking about it, but our view was that the experience they’d gain would outweigh any disruption.”

In the two years she spent in Puerto Rico, Ajayi immersed herself in the local culture, getting to know her team personally as well as professionally. “You learn about the differences in culture by taking the time to really get to know people in your team who live and work there,” she says. “If you just live in a bubble, surrounded by other expats, I don’t think you get the opportunity to really understand that difference.”

She also found herself in sole command, learning to trust her own judgement. “When the hurricane’s coming – because it is in the hurricane area – and there’s a decision to be made around whether to close the site and send people home, everyone’s looking to you,” she recalls. “There’s no picking up the phone and talking to anybody; it’s your decision to make. I found that really empowering, and it helped me grow as a leader.”

Other elements of leadership, though, were more universal. “Individuals across the globe, regardless of culture, have similar expectations of what they



“THE ABILITY TO  
INSPIRE PEOPLE IS  
A PREREQUISITE  
FOR ANY SENIOR  
LEADERSHIP  
ROLE”

**BALANCING ACT:**  
AJAYI BELIEVES IN  
DEMONSTRATING TO YOUNG  
WOMEN THAT THEY CAN  
BALANCE A SUCCESSFUL  
CAREER WITH OTHER  
PRIORITIES

want from their leaders,” she says. “They want clarity of direction and vision, and they want leaders who are visible, who will take the time to engage with them and invest in them as individuals. And they want people who will clear the blockers that are getting in the way of them delivering their remit. That’s just as valid for somebody in Puerto Rico, China, Italy or the US. I learned to adapt my style according to the cultural differences, without ever losing sight of the fundamentals of what I think is good leadership.”

After two years, however, she felt the need to head home, driven partly by a desire for her children to re-enter the UK’s educational system, but also by the pull of a global strategic marketing position. “It was a move completely out of my comfort zone and away from operations and supply chain,” she recalls. “It was just a great opportunity for me to take my experience that I’d gained, but also to learn anew, and to work with a completely different part of the business.”

#### SETTING VISION, INSPIRING PEOPLE

With this greater breadth of experience and her global and multi-disciplinary background, the move to head up the organisation’s procurement function three years later seemed like a natural step. “My boss’s view was that I’d had recent experience of working with third parties and that I had the

broader leadership credentials, in terms of my vision and strategy, connectivity with the broad business and ability to inspire people,” she says. “That, in my view, is a prerequisite for any senior leadership role. I hadn’t necessarily thought of procurement but it seemed like a really exciting opportunity, and a chance to really make a difference at a time when AstraZeneca was embarking on a bold new ambition.”

Part of this is the organisation’s relocation of its headquarters from London to Cambridge, where a number of the UK procurement leaders who work with the science units have already relocated. New team members have also been recruited and will be joining the team. “It’s a continuous process as we move into 2016,” she says. “We’ve got a critical mass of procurement leaders based in Cambridge, UK, and we will continue to have a sizeable procurement team supporting the operations and corporate functions, which will remain in the north-west of England. But procurement is a global organisation with teams located within various business teams all over the world.”

In addition to this, Ajayi is also leading the creation of AstraZeneca’s global procurement services team in Warsaw, which will support the procurement business partners based in its various locations with some of the more tactical elements of strategic sourcing. ▶



**ON THE MOVE:**  
AS A GLOBAL LEADER,  
AJAYI DIVIDES HER TIME  
AMONG ASTRAZENECA'S  
VARIOUS FACILITIES  
AROUND THE WORLD

## “SENIOR LEADERS HAVE A ROLE TO PLAY IN REINFORCING THAT WE’RE HUMAN”

▶ One major focus is to develop closer relations with key suppliers, with a view to harnessing innovation from partners in the supply chain. “We work with so many suppliers externally, and this is a real opportunity to partner and access new insights and innovation,” she says. “So we’re looking at how we can energise, excite and develop the capabilities in procurement, to be able to coordinate that relationship between the supplier and AstraZeneca.”

As part of this push, the business is currently investing heavily in the skills of its procurement leaders, looking to develop more relationship-based skills. “They have to connect really well with the business functions they’re supporting, and they have to connect with the suppliers,” Ajayi says. “By the end of this year, we’ll have put more than 100 procurement leaders through a programme aimed at further developing those business partnering skills.” She’s also working to develop a procurement capability framework, to help staff identify where they are in terms of skills and any areas they need to improve on, as well as working closely with other business functions to simplify processes and come up with more efficient ways of working internally.

As with many other functions, attracting and retaining talent is always an issue for Ajayi and her team, and she relies on an integrated HR Business Partner (HRBP) to help with workforce planning for today and the future. “As a member of the procurement leadership team, my HRBP works with us to look at how we’re going to evolve as an

organisation and how our function needs to evolve to reflect that, and then he works with us to make sure that we have clarity around who we believe are the talent within our function and that we’ve got strong development channels for those individuals.” This also includes developing the employer brand to ensure that the business can attract talent, including making use of social media.

### DIVERSITY FIRST

Diversity is another priority, particularly the push to get more women into senior management and recruit leaders from a broader set of geographies. “The first thing any business needs to do is reinforce that it believes that diversity makes good business sense,” she says. “Some of the most capable teams I’ve worked in have been those that have been diverse, whether in terms of gender, geography or difference of thinking.”

She’s also keen to stress the importance of mentoring for younger talent, including demonstrating to women that it is possible to balance a successful career with other priorities. “Senior leaders, like myself, have a role to play in reinforcing that we’re just as human as they are,” she says. “Sometimes, when leaders earlier in their career look at us, they think that we don’t have to deal with the mundane, but I still have to make sure the fridge is full.” Organisations have to play their part too, she says, by genuinely embracing flexible working and ensuring that this does not act as a barrier to career progression.

She is understandably reluctant, given the breadth her career has encompassed to date, to commit to any firm plans for the next few years. “I have never had a very structured career plan,” she says. “My career has always been about roles that have stretched and challenged me, and enabled me to deliver value to the business. The role I have now really excites me and I’m enjoying it at present. But I’m always going to be looking for opportunities that will continue to challenge me.

“My life isn’t all work, either,” she adds. “I’ve got one son who’s just gone to university and another who should follow him in the next 12 months. Having an empty nest will be something I need to get used to as a mother, but it will present new opportunities for my husband and me.” ■

### FOR MORE INFORMATION

To take part in HR discussions with other HR leaders, join the *HR Insights with Hays* group on LinkedIn

# MAPPING THE ROAD TO RECOVERY

THE HAYS GLOBAL SKILLS INDEX 2015, PUBLISHED IN COLLABORATION WITH OXFORD ECONOMICS FOR THE FOURTH YEAR, REVEALS SOME ENCOURAGING TRENDS IN THE GLOBAL ECONOMY – BUT ALONGSIDE THESE ARE SOME WORRYING DEVELOPMENTS



11m

FEWER PEOPLE ARE IN WORK WORLDWIDE THAN IF PRE-CRISIS CONDITIONS HAD BEEN SUSTAINED

The *Hays Global Skills Index* examines a comprehensive set of macroeconomics and labour market indicators across 31 countries. It places into context the challenges employers will face as they compete for the most sought-after skills and highlights specific pressures faced by employers and policymakers as they adapt to the changing demands of today's labour market. The 2015 report reveals that global employment levels and wage growth have reached new heights, led by developed markets in Europe and the US. The US has seen a significant rise in earnings relative to the cost of living, as have Australia and parts of Europe. In the UK, almost 2 million new jobs have been created and unemployment has decreased compared to last year.

The average overall Index score for the 31 countries covered by the

Index now stands at 5.4, an increase of just under 0.1 compared with 2014. Wage pressures have returned in countries such as Australia, New Zealand, the US and the UK, which have achieved sustained growth, reflecting the increase in demand for skills. This

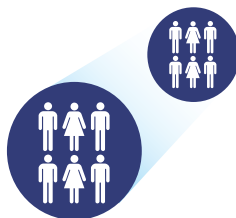
appears to be a global phenomenon, with 21 of the 31 countries registering an increase in the Overall Wage Pressure indicator. With the exception of India, wage pressures among the largest emerging economies have eased as their economies have either slowed (China) or entered recession (Brazil and Russia).

Economic slowdown in China, high unemployment in continental Europe, an ageing workforce in Germany and Japan and low productivity in the UK are all factors that are placing

## “WAGE PRESSURES AMONG THE LARGEST EMERGING ECONOMIES HAVE EASED”

considerable strain on labour markets. The 'employment gap' – the jobs lost since the start of the crisis – remains significant: there are still 11 million fewer people in work today than there would be if unemployment and participation had remained at pre-crisis levels.

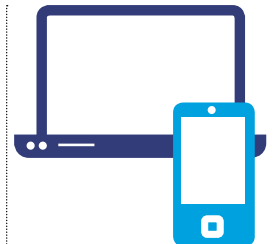
The *Hays Global Skills Index 2015* sets out three key recommendations (below) for governments and businesses to address the issues that are still prevalent in labour markets.



**1** ENABLE MORE AND EASIER SKILLED MIGRATION TO ALLOW BUSINESSES ACCESS TO WORKERS WITH KEY SKILLS



**2** ENSURE BETTER TRAINING FOR EMPLOYEES AND CLOSER COLLABORATION WITH SCHOOLS, UNIVERSITIES AND TECHNICAL COLLEGES TO DELIVER THE SKILLS PIPELINE OF THE FUTURE



**3** ENCOURAGE BUSINESSES TO EMBRACE TECHNOLOGY AND MAXIMISE THE SKILLS AT THEIR DISPOSAL



# 86%

OF ASIAN CFOs  
WOULD WORK IN  
FINANCE IF THEY HAD  
THEIR TIME AGAIN

and 71 per cent were male. A finance background was common – 73 per cent of CFOs have always worked in the field. Most experienced long hours, 40 per cent working more than 56 hours a week. But this would not discourage them from pursuing their chosen career – 86 per cent would opt to work in finance if they had their time again.

### FOR MORE INFORMATION

You can download the full report at [hays.com.sg/cfo/index.htm](https://hays.com.sg/cfo/index.htm)

## DNA OF A CFO

Hays works closely with many finance professionals throughout Asia and is committed to providing valuable insights that will benefit them at every level of their careers.

A recent survey of 145 finance professionals, the majority of whom

were CFOs, set out to identify the qualities that make a great finance leader. The respondents were based across Singapore, Hong Kong, Malaysia, China and Japan, although almost half had worked outside Asia during their careers. Most were men in their 40s: 57 per cent were aged 41-50

## HOW MOTIVATING IS MONEY?

Hays recently surveyed 500 candidates in the Czech Republic to identify the key factors that influenced their job-seeking decisions. For 36 per cent, a pay rise was the key factor in improving job satisfaction, and a similar number believed that the most effective way to achieve this is through face-to-face negotiation. Almost two-thirds (61 per cent) of the candidates were not happy with their current remuneration. However, once a pay rise has been awarded, 57 per cent of the respondents would not experience any change in their motivation or attitude towards their work, while 20 per cent would continue to look for new opportunities.



# 36%

SAID PAY WAS THE  
KEY FACTOR IN  
IMPROVING JOB  
SATISFACTION

# 61%

OF THE  
CANDIDATES  
SURVEYED WERE  
NOT HAPPY WITH  
THEIR CURRENT  
REMUNERATION

# 57%

WOULD NOT  
EXPERIENCE ANY  
CHANGE IN  
MOTIVATION OR  
ATTITUDE TOWARDS  
WORK FOLLOWING  
A PAY INCREASE

# 20%

WOULD CONTINUE  
TO LOOK FOR NEW  
OPPORTUNITIES  
ONCE A PAY  
INCREASE HAD  
BEEN AWARDED



## TOWARDS EQUALITY IN THE JAPANESE WORKFORCE



93%

OF THOSE WHOSE WORKPLACE HAD A DIVERSITY POLICY FELT IT WAS ADHERED TO



93 per cent of respondents whose employers had one felt it was adhered to well or fairly well. However, by no means all organisations have a formal gender diversity policy: 55 per cent of the surveyed employees of multi-nationals said they do so, while only

**“INCREASING THE NUMBER OF SENIOR FEMALE PROFESSIONALS WILL HELP ADDRESS THE SKILLS GAP”**

40 per cent of Japanese domestic companies have such policies in place.

When it comes to opportunities, there is a clear disconnect between men’s and women’s perceptions. Almost half the female respondents said that the same opportunities were not open to equally capable colleagues of both sexes, while just 30 per cent of male respondents believed there was inequality of opportunity.

### FOR MORE INFORMATION

Visit [hays.co.jp/en](https://hays.co.jp/en) to download the report

Globally, progress in the advancement of women in the workplace is being made. However, this remains a business-critical issue. Many of the companies Hays deals with on a daily basis are suffering from skills shortages, and increasing the number of senior female professionals will help to address these skills gaps.

The *Hays Global Gender Diversity Survey* included the views of some

800 people in Japan. The results revealed that 67 per cent believed there was equal pay between genders, but there is an interesting trend when age is taken into account: while 50 per cent of women aged 25 or under thought there was gender inequality of pay, 58 per cent aged 26–40 and 67 per cent aged 41 and over believed so.

Where gender diversity policies are in place, they are reasonably effective:

# MAKING A BREAKTHROUGH

AROUND THE WORLD, APPRENTICESHIPS ARE INCREASINGLY BEING SEEN AS A SOLUTION TO THE PROBLEMS OF YOUTH UNEMPLOYMENT AND SKILLS SHORTAGES

REX FEATURES

**A GLOBAL SKILLS** gap is having a profound effect on organisations everywhere, but defining its origins can be difficult. Some CEOs have deemed it the result of an education system that has failed to prepare young people for working life. The media, on the other hand, has often described it as a symptom of employer efforts to shift the burden of training employees on to academia rather than investing in it themselves.

The consensus is that apprenticeships could hold the key to bridging the gap. These industry-specific programmes, which traditionally combine classroom learning with on-the-job training and provide career entry points for many of those who choose not to pursue university education, are recognised around the world as a solution to the skills crisis.

However, the opportunities presented by apprenticeships are not open to young people in all parts of the world. In the US, for example, the system of apprenticeships is in turmoil, as both economic and political dynamics are paradoxically both discouraging and, to a lesser degree, encouraging apprenticeships, says Wayne Brockbank, Clinical Professor of Business at the University of Michigan's **Ross School of Business**.

He explains: "Many job categories are shrinking because of technological advances. We see this in agriculture and manufacturing, where large-scale machines and robotics are replacing low-end workers who might have traditionally been trained through apprenticeships. Furthermore, the economic expectations embedded in the



INFRASTRUCTURE BRINGS OPPORTUNITY: CROSSRAIL HAS COMMITTED TO CREATING 400 APPRENTICESHIPS OVER THE PROJECT'S LIFETIME

**“THE PROMISE OF ECONOMIC PROSPERITY FROM A COLLEGE DEGREE – ANY COLLEGE DEGREE – ENCOURAGES STUDENTS TO AVOID THE TRAINING OFFERED BY VOCATIONAL SCHOOLS”**

— WAYNE BROCKBANK, ROSS SCHOOL OF BUSINESS

US educational system are working against apprenticeships. The promise of economic prosperity from a college degree – any college degree – encourages students to avoid the training offered by vocational schools, whose pedagogy frequently includes some form of apprenticeships.”

### EDUCATION ISN'T EVERYTHING

In the short term, he adds, many companies may continue to spend on training entry-level employees whose college education failed to prepare them to hit the ground running. In these companies, apprenticeships in the form of on-the-job training are likely to continue as an adjunct to college coursework.

“This form of apprenticeship will probably be available primarily for jobs where the learning curves will quickly move new employees into high-value-adding activities and, to a lesser degree, for some jobs in the relatively low-paying service sectors,” says Brockbank.

The picture is very different in Europe, most notably in Germany, where the apprenticeship scheme, or *Ausbildung*, has been popular for more than 50 years, providing training across a range of industries from brewing and baking to insurance and manufacturing.

However, its popularity has raised questions about whether the scheme is competing on an even footing with tertiary education as a career entry point. Germany has had traditionally lower rates of entry into tertiary education than other European countries, with many school-leavers choosing to enter vocational education.

Delegations from all over the world visit Germany to study the apprenticeship ecosystem, a complex network of relationships between industry bodies, employers and the vocational training institutes that certify the apprentice.

Nick Barniville, Associate Dean of Degree Programmes at the **European School of Management and Technology** (ESMT) in Berlin, says: “Unlike many other countries, there is no stigma attached to choosing a vocational path. The German system could work anywhere, but it needs a concerted effort to reduce the stigma associated with entering vocational training rather than choosing to go to university, which exists in many societies.”

Elsewhere, in skills-deprived industry sectors, non-graduate career entry routes are opening up in fields traditionally associated with graduate recruitment.

In the Asia-Pacific operations of business services firm **Avanade**, the term ‘apprentice’ is rarely used, but the concept could apply equally to interns and new ▶



SPANISH LEATHERWEAR BRAND LOEWE WORKED WITH LOCAL GOVERNMENT TO OPEN ITS OWN TRAINING SCHOOL FOR UNEMPLOYED PEOPLE OF ALL AGES

CASE STUDY

## LEARNING ABOUT LUXURY

**THE NEED TO** protect its legacy of market leadership in high-quality leather goods led Spanish luxury brand **Loewe** to create its own apprenticeship system. The company, whose manufacturing base is in Getafe, near Madrid, was on a mission to double sales. However, skill shortages threatened its ability to double productivity. In 2013, working in partnership with local government and using funding from the EU, Loewe opened its training school, the *Escuela de Marroquinería*, with the goal of preserving the skills that have been passed down over generations. The school targets people of all ages, with no prior training, who are seeking employment.

HR Director Javier Alonso says: “These are people who have not had a university education. What we need, and what we assess candidates for, are people who are good with their hands and quality-driven, who we know we can teach to produce our leather goods to the highest standards. We look for orientation to detail and perfection and the ability to work well in a team. We have our most experienced leather craftspeople doing the teaching, ensuring that their valuable skills and expertise are handed on to the next generation.”

The school offers two programmes: a four-week intensive leather-cutting course that incorporates the latest production technologies, and a three-month preparation and assembly course, covering all the manufacturing processes, such as pattern reading and sewing.

Loewe has committed to hiring at least 60 per cent of the school’s students after graduation.

▶ graduate recruits. The global technology consultancy operates in more than 70 locations worldwide and, like most organisations in this sector, has an active talent management strategy set up to future-proof its skills pipeline.

“There are various routes in for both graduates and non-graduates,” says Anne-Marie McCaughan, Avanade’s Asia-Pacific Talent Acquisition and Integration Director. “For example, someone who has completed a full school education to the age of 18, but chosen not to go to university, can still pursue a career as a junior data analyst. They would come in at quite a junior level and build their career via a structured training and development programme.”

In the UK, the government has announced that it plans to create a further 3 million apprenticeships to help close the skills gap. Apprenticeships are greatly helping to increase the UK’s economic competitive edge as a world leader in workforce development and service delivery, says George Brown, Career Services Manager at **London School of Business and Finance**.

“They also help those young people who have decided against embarking on traditional full-time pathways of higher education, by offering an alternative route of entry to the careers of their choosing soon after leaving compulsory state education,” he says.

### TASTE THE OPPORTUNITY

Opportunities exist in virtually every industry sector of the UK, including its café culture. **Starbucks** launched its apprenticeship programme in the UK in 2012, offering young people a foot on the first rung of the ladder of a retail management career and the chance to build transferable skills.

Almost half of Starbucks’ employees, or ‘partners’, are under the age of 24, so fall within the age group facing the most significant challenges around employment. Lisa Robbins, HR Director UK, says: “Apprentices are part of our business from day one. They earn the same rate of pay and benefits as any other partner and are guaranteed employment upon successful completion of the programme.”

The company has fulfilled its two-year commitment to recruiting 1,000 apprentices. Next year, the company plans to offer up to 450 Level 2 and 80 Level 3 apprenticeships. Currently, 21 graduated apprentices now work as Starbucks store managers and 57 as shift supervisors, supporting the case for apprenticeships being a viable alternative to academic study as a career route.

University education costs in the UK have risen sharply over a relatively short timeframe. This has further enhanced the appeal of vocational career training and development, and helped to close the national skills deficit.



TECHNICAL CHALLENGE:  
MANY JOB CATEGORIES ARE  
SHRINKING BECAUSE OF  
TECHNOLOGICAL ADVANCES



MUG IT UP:  
LONDON MAYOR BORIS  
JOHNSON (LEFT) SUPPORTING  
THE LAUNCH OF STARBUCKS'  
UK APPRENTICESHIP  
SCHEME IN 2012

## “DEMAND FOR PEOPLE TO FILL ENGINEERING ROLES CURRENTLY FAR OUTSTRIPS SUPPLY”

Robbins says: “In recent years, we have noticed a renewed focus on apprenticeships in the UK, particularly across the manufacturing and engineering industries. At Starbucks, our objective is to highlight the career opportunities that are available in the coffee industry and showcase the transferable skills that can be developed during our apprenticeships.”

Engineering is another sector feeling the pressures of skill shortages. A good place to see how apprenticeships are addressing this is in the UK’s transport infrastructure sector. Britain urgently needs more engineers – 182,000 every year between 2012 and 2022, according to Engineering UK. However, demand for people to fill engineering roles currently far outstrips supply.

With London’s population set to grow from 8.6 million today to 10 million by 2030, significant

investment in infrastructure will be needed to keep the capital working and growing. **Crossrail** is a new rail line that will connect east and west London via 26 miles of new tunnels under the capital. As part of its delivery strategy, the company has committed to provide 400 apprenticeships through its supply chain over the lifetime of the project. That target was exceeded in January this year, when 460 apprentices were working in a range of trades and professions from construction to accountancy, and quantity surveying to business administration.

Failure to recognise the role apprenticeships can play in creating sustainable skills pipelines has implications for the next generation of employees. As Brockbank points out, in an increasingly technologically sophisticated and dependent world of work, graduates in softer disciplines, such as fine arts and social sciences, are finding themselves ill-equipped to enter the world of work.

So what can policymakers elsewhere in the world learn from Germany, where the apprenticeship system could be seen as a blueprint for sustainable skills development? ESMT’s Barnville says: “The key seems to be the involvement of all stakeholders in the framework design, and also changing the mind-set of people to make it acceptable to choose a vocational career path, rather than assuming that everyone should have the ambition to go to university.” ■

# BACKGROUND CHECKS MOVE FORWARD

FOR MANY HR PROFESSIONALS, RECRUITERS AND CANDIDATES, BACKGROUND CHECKS ARE SEEN AS A NECESSARY EVIL. HUSAYN KASSAI, CEO AND CO-FOUNDER OF ONFIDO, BELIEVES THESE VITAL RISK-MANAGEMENT PROCEDURES CAN BE MADE FASTER AND MORE EFFICIENT



**When I left university for my first job in the City, I immediately realised how complex the background checking process could be.**

My friends Eamon Jubbaw and Ruhul Amin, who I'd met at Oxford, were going through the

process too, applying for jobs with banks and having background checks that were taking up to six weeks. At the same time, through our involvement with the Oxford Entrepreneurs Society, Eamon and I were attending meetings with banks and consulting firms, and we used this opportunity to ask them about the process of background checking.

They told us that cost, turnaround times, compliance and human error were their pain points when it came to background checking. It was clear to me that this was a problem looking for a technological solution. So, in August 2012, with £200,000 seed funding from **Oxford University**, we launched **Onfido** (the name was inspired by the Latin *fides*, meaning trust).

For most organisations, background checking isn't a nice-to-have: it's a necessity. More than half the incidents recorded in the Cifas Internal Fraud Database in 2014 were employment application fraud. By conducting rigorous background checks, employers can protect themselves against these fraudulent declarations about employment history, qualifications, criminal records and even identity.

Background checks are not only used by HR professionals: Onfido also operates in the sharing economy, where prospective **Airbnb** tenants, **Uber** drivers and even potential sharers for a horse or yacht are all subjected to background checks.

## AUTOMATING THE PROCESS

A background check might ascertain something as simple as whether your prospective employee has the right to work in the country where you're doing business, or it might be more in-depth, extending to credit and employment history, criminal records, education and even media coverage of the candidate.

Done the old-fashioned way, obtaining all this information is massively time-consuming, and such

delays can negatively affect a business. In a busy HR department, a hold-up on a background check could make it impossible to build a team in time for a deadline, or even mean losing an outstanding candidate to another employer.

Today, Onfido has a presence in more than 100 countries. We set out to automate the background-checking process, making it faster and more efficient. We collect data online, which improves the user experience for candidates and allows our clients to

**“FOR MOST ORGANISATIONS, BACKGROUND CHECKING IS A NECESSITY”**

integrate our service into their own platforms. Automation also helps us streamline our own processes; by synchronising with a wide variety of global databases we are able to increase our match rates and reduce turnaround times. We are currently developing machine-learning software to optimise our document scanning process. In a first instance, this technology will allow us to classify documents quickly and accurately. The software will also allow us to read documents and identify forgeries through optical character recognition.

Many candidates find background checks intrusive and even threatening, and are concerned about the security of their data. But we aren't trying to stand in the way of people looking for a job – we want to work with them to show they are trustworthy and strong potential additions to a team. It's also about fairness, and levelling the playing field. Some employers make uninformed decisions based on superficial information such as age, ethnicity and gender. By conducting a thorough, rigorous background check, we can replace this prejudice with dependable information, so employers can judge candidates on their merit.

For employers, background checking can feel like a costly way to prolong the recruitment process, but we see it as central to any organisation's risk-management strategy. We don't promise to help employers predict the future – but we can give them all the information they need about a candidate's past. ■

# 70%

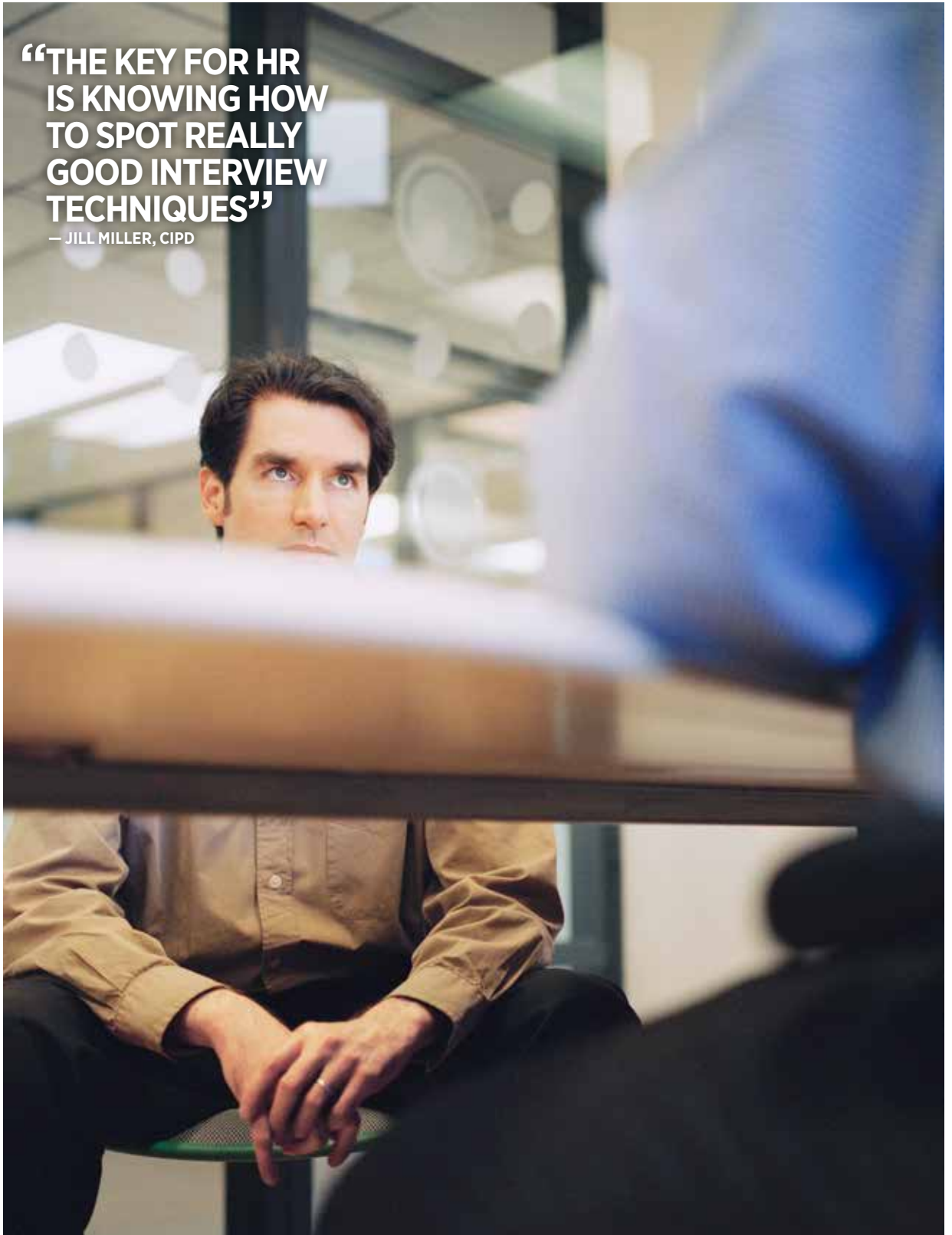
The Hays Jobs of the Future survey of the IT, Engineering & Technology and Oil & Gas industries in the Netherlands found that 70 per cent of respondents do not feel threatened or surpassed by young talent entering their sector, as they are confident in their ability to keep up to date with developments. However, that is not to say that they expressed complacency – almost 90 per cent felt that continuing education is essential to remaining successful. Every respondent between 25 and 30 years old in the Oil & Gas sector believed this to be true, as did almost 100 per cent of respondents in the sector over the age of 50.

The respondents were mostly of the view that significant changes and challenges lie ahead. Over 65 per cent expect their working day to be entirely different in 2030, as new technology is developed to take over mundane tasks and remote working becomes more common. However, the majority do not believe that their job will be easier in 15 years' time.



**“THE KEY FOR HR  
IS KNOWING HOW  
TO SPOT REALLY  
GOOD INTERVIEW  
TECHNIQUES”**

— JILL MILLER, CIPD



GETTY

# ASKING THE RIGHT QUESTIONS

**GOOD INTERVIEW TECHNIQUE IS NOT JUST THE CANDIDATE'S RESPONSIBILITY: MANAGERS ALSO NEED TO HONE THEIR SKILLS IN ORDER TO SECURE THE BEST PERSON FOR THE JOB**

**ACQUIRING TALENT CONTINUES** to rank highly on the list of concerns that keep CEOs awake at night. Organisations have to invest heavily in sourcing, attracting and hiring high-calibre people, particularly when it comes to niche or senior roles. Although recruiters are innovating in response to technological advances and trends, the face-to-face interview remains a key part of the process.

The *CIPD/Hays Resourcing and Talent Planning 2015 Survey* confirms that interviewing is still the most common method of candidate selection – and becoming more popular still. A total of 83 per cent of the organisations responding to this year's survey said they used interviews to select applicants, whereas just 68 per cent relied on it in 2009.

Clearly, employers see interviews as a crucial hiring tool. Conducted fairly and thoroughly, they are an effective and efficient means of gathering relevant information upon which to make a sound decision. But is there an assumption that it's only the candidate who has to do all the hard work and preparation? Given the reliance placed on interviews to pull in talent, what effort is made on the employers' part to ensure managers are consistent and competent in their technique?

In any organisation there will be pockets of good practice, says Dr Jill Miller, Research Adviser, HR Practice Development, at the UK's **Chartered Institute of Personnel and Development** (CIPD). "Some will be very experienced at interviews, and others will need development and support. The key for HR is knowing how to spot really good interview techniques and making sure these are spread across the organisation."

She adds: "It is important that employers invest in training for all those in managerial positions, to ensure there is consistency across the board. You can't expect them to just know this stuff. There needs to be clarity



around what managers are recruiting for and the core issues that suit the organisation, across a range of roles. For many employers this will be values and culture, research shows."

Tailored support for managers with new interviewing responsibilities can be of benefit, Miller explains, as can the presence of an experienced manager alongside those carrying out their first interview.

## GETTING IT WRONG

Successful companies are all too aware of the value that can be lost through poor interview technique as a result of inexperience or lack of skill. Most obvious is the failure to secure the right candidates. However, there are potentially wider consequences for an employer's reputation in the recruitment marketplace.

Ineptly handled interviews can send out a damaging message about the employer and what it's like to work ►

- ▶ there, deterring talent from applying for jobs there in future. On the other hand, a competent and objective recruitment process can be so powerful that even unsuccessful candidates recommend the organisation to others, boosting the employer's brand and reputation.

Howard Sloane, Group HR Director of **Peel Ports**, explains that incompetent interview habits can have a detrimental impact on internal culture, too.

"The interview is not just a chat," he says. "You can't really put a figure on the true loss of value from a bad resourcing process, because it includes the direct cost of a hire and then that of a re-hire if the first candidate isn't suitable. If the interview was discriminatory, there could be the cost of an employment tribunal. It also affects morale in the team if the right person isn't recruited, so absenteeism can go up and grievances mount. Crucially, if you don't get the interview right, you are losing out on great candidates. There is nothing worse than that."

### COUNTING THE COST

One figure that is easy to pin down is the steep initial cost of hire. The *Resourcing and Talent Planning Survey* reveals that the median average cost of hiring an employee in the UK is £2,000. That rises to £7,250 for a senior manager.

Putting in place rigorous procedures can minimise cost and prevent the pitfalls of a bad process, Sloane adds. At Peel Ports, managers are consistently trained in areas such as diversity and inclusion, performance management and the value of personality testing, profiling and aptitude testing. There is an emphasis on observational techniques and communication, to support managers with technical or analytical strengths.

Sloane explains: "It's crucial to build a rapport in an interview. It's the hiring manager's opportunity to do this as much as the candidate's, much like the beginning of any relationship. So managers must be equipped with soft skills that will help candidates break down any barriers, including knowing how to put them at ease and engaging in active listening. This will help get the best out of them."

HR involvement in interviews is vital, Sloane stresses, because they have more in-depth training and can support managers. For example, HR professionals are often trained to be alert to language as a means of assessing a candidate's fit in terms of values or culture. Words such as 'our' and 'we' can signal that the person is a team player, Sloane says. "An HR professional will pick up on those and can then advise managers accordingly."

Like many organisations, **Network Rail** deploys a range of methods for selecting candidates, one of which is competency-based interviews. Group HR

Director Ian Iceton says all managers are required to undergo training before they can take part. "This ensures consistency, so that interviews are structured and fair, and that all managers know what they are looking for in a candidate," he says. "We don't offer scripts because that would be too mechanical, but we do have a framework that would include, for example, introductory questions to get the candidate warmed up. Managers can choose from a set of questions that best suit the role they are recruiting for."

Training is online or face-to-face, depending on the manager's experience. Iceton adds: "We always encourage at least two people to be involved in the interview process so it's as consistent and fair as possible and biases are kept in check."

He concludes that leading organisations do recognise the importance of ensuring a consistent approach to interviews because it can be a source of differentiation. "Professional organisations will put the time behind it because of the steep consequences of getting it wrong, on both the individual and the company," Iceton says. ■

### INSIGHT

## SUCCESSFUL INTERVIEWING

Not all interviewers are recruitment specialists. These basic guidelines will help the process go smoothly.

- **Make it human.** Avoid scripts, which are likely to make for a stilted and unnatural interview and don't allow a manager to explore areas of real interest. A list of guiding questions (no more than one side of A4) to steer managers will help prevent the process becoming a cumbersome, form-filling exercise.
- **Prepare.** Think about the competencies most relevant to the role and the questions that will be most valuable to ask so that you can benchmark candidates against one another.
- **Get the best out of the candidate.** The interview is an opportunity to find out about the other person, so don't be greedy with time and talk too much. Put the candidate at ease by giving them enough time to answer and be an active listener. Focus on building rapport.
- **Meet legal requirements.** Adhering to your company's own robust HR policies should help you navigate the legal pitfalls that may open you up to accusations of discrimination.
- **Enjoy it.** This process gives you an insight into someone else's world and the opportunity to make a positive difference to their life.

# TOO BIG TO FAIL



**AFTER THE STALL CAUSED BY THE GREAT RECESSION, THE JUGGERNAUT THAT IS THE US ECONOMY IS ON THE MOVE AGAIN – AND IT'S PICKING UP SPEED**

**IT'S BACK TO BUSINESS** as usual in the US employment market. The world's largest economy has bounced back from the Great Recession almost as if it had never happened: unemployment is way down, government policy is in place to keep the economy growing and there is a general feeling of optimism within the business community, which whets the appetite for investment and thus leads to further growth.

The North American staffing market (the USA and Canada) is already the world's largest by far, according to Dan Rodriguez, CEO, **Veredus**, a Hays company. "From a staffing standpoint, the US has 35 per cent of the world market," he says. "The market has got incrementally better over the past five years; there have been peaks and valleys but the overall trend has been one of improvement, and currently, unemployment is at its lowest since the Great Recession. We

have many job orders, intense demand for candidates and a challenge finding them."

The *Hays Global Skills Index 2015* found that this skills shortage could begin to affect growth as the talent mismatch widens. John Faraguna, President of Hays North America, explains: "The unemployment rate in the US has dropped faster than economists predicted at the beginning of 2014 and all jobs lost in the recession have been recovered. However, there is no consensus on how much slack still exists in the labour pool and, therefore, how soon wages will rise. While we are not seeing significant wage inflation on average across senior levels, there is still a shortage of highly skilled workers who can demand a premium to switch jobs."

Particularly in the IT sector, skilled individuals are able to command a wage premium, says Kim Henderson, SVP Global Sales Integration at Veredus, ▶

▶ a Hays company. “It’s currently a candidate-driven market. Demand has been high for the past several years and is getting higher. We’re seeing bidding wars, particularly in finance and IT. We’ve had to get creative in how we attract candidates and identify talent – we have a presence at trade fairs, and a strong profile on social media. But ultimately, to stand out from other companies, our clients have had to adjust salaries upwards and improve the perks and working conditions they offer.”

Rodriguez agrees with this assessment: “In the technology space, we are near to full employment. The whole sector is strong, but there is particular demand in cloud-based computing, mobile device development, social networking sites and data security – those are all hot areas.”

Skills shortages are also of paramount concern in the oil and gas sector, in which 30 per cent of employers report difficulties with recruitment. Employees in the sector are more likely to relocate to another country in search of better opportunities, with 91 per cent willing to consider an international move.

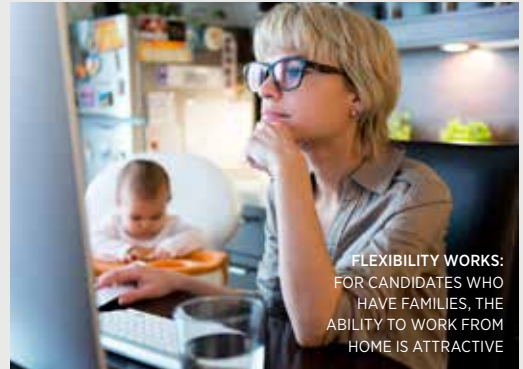
## “CLIENTS HAVE HAD TO ADJUST SALARIES UPWARDS AND IMPROVE THE PERKS THEY OFFER”

— KIM HENDERSON, VEREDUS, A HAYS COMPANY

“The oil and gas sector has been impacted by a drop in demand and increased supply, so we are seeing a slowdown in the job market, even within the IT sphere,” Rodriguez says.

The *Workforce Shortage Report*, issued by the **Associated General Contractors of America**, found that employers in the construction sector are also experiencing hiring difficulties. The industry is growing: developments are being approved and opening up opportunities for experienced managers. But 83 per cent of respondents said that they are experiencing difficulties attracting skilled workers, and 40 per cent have turned to external recruitment firms to help them attract candidates.

Jordan Milewicz is CEO of **Akelius** US. The international property company launched in the



US earlier in 2015 and is still building its reputation in the country. “It’s becoming harder and harder to get good professionals in our industry,” he says. “You can increase salaries, but that’s a short-term solution. Therefore, we’ve implemented education programmes to help us recruit and retain staff. For people coming directly out of university, we offer what we call our Braineer programme to eight people every year. Over two years, they have the opportunity to work in different countries, spending eight months abroad learning about different areas of the business such as asset management and customer service, and eventually settling in the specialism where they are most comfortable.”

### BUILDING A TEAM

Akelius also offers a two-year MBA programme, which takes place over four stages in four different countries: the US, Canada, Germany and Sweden. People on the programme learn from one another and also from external experts, including Dale Carnegie presentation trainers.

“It’s an opportunity to learn and also to build a network among their colleagues,” Milewicz says. “We believe in training and educating people well enough for them to be able to leave us and move on – but we treat them well enough to make them want to stay. People who are well educated can take on more tasks, increase their responsibility and have ownership of their work. This makes their job more fun as well as helping them to progress more quickly. For procurement, we use recruitment companies. Because we are relatively new in the US, we know we can rely on the reputation Hays already has in the market.”

Akelius is not the only employer looking for more creative ways of attracting talent. “Money

is important, but there are other considerations,” says Hays’ Kim Henderson. “A job that requires you to be at your desk every day from 8am until 6pm is less attractive to many candidates, especially once they have a family. People may be willing to sacrifice some pay in return for more time off or the ability to work from home. Some employers offer training; others are offering more annual leave – 15 or even 20 days for new starters – in the hope that an improved work/life balance will attract candidates. And the job itself has to appeal to candidates – is the work engaging, are there opportunities within the business, does it advance the person’s career path?”

### CREATIVE RECRUITING

Rodriguez believes that making potential candidates aware of opportunities in their sector is key.

“We need to get out, reach out and touch more candidates, to make them aware that we have vacancies and that things are positive. We need to engage with candidates who aren’t necessarily looking to make a move but who could improve their situation. By working on our relationships with candidates, we can move them from passive to active,” he says.

Cassandra Pratt, Director of Talent at **Travelclick**, which develops cloud-based solutions for the hospitality industry, agrees that recruiters have had to modify their approach in recent years. “As the

market has become tighter, we’ve had to change the way we look for people. We accept that if someone ticks two out of four boxes, they can be trained and learn the other skills they need. And we look for people with potential. But we’ve also become more competitive and learned to move quickly – many candidates are fielding two or three offers at once. To make sure they choose ours, we sell the experience of working here. We invite them to come and meet the team and the CIO on Skype, if not face-to-face. That interaction and the sense that we offer an open-door policy really gets people excited.”

Pratt believes that as technology that is critical today falls out of use and new, more niche products become important, the market will grow even tighter. One solution, she says, lies in the government relaxing its position on visas. “The market for H-1B visas, which allow students to remain in the country longer-term after graduating, is incredibly challenging. It’s a lottery – we sponsor people, but because there’s a limit to the number of visas that can be issued, many miss out. If we opened that up, we would gain access to a huge talent pool.”

Despite these challenges, the overall mood in the US remains positive. “People are cautiously optimistic,” Rodriguez says. “There is still some choppiness and underemployment; looking ahead, I’m expecting to see three to five years of broken-field running, with frequent changes occurring in the market. The economy is resilient, but we may encounter threats such as natural disasters that can’t be predicted and impact the world economy. However, I believe optimism will continue to drive investment and hiring, and optimism in business benefits us. We’re in for a good run.”

A good run for business means a good run for candidates, too. As Henderson says: “The market is much more robust than it was back in 2009. We’re seeing very few highly skilled candidates who aren’t already employed.” ■

### THE NUMBERS

**\$142bn**

US STAFFING REVENUE IN 2015

**92%**

OF JOBSEEKERS IN THE US OIL AND GAS MARKET CONSIDER THE REPUTATION OF THEIR PROSPECTIVE EMPLOYER TO BE A CRUCIAL FACTOR IN THEIR DECISION-MAKING

**60%**

OF RECRUITERS IN IT REPORT DIFFICULTIES IN FILLING VACANCIES

**TRAINING PAYS:**  
IN A TIGHT MARKET,  
MANY EMPLOYERS ARE  
OFFERING TRAINING AS  
A PERK OF THE JOB



### FOR MORE INFORMATION

To read more about Hays in the US, visit [hays-us.com](http://hays-us.com)



# THE FRUITS OF KNOWLEDGE

ORGANISATIONS ARE DEVELOPING INNOVATIVE STRATEGIES FOR ACCUMULATING, STORING AND SHARING KNOWLEDGE INTERNALLY

**MICROSOFT FOUNDER BILL GATES** is said to have sent employees a weekly email entitled “The mistakes I have made this week”. His aim wasn’t to make them feel better about themselves or to provide them with a laugh – it was to show that getting things wrong was a key part of the learning process, and to ensure they did not make the same mistakes again.

Whichever sector a business operates in, sharing the fruits of experience can add commercial value. Recording, curating and sharing knowledge is vital for the sustainability of a business and its ability to maintain a competitive edge. Increasingly sophisticated technology means we can acquire, share and diffuse knowledge faster than ever before. With the right tools, employees can have the answers to their questions at their fingertips, and colleagues in different parts of the world can learn from one another in real time.

Dr Mark Loon, Senior Lecturer in organisational behaviour and human resource management at the **University of Worcester**, explains: “The internet has radically changed the way we learn and gain useful knowledge. It not only connects us to a wealth of information, but also to people who may have the information or knowledge that we require,” he says.

This has certainly been the case at global engineering company **Laing O’Rourke**. The creation of a new role of Knowledge Manager at the company demonstrates just how important this issue has become. Stephen Hinds, who has been the company’s Knowledge Manager for around four months, says there has been a drive from the very top to share knowledge more effectively, after a staff engagement survey suggested there was room for improvement in this area.

“If we’re not sharing knowledge effectively, we could be solving the same problem again and again,” he explains. The result is online knowledge-sharing platform iKNOW, which Hinds likens to “a Wikipedia site for capturing and sharing our knowledge, lessons learned and key product and project experiences”. The volume of content on iKNOW is growing, and the aim is to have 1,000 pages uploaded by March 2017.

## SEARCHING FOR KNOWLEDGE

Employees looking for material specific to projects they are working on use the search engine on iKNOW. Information can be accessed in a number of other ways too: by sector, by topic, or by who oversaw it. Each entry has a list of key contacts so that staff can pick up

the phone and talk to an expert on a subject in more detail. This has helped to connect colleagues working on similar projects or solving similar issues across Laing O'Rourke's Europe and Australia hubs.

While iKNOW has been received positively, it's early days in terms of usage, so all employees have been requested to upload some relevant content. Any staff member can create or amend an entry and all articles are approved by a project leader, or another expert in the subject matter, to ensure accuracy. At the same time, managers push the career benefits of being seen as an expert in your field. Many colleagues have been eager for the opportunity to share their knowledge effectively so they can have a positive influence on how the wider business operates. There are also potential ideas for recognising top contributors, for example by having a 'page of the month' or lists of most viewed content.

As a project-driven business, sharing and curating this knowledge has a hugely positive business impact for Laing O'Rourke, according to Hinds. "It ensures that the bank of knowledge that's gone into projects doesn't get lost," he says. "Otherwise, people can finish one project and move on to another and you can potentially lose that vital information. Also, when people leave the business or retire, that knowledge is still there."

In addition, employees use the internal network Yammer to share information or ask questions about projects.

Employees being able to access specific or 'explicit' knowledge like this is just one aspect of the knowledge management challenge.

So how do we capture the value of experience, or the 'tacit knowledge' people have? "When people leave organisations, tacit knowledge can be lost," says Loon. "Organisations that realise this have a number of interventions in place to ensure that much of the wisdom gained over the years is not lost. Curation can only occur if that experience and tacit knowledge can be transformed into explicit knowledge."

## KNOWLEDGE OUTSIDE THE BOX

While it's important to retain knowledge internally, there are also benefits to opening up corporate knowledge outside the four company walls. Experts at Kaspersky Lab share intelligence on security threats with other external experts, including those at competitor companies. "Our global research and analysis team gets together with similar teams in other companies. We work together in the fight against cyber crime, even if we're competitors in the IT security market," says Marina Alekseeva, Chief HR Officer. This openness extends to sharing some of the company's research and insights with consumers via its Securelist website.

At high-end furniture company **Herman Miller**, around 1,300 of the company's 6,000 employees are known as 'water carriers'. They are tasked with mentoring new employees and sharing their experiences to help shape the future of the company. Employees who have worked at the company for 20 years are honoured at a ceremony and their name is inscribed on a statue of a water carrier, which is displayed at the company's US headquarters. The name comes from tribal traditions where the water carrier held a special position as a symbol of sustenance.

Loon adds that similar rituals occur as knowledge-heavy consulting teams complete projects for clients. "In my time in management consulting, it was very common practice for project teams to capture their experience in projects as 'war stories', giving real insights into the ups and downs in the project, and their reflection on why and how they would do things differently, and what they would keep the same."

At IT security company **Kaspersky Lab**, employees possess a wealth of complex knowledge, much of it highly technical. "That's why it's extremely important to keep this knowledge in the company and ensure it is communicated and transferred from experts to other people," explains Marina Alekseeva, Chief HR Officer. The company has been working on empowering internal

experts to share knowledge through a series of initiatives such as 'train the trainer' programmes and improvements to facilitation skills.

The company shares corporate and market information over its intranet and via a weekly email, but Alekseeva says there is much greater value in employees exchanging

knowledge more proactively. "You can't guarantee someone will open the email or look at the intranet if they're busy, because they have their own targets to achieve. So we invite people to discuss things face-to-face or online, through our network of coaches and mentors. A two-way discussion is important."

The way Kaspersky shares knowledge encapsulates a burgeoning trend towards 'social learning' - the idea that employees have nuggets of valuable knowledge to share with peers and that this can be done informally, rather than through the traditional approach of attending a course. This could be as simple as sharing a TED talk in an online discussion group or subject experts hosting 'lunch and learn' sessions for other employees.

Capturing every piece of knowledge within a business may seem like an impossible endeavour, and it probably is. But creating a more open culture, where intelligence is shared rather than hoarded, mistakes are learned from and experience is passed on, can only reap rewards in the long term. ■

**“IT'S EXTREMELY  
IMPORTANT TO KEEP  
KNOWLEDGE IN THE  
COMPANY”**

— MARINA ALEKSEEVA, KASPERSKY LAB

# BREAKING THE RULES

**WITH LASZLO BOCK AS SENIOR VICE PRESIDENT OF PEOPLE OPERATIONS, GOOGLE HAS BEEN VOTED BEST COMPANY TO WORK FOR MORE THAN 30 TIMES AND RECEIVED MORE THAN 100 AWARDS AS A TOP EMPLOYER. WHAT CAN HR PROFESSIONALS LEARN FROM HIS APPROACH?**

**Q** WHAT KEY MESSAGES DOES YOUR BOOK, *WORK RULES!*, SEND TO THE HR INDUSTRY?

We spend more time working than doing anything else – more time than with our loved ones and more time than sleeping – but, for most people, work is still just a means to an end. At **Google**, we've learned that it's important to connect people to a meaningful mission and that if you give people freedom, it drives productivity as well as happiness. Also, we are far worse at making decisions than we think, so we're actually not very good at interviewing. And finally, that you can nudge people to be happier and more productive. For example, when we put the sugary snacks in our New York office's kitchens into opaque containers, employees consumed 3.1 million fewer calories over seven weeks.

**Q** HOW DOES GOOGLE BALANCE CREATIVITY AND STRUCTURE?

There's an element of structure that all our operations need to work well. We also do a lot of science, but that's really a tool, not an end in itself. But creativity is so essential because, at the end of the day, humans are way more complicated than machines and algorithms. We provide a tremendous amount of freedom for people to try new things, and that's absolutely essential.

**Q** WHY DO OTHER COMPANIES STRUGGLE TO DO THE THINGS THE WAY GOOGLE DOES?

Early on, I chose to hire highly analytical people, so we were able to test and prove and demonstrate what works. But there are other companies doing things to make their people happy: **John Lewis** in the UK, **Wegmans** in the US, **Brandix** in Sri Lanka. And most of the things that make people happy don't cost anything. For example, a weekly all-hands meeting where people can ask their leaders anything – that makes people feel like owners instead of employees. Most companies don't do that, but it's free.

So I think the reason most companies end up not doing this stuff is that CEOs don't ask for it. Also, as professionals, we focus too much on policy



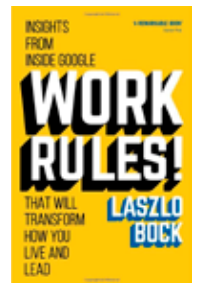
and consistency and not enough on freedom and experimentation. It's important to just say "Yes" to people. We changed the way we cover lesbian, gay, bisexual and transgendered compensation, because in the US, tax is treated differently for married people and gay marriage was not legal. So an employee said, "That's not fair," and we said, "You're right," and started giving people in those situations extra money to offset the tax.

**Q** WHEN IT COMES TO DIVERSITY, WHAT IS THE OVERARCHING DRIVER AT GOOGLE NOW?

One big thing is unconscious bias and diversity. In the privileged strata we occupy as Fortune 500 and global Fortune 1000 companies, we don't see a lot of overt sexism, racism or homophobia, but you do see discrimination, and it's an outcome of people unconsciously being biased against one another. We gravitate to people like ourselves – that's how we've evolved. When you make people aware of this, they pause to reflect before they talk and act, and they behave differently. Also, a lot of discussion on diversity has put the onus on the people who are in the minority to change their behaviour and act a certain way. But the responsibility should be on those in the majority.

**Q** ARE YOU EXPERIENCING A SHORTAGE IN THE IT SKILLS YOU NEED?

If you look at the scale of hiring in the industry and the volume of graduates, it just doesn't match. Specifically, demographically, there aren't enough women, or African Americans, Hispanics and other minority groups. There are just not enough people studying this field to meet the demand over the next ten years. There's also a huge variation in terms of the quality of educational programmes across different countries. There's a lot of need for educational improvement in this space. ■



*WORK RULES! INSIGHTS FROM INSIDE GOOGLE THAT WILL TRANSFORM HOW YOU LIVE AND LEAD BY LASZLO BOCK WAS PUBLISHED IN APRIL 2015 BY JOHN MURRAY*

# THE BREADTH OF HAYS' EXPERTISE WORLDWIDE

LISTED BELOW ARE THE MAIN OFFICES FOR EACH OF OUR COUNTRIES OF OPERATION. TO FIND YOUR LOCAL OFFICE, PLEASE VISIT HAYSPLC.COM

**Australia**

T: +61 (0)2 8226 9600  
F: +61 (0)2 9233 1110  
Level 11, Chifley Tower  
2 Chifley Square  
Sydney NSW 2000  
info@hays.com.au  
hays.com.au

**Austria**

T: +43 1 535 34 43 0  
F: +43 1 535 34 43 299  
Europaplatz 3/5  
1150 Vienna  
info@hays.at  
hays.at

**Belgium**

T: +32 (0)56 653600  
F: +32 (0)56 228761  
Harelbeeksestraat 81  
B-8520 Kurne  
info@hays.be  
hays.be

**Brazil**

T: +55 11 3046 9800  
F: +55 11 3046 9820  
Rua Pequetita  
215 - 13º andar  
Sao Paulo, SP  
04552-060  
comunicacao@hays.com  
hays.com.br

**Canada**

T: +1 416 367 4297  
F: +1 416 203 1923  
6 Adelaide Street East  
Suite 600, Toronto, Ontario  
M5C 1H6  
recruit@hays.com  
hays.ca

**Chile**

T: +56 (2) 2 2449 1340  
F: +56 (2) 2 2449 1340  
Cerro El Plomo 5630  
Of. 1701  
PO 7560742, Las Condes  
Santiago  
chile@hays.cl  
hays.cl

**China**

T: +86 (0)21 2322 9600  
F: +86 (0)21 5382 4947  
Unit 3001  
Wheelock Square

**Colombia**

No. 1717  
West Nan Jing Road  
Shanghai 200040  
shanghai@hays.cn  
hays.cn  
  
T: +57 (1) 742 25 02  
F: +57 (1) 742 00 28  
Paralelo 108  
Autopista Norte # 108-27  
Torre 2 - Oficina 1105  
Bogotá D.C.  
colombia@hays.com.co  
hays.com.co

**Czech Republic**

T: +420 225 001 711  
F: +420 225 001 723  
Olivova 4/2096  
110 00 Praha 1  
prague@hays.cz  
hays.cz

**Denmark**

T: +45 33 38 32 00  
F: +45 33 38 32 99  
Kongens Nytorv 8  
DK-1050 København K  
info@hays.dk  
hays.dk

**France**

T: +33 (0)1 42 99 16 99  
F: +33 (0)1 42 99 16 93  
Building Gaveau  
11, avenue Delcassé  
75008 Paris  
paris@hays.fr  
hays.fr

**Germany**

T: +49 (0)621 1788 0  
F: +49 (0)621 1788 1299  
Willy-Brandt-Platz 1-3  
68161 Mannheim  
info@hays.de  
hays.de

**Hong Kong**

T: +852 2521 8884  
F: +852 2521 8499  
Unit 5803-07, 58th Floor  
The Center  
99 Queen's Road Central  
hongkong@hays.com.hk  
hays.com.hk

**Hungary**

T: +36 1 501 2400  
F: +36 1 501 2402  
Bank Center  
1054 Budapest  
Szabadság tér 7.  
Gránit torony 10. emelet  
hungary@hays.hu  
hays.hu

**India**

T: +91 124 475 2500  
11th Floor, Building 9b  
DLF Cyber City  
Gurgaon 122002  
hays.com

**Ireland**

T: +353 (0)1 897 2481  
F: +353 (0)1 670 4738  
2 Dawson Street  
Dublin 2  
info@hays.ie  
hays.ie

**Italy**

T: +39 (0)2 888 931  
F: +39 (0)2 888 93 41  
2 Dawson Street  
Dublin 2  
info@hays.ie  
hays.ie

**Japan**

Tel: +81-3-3560-1188  
Fax: +81-3-3560-1189  
Izumi Garden Tower 28F  
1-6-1 Roppongi, Minato-ku,  
Tokyo 106-6028 Japan  
info@hays.co.jp  
hays.co.jp

**Luxembourg**

T: +352 268 654  
F: +352 268 654 10  
65, Avenue de la Gare  
L-1611 Luxembourg  
luxembourg@hays.com  
hays.lu

**Malaysia**

T: +603 2786 8600  
F: +603 2786 8601  
Level 23  
Menara 3 Petronas  
KLCC 50088  
Kuala Lumpur  
kualalumpur@hays.com.my  
hays.com.my

**Mexico**

T: +52 (55) 5249 2500  
F: +52 (55) 5202 7607  
Torre Óptima 1  
Paseo de las Palmas 405  
Piso 10  
Col. Lomas de Chapultepec  
C.P. 11000, México D.F.  
mexico@hays.com.mx  
hays.com.mx

**The Netherlands**

T: +31 (0)20 3630 310  
F: +31 (0)20 3630 316  
H.J.E. Wenckebachweg 210  
1096 AS Amsterdam  
marcom@hays.com  
hays.nl

**New Zealand**

T: +64 (0)9 377 4774  
F: +64 (0)9 377 5855  
Level 12, PWC Tower  
188 Quay Street  
Auckland 1010  
info@hays.net.nz  
hays.net.nz

**Poland**

T: +48 (0)22 584 56 50  
F: +48 (0)22 584 56 51  
Ul. Złota 59  
00-120 Warszawa  
info@hays.pl  
hays.pl

**Portugal**

T: +351 21 782 6560  
F: +351 21 782 6566  
Avenida da República  
90 - 1º  
Fracção 4, 1600-206  
Lisboa  
lisboa@hays.pt  
hays.pt

**Russia**

T: +7 495 228 2208  
F: +7 495 228 2500  
Citydel Business Center  
9, Zemlyanoy Val  
105 064 Moscow  
moscow@hays.ru  
hays.ru

**Singapore**

T: +65 (0) 6223 4535  
F: +65 (0) 6223 6235  
80 Raffles Place  
#27-20 UOB Plaza 2

Singapore 048624  
singapore@hays.com.sg  
hays.com.sg

**Spain**

T: +34 91 456 69 98  
F: +34 91 443 0770  
Plaza de Colón 2  
Torre 2, Planta 3  
28046 Madrid  
madrid@hays.es  
hays.es

**Sweden**

T: +46 (0)8 588 043 00  
F: +46 (0)8 588 043 99  
Stureplan 4C  
11435 Stockholm  
stockholm@hays.com  
hays.se

**Switzerland**

T: +41 (0)44 2255 000  
F: +41 (0)44 2255 299  
Nüscherstr. 32  
8001 Zürich  
info@hays.ch  
hays.ch

**United Arab Emirates**

T: +971 (0)4 559 5800  
F: +971 (0)4 368 6794  
Block 19, 1st Floor  
Office F-02  
Knowledge Village  
P.O. Box 500340, Dubai  
clientmiddleeast@hays.com  
hays.ae

**United Kingdom**

T: +44 (0)20 3465 0021  
4th Floor  
107 Cheapside  
London  
EC2V 6DB  
customerservice@hays.com  
hays.co.uk

**USA**

T: +1 (212) 548 4500  
F: +1 (212) 967 0785  
555 Eighth Avenue,  
New York, Suite 2301  
New York, NY, 10018-4378  
recruit-us@hays.com  
hays-us.com

# LABOUR MARKETS IN A WORLD OF CONTINUOUS CHANGE

**The Hays Global Skills Index 2015 – no analysis of economies is complete without this assessment of the global labour market**

The global economy is generally in better health today than it has been for many years but there are still worrying signs of the lasting impact of the financial crisis. In particular, the global skills shortage shows no sign of easing as labour markets are still under significant strain in a world of continuous change. So what can governments, education authorities and businesses do to help shape the talent pipeline of tomorrow?

Find out more in the Hays Global Skills Index 2015, which highlights the factors impacting the labour markets of 31 countries around the world and provides insight into the complex dynamics of the global skills landscape.

**To view it online or to request a copy,  
visit [hays-index.com](http://hays-index.com)**



**[hays-index.com](http://hays-index.com)**