

HAYS JOURNAL

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GLOBAL INSIGHT FOR EXPERTS
IN THE WORLD OF WORK



BEING HUMAN

HOW AUTOMATION COULD MEAN NEW OPPORTUNITIES

SMARTER CITIES: CAN TECHNOLOGY IMPROVE PRODUCTIVITY?

DIVERSITY OF THOUGHT: BOOST THE BOTTOM LINE WITH AN INCLUSIVE WORKFORCE

GROWING PAINS: CAN EXPANDING START-UPS HOLD ON TO THEIR CULTURE?

NEXT GENERATION COMPLIANCE: INCREASED REGULATION HITS HIRING

HAYS JOURNAL



IT SEEMS THAT every day new stories emerge on the threat automation poses to jobs. The rise of the machines in the workplace has undoubtedly begun, and while the dissolution of some roles may have been on the cards for some time, now even lawyers and doctors can see parts of their work taken on by robots. But with new technology also comes opportunity. Our article on page 10 explores why it's important to remember the power of the human touch.

And it is not just professions that are facing transformation thanks to new technologies. The cities in which organisations are based are evolving too. Hyper-fast broadband, intelligent buildings and smart infrastructure can all be used to benefit businesses. On page 34, we look at some of the locations offering top technology and the firms putting it to good use.

While it continues to evolve at a rate of knots, the talent needed to satisfy the advances in technology is so far falling short. Businesses that need staff with science, technology, engineering and mathematics (STEM) skills are struggling to find the people they so desperately need. Could earlier attraction to these industries be the answer? Some organisations are now working with primary school-aged children, in the hope of instilling an interest in STEM subjects much earlier. Our article on page 39 looks at some of the schemes being offered.

A limited talent pool is not the only area of recruitment that is challenging businesses in these sectors. Many are finding it difficult to attract a diverse range of candidates. Yet even if they manage to solve this problem, simply having an inclusive and varied workforce is not enough. Organisations must also empower staff to use the different skills, experiences and knowledge they possess. On page 18, we consider how businesses can boost their bottom line by utilising the diversity of thought on offer.

The banking industry has long struggled to improve representation of women and minorities. Progress is being made, but since the financial crisis a new challenge has also emerged. New legislation and increasing regulation have led to a veritable minefield of compliance. On page 42 we explore how looking in new talent pools could be the answer.

Changing function is nothing new to Gina Qiao, Senior Vice President of Human Resources at Chinese multinational technology firm Lenovo. Joining the company as a secretary in 1990, she has progressed through roles in marketing and sales in addition to a variety of HR positions. She discusses her non-linear career on page 26.

ALISTAIR COX, CEO, HAYS

HAYS Recruiting experts worldwide

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TOP STORIES

What's changing in the world of work?

PICTURES OF PLANTS ARE ENOUGH TO MAKE EMPLOYEES FEEL CALMER

MANY STAFF KEEP a pot plant in the office to improve their feeling of wellbeing, yet a new study has found simply having a picture of greenery could be enough to lower stress levels.

The study, published in the *Journal of Environmental Research and Public Health*, found that even images of sparse vegetation lowered stress levels and heart rates.

Researchers from **VU University Medical Center** in the Netherlands used a group of 46 students and compared how they reacted to induced stress before and after looking at images of plants, or of urban landscapes.

"This study indicates that five minutes of viewing urban green space can support recovery from stress as shown in enhanced parasympathetic activity," the report concluded.

"These findings strengthen and deepen the growing evidence base for health benefits of green space in the living environment."



"FIVE MINUTES OF VIEWING URBAN GREEN SPACE CAN SUPPORT RECOVERY FROM STRESS"

UK BUSINESSES FAIL TO MEET STAFF CAREER PROGRESSION HOPES

A THIRD OF UK workers say their career progression has so far failed to meet their expectations, according to the **Chartered Institute of Personnel and Development's** (CIPD) employee outlook survey; *Focus on Skills and Careers*.

The report found that of those whose careers have not lived up to their hopes, over a quarter (26 per cent) identified poor-quality career advice and guidance at school as a key factor to blame, with 29 per cent saying they are in the wrong career so cannot show their strengths or potential. The most common workplace factor behind career disappointment is poor line management, cited by four in ten (39 per cent) employees whose career has failed to meet expectations, followed by a lack of effective training programmes (34 per cent) and negative office politics (34 per cent).

Ben Willmott, Head of Public Policy at the CIPD, commented: "Poor careers advice and guidance is holding back too many people at the start of their working lives and contributing to the increasing gap between the jobs that people end up in versus the skills that they have. This skills mismatch undermines job satisfaction, employee engagement and ultimately productivity."



"For many, this problem is then compounded when they do enter the labour market by poor line management and a lack of effective training, meaning their skills are often left unidentified and under-developed. Good line managers coach and develop people, and identify and help build on their strengths so they can reach their potential."

26%
SAY POOR ADVICE HAS AFFECTED CAREER PROGRESSION

THINGS YOU SHOULD KNOW...

UBER LAUNCHES CODING GAME TO RECRUIT PROGRAMMERS

Taxi app business **Uber** has launched a new game to scout for potential new talent to join the firm.

Users can access a series of 'Code on the Road' challenges if riding in areas with a heavy technology talent presence.

They will be given three coding problems, each with a 60-second countdown. Users will then be scored based on their answers and the time it takes them to respond.

If they score highly enough, the app will offer to send more information on jobs at Uber.

A company spokesperson said: "We are always looking for new ways to reach potential candidates."



£15.4 million

AMOUNT SPENT BY CHINESE BEAUTY FIRM AURANCE GROUP TO TAKE 6,000 EMPLOYEES ON HOLIDAY

BANKS SHOULD LINK BONUSES TO DIVERSITY

Bonuses for banking executives should be explicitly tied to diversity targets, according to a new report.

The study of the UK financial services sector, led by **Virgin Money** CEO Jayne-Anne Gadhia, showed that in 2015, women made up only 14 per cent of Executive Committees.

Gadhia explained: "Too few women get to the top and this is not just about childcare. Women are leaving because the culture isn't right. It's very encouraging that a number of major financial services companies have already agreed to implement our recommendations."

"As a result, the issue will now be addressed in a way the City recognises. Make it public, measure it and report on it. What gets published gets done."



"I DON'T LOOK AT WORK AS WORK AND PLAY AS PLAY; TO ME THEY ARE THE SAME THING"

RICHARD BRANSON, FOUNDER, VIRGIN GROUP, SPEAKS ABOUT WORK-LIFE BALANCE

GETTY IMAGES

53% OF AUSTRALIA'S IT TALENT COMING FROM OUTSIDE SECTOR

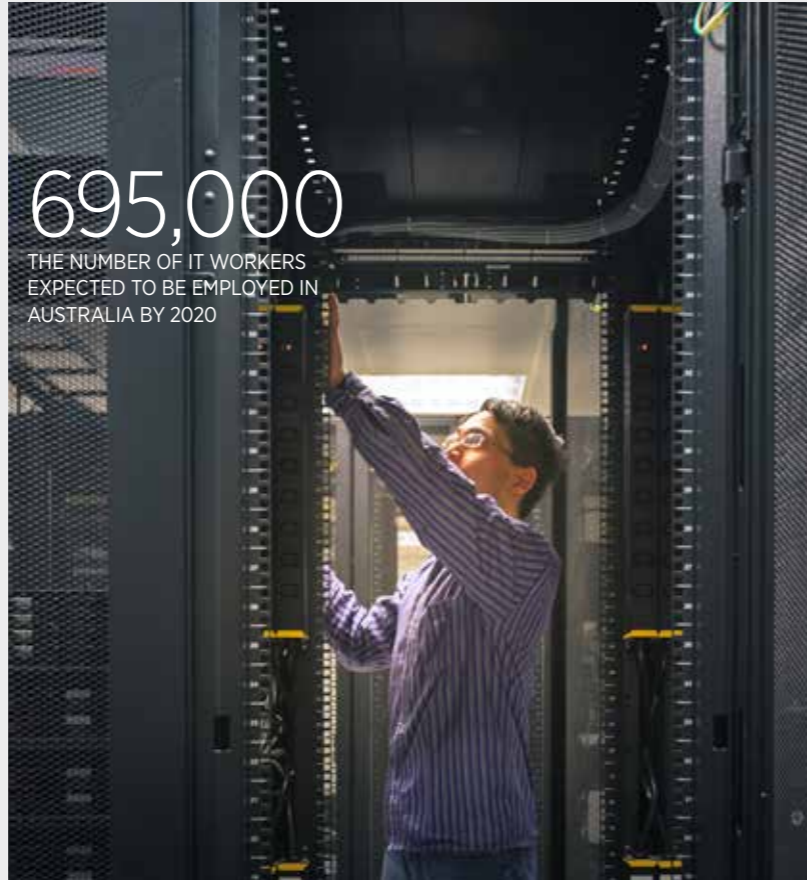
AUSTRALIA IS NOW recruiting more than half of its IT professionals from outside the technology sector, new research indicates.

The report, published by **Deloitte Access Economics**, the **Australian Computer Society (ASC)** and **LinkedIn**, found that of 628,000 IT workers in the country, 53 per cent were coming from other industries including professional services, public administration and financial services.

ACS president Anthony Wong said: "A clear message from the report is that our economy now needs IT specialists with creativity, entrepreneurship and strategic business skills whilst non-IT workers increasingly require a base level of digital competency."

The country is also seeing a shift in the skills needed in the sector, with non-technical areas of expertise, such as project management and leadership, now making up six of the top ten required by firms.

Strong growth is forecast in the digital economy, estimated to hit AUD139 billion by 2020, an increase of 75 per cent since 2014. IT employment is predicted to grow at two per cent annually, to 695,000 workers by 2020.



STANDING DESK HEALTH IMPROVEMENTS LACK EVIDENCE

STANDING DESKS HAVE become something of a trend in recent years. The improvements to posture as well as blood circulation have long been lauded by upright aficionados. However, a new review of studies suggests the benefits of businesses providing them are still very much unproven.

The **Cochrane Database of Systematic Reviews** analysed 20 studies, containing data from a total of 2,174 participants

and found that workplace interventions, such as sit-stand desks, have not yet been shown to significantly prevent or reverse the harm of sitting for hours.

In fact, not even treadmill or pedalling desks have been demonstrated to greatly impact the number of calories burned by staff.

Nine studies evaluated physical changes in the workplace (such as the introduction of sit-stand desks), four

looked at changes in workplace policy (such as the instigation of walking breaks), seven evaluated information and counselling interventions and one looked at a combination of physical changes and information provision.

The report found that while there is some evidence that sit-stand desks can decrease workplace sitting by up to two hours per day in the short and medium term, the data is low- to very-low-quality. Furthermore, it added that the benefits were unproven over a longer timeline.

"There is no evidence on the effects in the long term. There were no considerable or inconsistent effects of other interventions such as changing work organisation or information and counselling," it concluded.

"There is a need for cluster-randomised trials with a sufficient sample size and long-term follow up to determine the effectiveness of different types of interventions to reduce objectively measured sitting time at work."

"TAKING THE TIME TO RECOGNISE, UNDERSTAND AND APPRECIATE WHAT THE PEOPLE AROUND YOU HAVE TO SAY WILL MEAN THE DIFFERENCE BETWEEN SUCCESS AND FAILURE"

MEG WHITMAN, CEO, HEWLETT PACKARD ENTERPRISE, DISCUSSES THE IMPORTANCE OF LISTENING



PARENTAL MISCONCEPTIONS HARMING APPRENTICESHIPS

PARENTS LACKING KNOWLEDGE

of apprenticeships could be acting as a barrier to students considering them as an option.

The **Barclays** Apprenticeships study of 1,000 university students found that 42 per cent said their parents were their key influencer when making decisions on further education and work.

Yet of the 1,000 parents also surveyed, only eight per cent were confident in their knowledge of apprenticeships, while 65 per cent believed university was the best option for their child.

8%

OF PARENTS WERE CONFIDENT IN THEIR KNOWLEDGE OF APPRENTICESHIPS

Mike Thompson, Head of Apprenticeships at Barclays, said: "Apprenticeships are continually evolving and there is a need for re-education on the benefits they offer – to people of all ages and experience."



US FALLS BEHIND EUROPE FOR EMPLOYEE BENEFITS

THE US IS falling behind Europe for benefits offered to employees according to a study from **Glassdoor Economic Research**.

Ranked against 14 European countries, the US was rated the least generous nation for sick pay, annual leave, public holidays, paternity-related entitlements and maternity-related entitlements.

Dr Andrew Chamberlain, Glassdoor Chief Economist, said: "Social policy across Europe generally results in far more generous benefits than what is typical in the US. Providing benefits and other workplace entitlements is a complex responsibility for governments and businesses."

LONG OFFICE HOURS MAY INCREASE RISK OF HEART DISEASE

EMPLOYEES PULLING LONG

hours at the office could be increasing the risk of contracting heart disease, a new study suggests.

The findings, published in the March edition of the *Journal of Occupational and Environmental Medicine*, suggest that the chances of full-time workers getting a cardiovascular disease (CVD) increase by one per cent for every additional hour worked a week, over a minimum of ten years.

The long-term study of 1,900 full- and part-time workers found that 43 per cent had been diagnosed with a CVD-related problem such as angina, high blood pressure or coronary heart disease.

Full-time workers were five per cent more likely to suffer from a CVD illness than part-time staff and those who had been diagnosed worked an average of 1.5 hours a week more than those who did not.

Beginning at 46 hours, increasing work hours were progressively associated with a higher risk of CVD. Compared to people who averaged 45 hours per week for ten years or longer, overall CVD risk was increased by 16 per cent for those who worked 55 hours per week and by 35 per cent for those who worked 60 hours per week.



RISKING HEALTH:
EMPLOYEES WORKING
55 HOURS A WEEK ARE
16 PER CENT MORE AT
RISK OF CVD

“This study provides specific evidence on long work hours and an increase [in] the risk of CVD, thereby providing a foundation for CVD prevention efforts focused on work schedule practices, which may reduce the risk of CVD for millions of working Americans,” said study author Sadie Conway, of the **University of Texas Health Science Center, Houston**.

5%

FULL-TIME WORKERS
WERE FIVE PER CENT
MORE LIKELY TO GET
CARDIOVASCULAR
DISEASE THAN
PART-TIME STAFF



1.8 million

THE NUMBER OF COAL AND STEEL
INDUSTRY JOBS CHINA AIMS TO CUT
OVER THE NEXT THREE YEARS

BIG LAYOFFS IN CHINA

CHINA AIMS TO lay off up to 1.8 million coal and steel industry workers over the next three years, according to sources close to the country's leadership.

Yin Weimin, Minister for Human Resources and Social Security, revealed that 1.3 million coal sector workers could be laid off with a further 500,000 steel sector jobs under threat.

“This involves the resettlement of a total of 1.8 million workers. This task will be very difficult, but we are still very confident,” he said.

The two industries employ around 12 million according to the **National Bureau of Statistics**.



53,800

The number of construction jobs created in California between February 2015 and February 2016. According to the **Associated General Contractors of America**, construction employment increased in 43 states and the District of Columbia.



GALLERY STOCK

BEING HUMAN

WITH INCREASINGLY ADVANCED TECHNOLOGY IN THE WORKPLACE, ARE WE IN DANGER OF LOSING THE HUMAN TOUCH?



EVER SINCE THE days of the Industrial Revolution and the time of the Luddites, humans have strived to find a balance between the benefits of modern machinery and the need – or desire – for human involvement in tasks and production.

The seemingly relentless march of technology, then, is nothing new, but it is undeniably gathering pace. The economist John Maynard Keynes even spotted the issue as far back as the 1930s, talking about the risk of ‘technological unemployment’ as technology outpaced human capability to perform routine manual work. Robots are now common in factories; decisions are made in record time through the use of big data – much of it trawled from social media; tasks that would previously have been performed by humans are now undertaken by software programmes; and the emergence of 3D printing presents the possibility of bypassing shops and manufacturing plants altogether, allowing the fabrication of parts and products at home or in the workplace.

Moshe Vardi, Professor in Computational Engineering at **Rice University** in the US, recently forecast that robots will have taken over most jobs in just 30 years’ time, leading to unemployment rates of 50 per cent. Similarly, a report by **Deloitte** and the **University of Oxford** in the UK warned that 10 million jobs would be lost to computers or robots in the next two decades.

“Certain sectors, such as manufacturing, are more susceptible to automation than others,” says Steve Hearsum, a Development Consultant at **Roffey Park**. “It’s happening already with the advance of self-checkouts in supermarkets, self-check-ins at airports and machines replacing librarians. Next in line are swathes of knowledge workers and professionals (such as engineers, doctors or accountants) who, until now, have seen themselves as safe.

“For example, finance functions are likely to see their numbers reduced as ever more tasks can be taken on by algorithms. HR is not immune either; as workforce demographics change, highly skilled knowledge workers sell their skills to different employers, and supporting functions can be outsourced, they will simply have a lot less to do, so not as many will be needed.”

CHANGING THE GAME

This is already having an impact on jobs, and in some cases, even entire industries. “In the last ten years, technology has enabled organisations to solve problems or deliver products that have resulted in lots of people losing out because you can do more with less,” says Dr Tom Hoyland, a lecturer in Organisational Behaviour and HR at **Hull University Business School**. He gives the example of multinational retailer **Blockbuster**, which had more than 80,000 employees, but was effectively

STRIKING THE RIGHT BALANCE

As one of the world’s leading software businesses, German organisation **SAP** constantly has to adjust its own workforce requirements to ensure it is able to cope with the latest technical developments – and HR plays an important role in making this happen.

“We’re currently going through a huge transition across SAP as we move to the cloud, so having cloud-enabled skills is critical,” says Matthew Jeffery, VP and Head of Global Sourcing and Employment Branding. “That

means the ability to think on your feet, to move fast and to create technology that can be accessed anywhere, at any time.” This doesn’t just impact on the company’s team of developers either; sales staff need to understand the solutions the business offers too, he adds.

Alongside this, however, the business also needs to ensure its staff have the right softer skills. “We need people on the ground who are very personable and have all those traditional skills such as communication, presentation and

trustworthiness,” says Jeffery. “Those skills will never be lost; technology is the enabler, but people still need to be able to create it and help drive it.”

Jeffery has also been able to make good use of technology in his own role, by developing a series of online assessments to help identify graduate recruits. “We now apply this to all our sales graduate hiring, and have found that we are attracting and recruiting graduates from universities that we would never have considered before,” he says.

► replaced – along with others in the sector – by **Netflix**, which employs significantly fewer people. He even believes his own discipline could be affected by the development of a new computer by **MIT**, which is capable of producing academic journals.

Nowhere is this felt more, though, than in manufacturing. Leslie Willcocks is Professor of Technology, Work and Globalisation at the **London School of Economics and Political Science** (LSE), and co-author of *Service Automation: Robots and The Future of Work*. A recent focus for him and his co-researcher, Mary Lacity, has been the use of robotic process automation (RPA), which the two expect to see a significant take-up of in 2016.

“RPA involves configuring software robots to carry out standardised, routine tasks using structured data that, quite frankly, human beings really do not like doing and are not best suited to perform,” he says. “The software is now mature enough to be easily and cheaply adopted, it is non-invasive in that it only addresses the presentation layer of the organisation’s IT system, and it needs no great special technical skill from staff to configure, run and manage.” One business he has come across already uses RPA to run 35 per cent of its back office processes, he adds.

Computer systems have even been applied to professions that many thought unlikely to be automated. **IBM**’s Watson is capable of reading 40 million documents in 15 seconds. It is capable of analysing information extremely quickly to answer questions put to it, even winning US TV game show *Jeopardy*. The platform is now being applied to medical diagnostics with oncologists in America using it to recommend treatments for lung cancer.

Professor Carl Perrin, Director of the **Institute for Advanced Manufacturing and Engineering**, says the real change is in the use of big data and how machines connect together. “It affects the whole supply chain, in terms of customers giving an indication around when they want the product, through to planning and scheduling. This tells the machine what product is coming through, which allows rapid configuration of tooling.

This in turn enables the extraction of data from the manufacturing process itself to understand

“**EVERY PERSON’S JOB IS LIKELY TO BE CHANGED BY AT LEAST 25 PER CENT OVER THE NEXT DECADE**”

— LESLIE WILLCOCKS, LSE

the health of the machine, so we can anticipate when maintenance needs to be done,” he says. “All of those things rely on data and processing, and being able to adapt how we run the business and machines. That’s where the big opportunities are in front of us.”

ADAPTING TO CHANGE

While the advances will mean some roles are no longer necessary, they do offer a fantastic chance to create new or adapted professions. In the face of the growing use of technology, businesses and the world of work are adapting to the evolving environment.

Willcocks points out that studies forecasting huge job cuts tend to overlook the potential for new roles to be created. “Certainly our work suggests every person’s job is likely to be changed by at least 25 per cent over the next decade, as technology increasingly permeates task performance,” he says.

“But the forward-casting studies we have done with corporations suggest that for every 20 jobs lost from the combined impact of technologies such as SMAC (social media, mobile, analytics and cloud), digital fabrication, Internet of Things, big data, knowledge automation and robotics, another 13 will be gained,” he says. Two areas in particular will require significant numbers of people as a direct result of new technology in the fields of big data itself and the regulation that will emerge around it.

Hoyland also predicts that there will be winners, pointing to the emergence of a whole generation of internet companies as an example of how technology can change, rather than destroy, the jobs environment. “It enabled people who didn’t have the



traditional power networks and access to funding to start businesses that have gone on to be incredibly successful,” he says. “So this will create great opportunities for people too.”

TIME TO TRAIN

HR will have an important role to play in helping businesses make this transition. According to Roffey Park’s *Management Agenda 2016* research, 59 per cent of organisations are currently looking to implement new technology, and the challenge is to make sure this is done in a way that works for the business as a whole. “The danger is that new technology is seen as the emperor’s new clothes of 2016 because, without changing the culture and behaviours that exist, it will be merely a fad that fails to have the desired impact,” says Hearsom. “The consistent refrain I hear from digital leaders through to those in HR, learning and development and organisational development is that the challenges of technology, while real in technical terms, are infinitely more complex and demanding when it comes to designing and developing organisations that are fit for purpose in terms of culture and behaviour, not least at senior leadership levels.”

Professor Valérie Claude-Gaudillat, Director of the Institute for Innovation, Design and Entrepreneurship at **Audencia Business School** in France, says HR has a number of roles in ensuring a smooth transition, including empowering workers and developing skills to meet new industry requirements. “This means developing technology- and sector-specific skills, but also more transversal skills, such as communication, critical thinking and creativity,” she says. “Companies should build on the skillsets of their long-term employees by allowing them to keep up with the pace of new technologies.” Mixing teams of older and younger workers to share knowledge can help ensure everyone understands new ways of working, and no one gets left behind, she adds.

In some environments, HR should look to retrain people who may otherwise find their jobs displaced by technology, believes Perrin. “There’s no reason why someone who has been in the business for many years doing a manual job – such as a press operator – couldn’t retrain and be ►



► a robot programmer or work with a robot in the future. As long as people are willing to learn and change, then I'd prefer to retrain our own people and give them the skills to evolve with the business, as opposed to getting in someone who understands robots but doesn't understand manufacturing. There's a lot of risk with that."

TAKING A STEP BACK

Yet there is also some evidence of a pushback. Hoyland points to the experiences of both **IBM** and **Yahoo**, which have sought to scale back from being overly reliant on technology due to fears that some human interaction is being lost. "Technology cannot replicate the chance meeting within the organisation where chit-chat unveils common problems or builds linkages," he says. "Organisations like **Google** and **Facebook** are now creating spaces and environments for people who want to hang out and talk, and the key reason for that is to bring about that cross-fertilisation of ideas, and the important relationships that are built in the workplace itself."

Willcocks also points out that technology cannot replace roles that require human empathy. "Capabilities like empathy, creativity, intuition, judgement, tacit knowing, and the human need for social interaction and peer judgement are not at all easy to replicate in specific contexts," he says. "Humans have a facility to combine any or all of these in ways that machines are unlikely to master. In our own study of service automation, we found plenty of examples where these skills were vital, whether in healthcare, insurance, utilities, service providers or legal services. The challenge for organisations is to take the best elements of both,

combining the processing power of technology with the softer skills and lateral thinking of humans."

"The ideal mix is one that combines the best of both worlds: efficiency and productivity for technology; creativity, problem solving, emotion, complexity management and close relationships with stakeholders for the workforce," says Claude-Gaudillat. "Technology cannot discover new drugs, find adapted answers to complex problems or be creative. The human touch is indispensable to creativity, to solve high-level problems and to manage the unpredictable."

Mark Sear, CTO, EMEA of cloud computing and data storage business **EMC**, agrees. He says while programs like IBM's Watson can sift through vast amounts of data faster than a person ever could, there are areas where a human touch is required. "Ultimately you can't automate emotion. You can attempt to, and you can even get very close, but consider something like the medical profession. It's possible now for a computer to give you almost a better diagnosis than a doctor. But do you want a computer to tell you if you have cancer? That's why you need the human side to that profession. You need to be able to have that interface and break bad news in an empathetic way, or good news in a wonderful way. I think all solutions where automation is possible will still need a human touch."

A MEASURED APPROACH

In manufacturing, there are already signs that the ultimate solution may involve humans working alongside technology, rather than being replaced by it. Perrin gives the example of the Cobot – short for collaborative robot – which is designed to work on assembly lines, complementing work done by people.

"There is a trend now to recognise the benefits of people and robots working together," he says. "So the robot might perform repetitive tasks that are not good for humans to do because of the repetitive strain injury implications, but where there are still some interfaces with humans needed."

Sear says a balanced solution can give better results, utilising technology to improve efficiency while incorporating a human touch to cut errors. He gives the example of staff picking out products for mailing in warehouses. "Warehouses are normally laid out in aisles. A computer will give you a 'pick route' and this will move you down an aisle collecting products, then back, then up, then back, then up. The issue is people get really bored, and if they follow the same route again and again, it becomes more boring still and they make more mistakes. Deliberately changing routes and the layout of the warehouse in a way that encourages workers to stop and have a quick chat, just for one or two minutes, alleviates the boredom and massively improves their accuracy."

There are also ethical concerns around the proliferation of technology, and automation in general. Hoyland, for instance, points to concerns around work-life balance as a result of technology. People can be contacted round the clock in a way not possible previously. There are also fundamental concerns about what happens when technology can make decisions so quickly that humans are unable to comprehend the implications before it is too late. "Technology has outpaced the evolution of the brain," he says. "A key driver of the financial crisis of 2008 was the ability to perform credit swaps so quickly, and we're not able to keep up with that decision making ourselves." A similar situation could arise with big data, he warns, where individual employees can end up making significant, yet snap, decisions, on the basis of a computer interpretation.

TIME TO CHANGE
In any case, reports of the demise of humans in the workplace may prove to be somewhat premature, at least in the next few years. Willcocks believes it will be the softer elements around management and culture that slow down the mainstream adoption. "Our work on cloud computing, robotics and service automation finds that the road to the diffusion of such technical innovations into real businesses is much longer

“THE HUMAN TOUCH IS INDISPENSABLE TO CREATIVITY AND MANAGING THE UNPREDICTABLE”

— VALÉRIE CLAUDE-GAUDILLAT, AUDENCIA BUSINESS SCHOOL

and more arduous than many reports portray or wish," he says.

"Even with RPA, we found 25 lessons to be learned on how to manage these technologies, covering strategy, launch, organisational readiness, change management, and how to build an enterprise-wide capability. The pushback may well be on assuming too much about what the technology can do, and underestimating how much human qualities are needed to run successful organisations."

Sear adds that a common mistake for many businesses automating for the first time is to go too far, too fast. He says organisations should be prepared to take a step back. "The most important thing to do is to break automation down into pieces and work on those which will give you the biggest bang per buck. To use the warehouse example again, if you can reduce your pick error rates by 90 per cent by carrying out basic automation, ask why you are pushing for that last 10 per cent. Ultimately, you'll be very lucky to get that and the cost of the automation will likely outweigh the saving. You have to automate what makes sense."

Claude-Gaudillat, meanwhile, warns of the dangers of repeating mistakes from the past. "Automated customer services have proven very disappointing and negative for corporate images," she points out. "Who wants to wait dozens of minutes to only get a vague answer? Companies which have re-instilled high-level human interactions in combination with efficient technologies are the ones that create more value in the marketplace." ■

THE WORLD OF WORK IN NUMBERS

STATISTICAL SNAPSHOT

BUSINESSES NEED TO BOOST LOYALTY IN THEIR MILLENNIAL WORKFORCE

TWO-THIRDS OF Millennials hope to leave their current employer by 2020, according to *The 2016 Deloitte Millennial Survey*.

The fifth edition of **Deloitte's** annual report surveyed nearly 7,700 Millennial employees from 29 countries around the world, to shed light on their values, ambitions and drivers of job satisfaction. The term 'Millennial' refers to people born after 1982, and all survey participants were in full-time employment.

Of the Millennials surveyed, 66% said they expect to leave their current employer by 2020, with 44% expecting to leave within two years. Respondents from Latin America and

emerging market economies were most likely to want to move on. This potential 'brain drain' poses a significant challenge to businesses, especially as this generation is fast becoming the largest proportion of the global labour market.

This lack of employee loyalty may be linked to personal development. Many respondents who want to leave within two years are concerned that their leadership skills are "not being fully developed", and feel they are "being overlooked for potential leadership positions".

Of course, nowadays, a sizeable number of Millennials already hold senior positions; but even these

respondents appear to have itchy feet, with more than half expecting to move on by 2020.

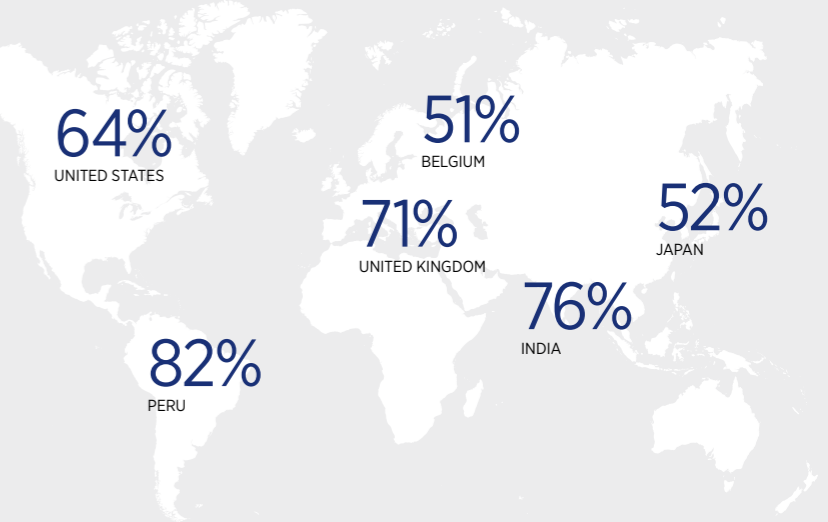
This means that other factors are clearly at work, and the report shows that Millennials are largely driven by traditional goals such as financial security and owning a home. Flexible working and forming a good work-life balance were cited as important career drivers for many respondents.

But moral standards have an even greater impact on Millennials' career choices. Encouragingly, most believe businesses behave in an ethical manner; however, there is still room for improvement, with nearly two-thirds concerned that

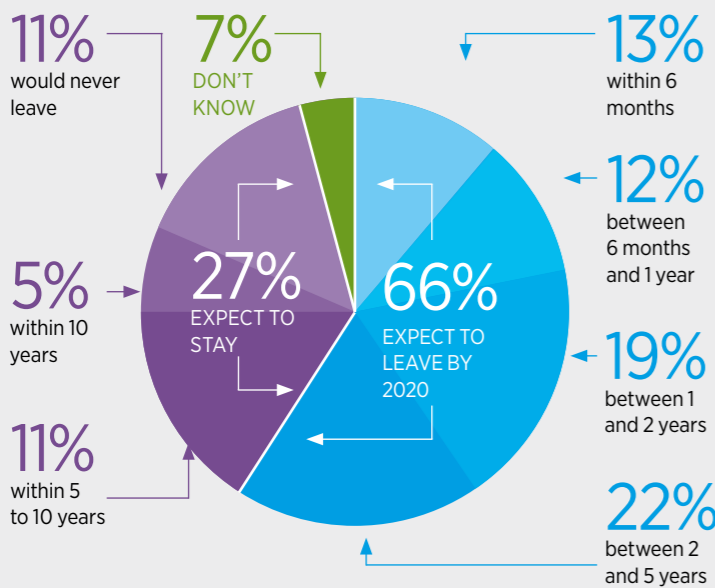
businesses prioritise their own agendas over wider society. This is something to take seriously; respondents overall thought fair treatment of employees and customer care were more likely to support long-term business growth than good products, and more than half of the respondents said they have refused to work for a particular organisation because of its values.

In response, Deloitte advises employers to make concerted efforts to support their employees' values and ambitions. Mentoring and development programmes could help employers to build bridges, while demonstrating that they have a purpose beyond profits.

Percentage of Millennials who expect to leave their current employers by 2020



When do Millennials expect to leave their current employers?



Millennials already in leadership positions

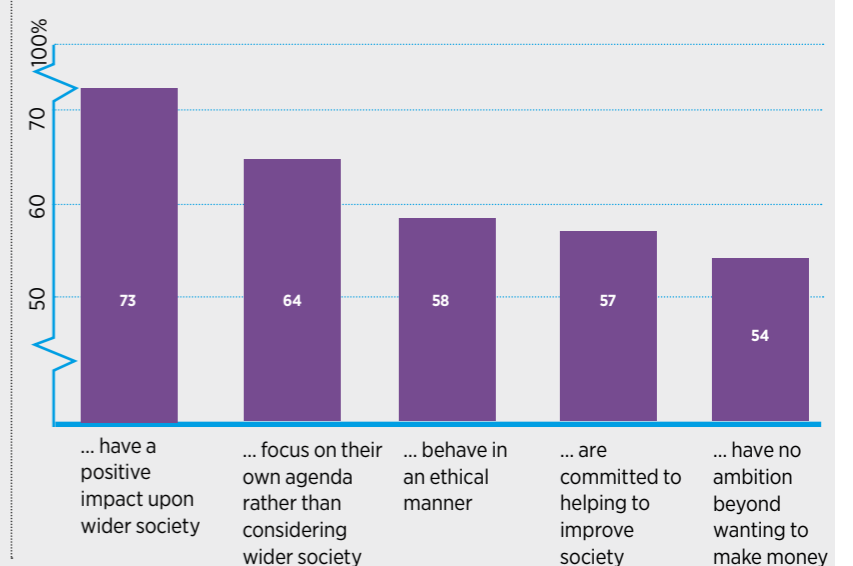
7% Board member
12% Head of department

And **59%** believe they will move on by 2020

Factors cited as important drivers of employer choice

- 16.8% Work-life balance
- 13.4% Opportunities to progress or be leaders
- 11% Flexibility, for example, remote working or flexible hours
- 9.3% Sense of meaning from the work
- 8.3% Professional development training programmes

Millennials who said businesses...





CASE STUDY

THE LANGUAGE OF DIVERSITY

EY IS ALREADY some way down the path of cultural inclusiveness that encourages and supports diversity of thought. Sally Bucknell, Head of Diversity & Inclusiveness at **EY UK & Ireland**, says part of that journey has been a change in the language used around diversity.

“We have moved away from talking about diversity in terms of strands, such as gender and ethnicity, and more towards celebrating and embracing difference,” she says. “We’ve also departed from development programmes around specific groups, to creating a culture that helps our people to accept and embrace diversity of thought.”

This has been translated into action via the firm’s Inclusive Leadership programme. Starting two years ago with the Partners, the training has cascaded down to the rest of the business to managers and those with responsibilities for teams.

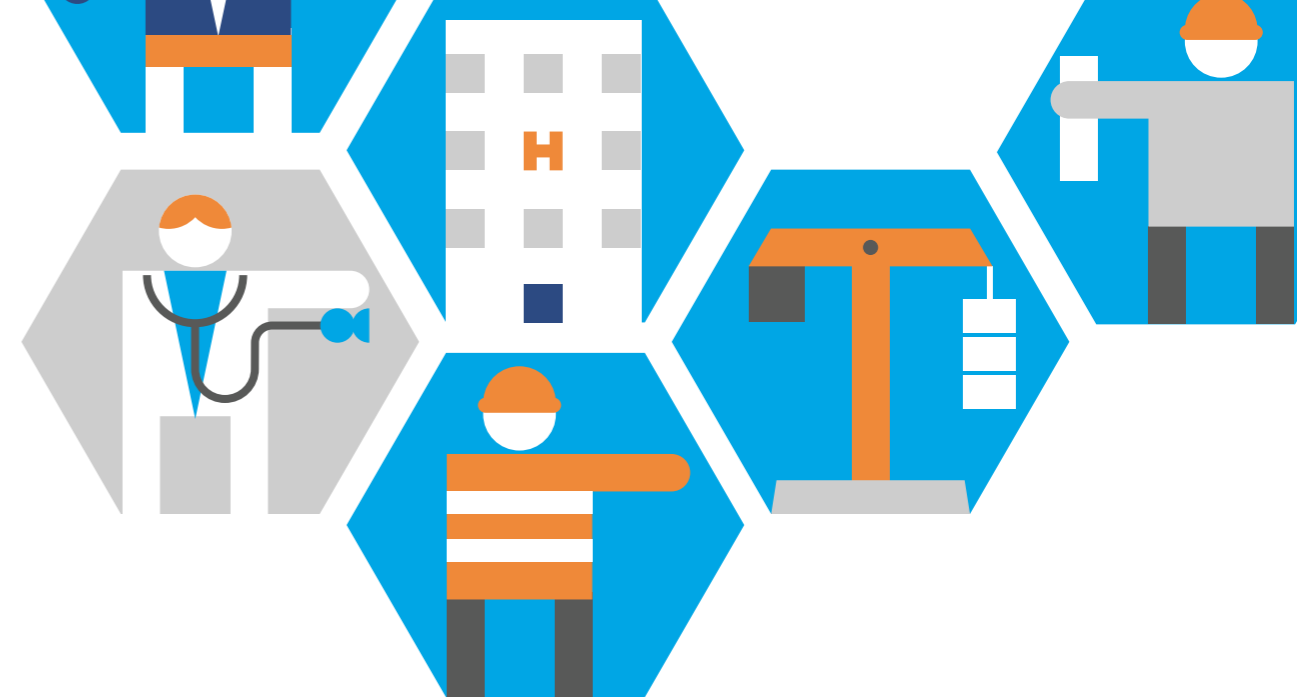
EY is also gathering feedback on how the programme has affected its people and what they are doing differently. Some of the changes are small and quite subtle. For example, managers are asked to think about the way in which they interact with their teams, and in some cases alter the style of their interactions to match the preferences of different employees. As a result, some report that their previously very quiet teams are now much more vocal. The firm also carries out an annual people survey and one of the questions asked is: ‘Are you able to bring challenges to your boss?’



“We’ve had an increase in engagement score of five per cent to 75 per cent, which is really high for a sector like ours,” says Bucknell. “Diversity of thought is about changing the majority, not targeting the minority. The challenge is to make this a commercial imperative. This is no longer an HR issue. If you want to be a global player and engage global talent, the driver for creating a more inclusive culture is the fact that if you don’t change, you’ll be left behind.”

▶ more analytical. There are people who thrive on spontaneity, and those who are natural planners. Recognising the value that each person offers can lead to greater creativity and improved business productivity. It also helps avoid ‘group think’, where a focus on group conformity and consensus can compromise thorough and well-considered decision-making. In short, a culture that encourages diversity of thought should result in improved problem solving capability and a wider range of solutions.

As a concept, diversity of thought may be relatively new and less well understood, but a growing number of organisations are acknowledging that it can bring tangible business benefits. **ANZ** is the fourth-largest bank in Australia. As an employer of 50,000 people, diversity has been a top business priority for many years. Sara van Vliet, Group Head of Talent, Resourcing and Diversity, explains: “Diversity is important, but on its own, not an end goal. It’s only when you leverage the unique skills and talent that you really do realise the benefits. And to do that, you need to create an inclusive culture, and that is something we have intentionally focused on.



▶ “To do this we have pulled some of the cultural levers within our organisation, for example, by strengthening our values, notably collaboration and respect. To strengthen collaboration you need people reaching out and soliciting others’ ideas and views, where conflict is not necessarily seen as a negative thing, but embraced, and where people respect different views and don’t just dismiss them out of hand.”

Through this cultural shift and resultant broadening of thought diversity innovation has been affected in a positive way. An example is ANZ’s goMoney banking app, which was the first of its kind and was developed by a design team that included someone with a visual impairment. “He was able to provide a different perspective on what would make the app more intuitive, easier to use and more accessible. It has been a huge success,” says van Vliet.

ATTRACTION THROUGH DIVERSITY

As well as creating the right environment to allow diversity of thought to flourish among existing staff, organisations also need to implement it in their talent acquisition strategy. The best way to create a diverse work group that fosters free thinking in the long term is to attract top talent, ensuring it represents a deliberately wide range of experiences and backgrounds.

Sherry Greenfield is Vice President at **Goldman Sachs University** in Tokyo. Diversity is one of the organisation’s 14 business principles, and while it has traditionally focused on inclusion, it is increasingly being used as a mechanism to generate varied opinions, insights and ideas.

She says: “Our clients are diverse. The only way we are going to have diversity of thought is to have it as a fundamental business principle.

“**DIVERSITY OF THOUGHT IS ABOUT CHANGING THE MAJORITY, NOT TARGETING THE MINORITY**”

— SALLY BUCKNELL, EY

“The benefits to the business are more creativity, better service for our clients, and a positive impact on the business bottom line.”

The company has taken a broader approach to attracting talent, for example, focusing on local schools rather than famous global schools, to ensure it is gender, culture, ethnicity and age-diverse, which in itself brings diversity of thought. It has also given careful consideration to the cultural factors that can influence thought diversity.

She says: “We wanted to address the needs of Millennials, which is a big topic right now; however, a lot of the research out there is very Western-focused. We wanted to see what might be unique or different in terms of Millennial needs for Japan. We had a really dynamic group, a mixture of age, gender, ethnicity and seniority, and it was amazing to see the creativity that came out of that.

“One surprising finding was that, while the emphasis is often on Millennials being digital natives who are very focused on social media and ▶



▶ technology, for this group it was connectivity with people rather than technology that was important. The senior leadership was also very keen to hear what younger people had to say; it was a great example of harnessing diversity of thought.”

BANISHING BIASES

Even with the best intentions, it can be possible to overlook areas of your recruitment that may harm the chances of some individuals. Professor Hyun-Jung Lee, Assistant Professor of Employment Relations and Organisational Behaviour at the **LSE Department of Management**, believes that companies should rethink how interviews and CVs are assessed in the recruitment process.

She says: “Often and unintentionally, the recruitment process favours certain types of candidate: those who appear outgoing, sociable, talkative or confident. Research shows that ‘reserved and introverted’ people have advantages of logical

thinking and realistic judgement, ‘extroverted’ people have the advantage of optimism.

“Recently, scholars critically evaluated the benefits of the extrovert personality trait, and began to see the upside of introverted personalities and the way these characteristics can positively influence a workplace. Therefore, any recruitment process that uniformly favours a certain type of personality and appearance should be reviewed and changed.”

Yvonne Smyth, Global Head of Diversity at **Hays**, agrees and adds that a conscious initial investment of intention and time needs to be made to ensure effective and diverse hiring and managing. She explains: “This means consciously driving an inclusive culture, and finding the tools and techniques to be able to recruit and sometimes manage differently. That comes at a cost, because it also needs training and support for managers, using different techniques to deal with things like conflict resolution, and the challenge of taking people with you.”

In order to leverage the unique talents of their teams, managers need to know the individual members so that they are able to identify and draw out their skills and strengths.

“An effective manager will use that knowledge to assign tasks that play to the strengths of these individual employees. Empowering people to contribute in their unique ways maximises the value of their individual talents and the cumulative benefits that they bring to the company,” says Smyth.

Many see diversity of thought as a key to strengthening the leadership pipeline. Current business environments are often characterised by complexity, uncertainty and ambiguity due to global competition and multiple stakeholders. Professor Lee points out that future leaders must equip themselves with the skills and competencies involved in dealing with diverse ways of doing business and managing people.

She says: “One notable example is the ‘cross-border’ issue. These days global firms increasingly operate across national borders, and the way in which people and businesses are managed can differ dramatically depending on the cultural context. Therefore, consciously defining and actively developing the leadership talent that reflects an understanding and integration of diverse thought and cultures will ensure a firm’s survival and growth.”

SHARING KNOWLEDGE

Mentoring also plays an important role in the development of organisational talent, particularly for future leaders. As Emma Avignon, CEO of **Mentore Consulting**, points out, companies can use it to bring together different ideas and broaden diversity of thought. She says: “A mentor, by definition, brings challenges, new ideas and the confidence to test these ideas, based on their own experience; they challenge people to think differently.”

But diversity of thought is not about replacing the old with the new, adds Avignon. “It is about looking at skillsets and criteria; you cannot create diversity but you can provide the environment to encourage it and allow it to flourish,” she says. An example is the model of reverse mentoring, whereby younger workers might share with their older colleagues how to use new tools and technologies. It helps younger employees feel

“EMPOWERING PEOPLE TO CONTRIBUTE IN THEIR UNIQUE WAYS MAXIMISES THE VALUE OF THEIR TALENTS”

— YVONNE SMYTH, HAYS



ANZ APPLIED THOUGHT DIVERSITY TO BUILD ITS GOMONEY BANKING APP

their ideas are valued and provides a fresh perspective for the more established members of the team.

There are many factors that can influence the strength and breadth of an organisation’s thought diversity, but the real driver is a culture of openness and trust, where individuals can be themselves, speak openly and voice differing opinions without fear of being seen as non conformist.

Smyth concludes: “A lot depends on the willingness on the part of the individual to share an alternative point of view. That requires trust, and the recognition of the value of difference and what this brings to the table. Organisations must be ready for it to happen. They need to hire, and in some cases manage, differently. Everyone wants to contribute to their organisation’s creativity, but to do so they need the opportunity to challenge and present different ideas. This requires a safe environment and a culture of trust, giving them the confidence to do so.” ■

OPINION

GIVE STAFF A PURPOSE

AT LINKEDIN, STAFF ARE TOLD ON THEIR FIRST DAY THAT THEY WILL LEAVE THE COMPANY. **WENDY MURPHY**, EMEA HR DIRECTOR, EXPLAINS WHY THE COMPANY TELLS STAFF THIS AND HOW IT CREATES A PURPOSE-LED CULTURE THAT IMPROVES RETENTION AND ATTRACTS TALENT



One of the core elements of our culture at LinkedIn is to focus on transformation. We make a commitment to every employee when they start that they will transform themselves, the company and the world. The job of a

lifetime is gone; we want to be really pragmatic about that so we also say to staff that we know they will leave at some point in the future.

We hope it's not for many years and while they are here we want our employees to use every opportunity to develop themselves and become the best professional they can be. When they do leave, we want them to do so for the right reasons. As a talent professional, it hurts me to think of people leaving for the wrong reasons and ending up in the wrong job or one that they are not passionate about. They change the company through their brainpower and experience. We're quite unusual at LinkedIn in that we have a very strong mission in terms of creating equal opportunity in the global workforce. We connect job seekers with jobs and that changes lives. We can also help governments build their employment strategy by connecting talent with opportunity. When you combine all of that, it creates a purpose.

It's critical for all companies to be an employer of choice, particularly those that are trying to attract Millennials, who now make up 69 per cent of our workforce. This generation of workers is not coming in just to get a paycheck. They want to work for a company that has purpose; a company that allows them to contribute meaningfully to the business. They want to feel valued and that their input is being taken on board. There's no denying that the competition for talent has increased. Having a great value proposition will allow companies to secure and retain the best talent.

There are many things businesses can do to set themselves apart. Too many companies focus too narrowly. Effectively attracting and engaging talent requires a comprehensive strategy. First and foremost, they must have a strong understanding of their employees. They know what they want, so listen to them. Provide clarity on collective purpose,

strategy as an organisation and your employee value proposition. Those things combine to become the employer brand. That has to be authentic.

VALUES MATTER

Ask yourself what your company values are, and how they differentiate you from others in your industry. Create an environment of inclusion and diversity in all its forms; not just because you want to be seen to do it, but because diversity of thought is critical to the success of businesses in the future. Provide staff with choice and flexibility. It's particularly important for the Millennial workforce. It should cover everything from facilities and benefits to wellness and professional development. You can provide the coolest facilities, the free food, all the extras; however, if you don't have

“TRUST YOUR EMPLOYEES, ENCOURAGE THEM TO DEMAND EXCELLENCE FROM YOU”

strong, inspiring, authentic leadership, the long-term retention of your talent will become a challenge.

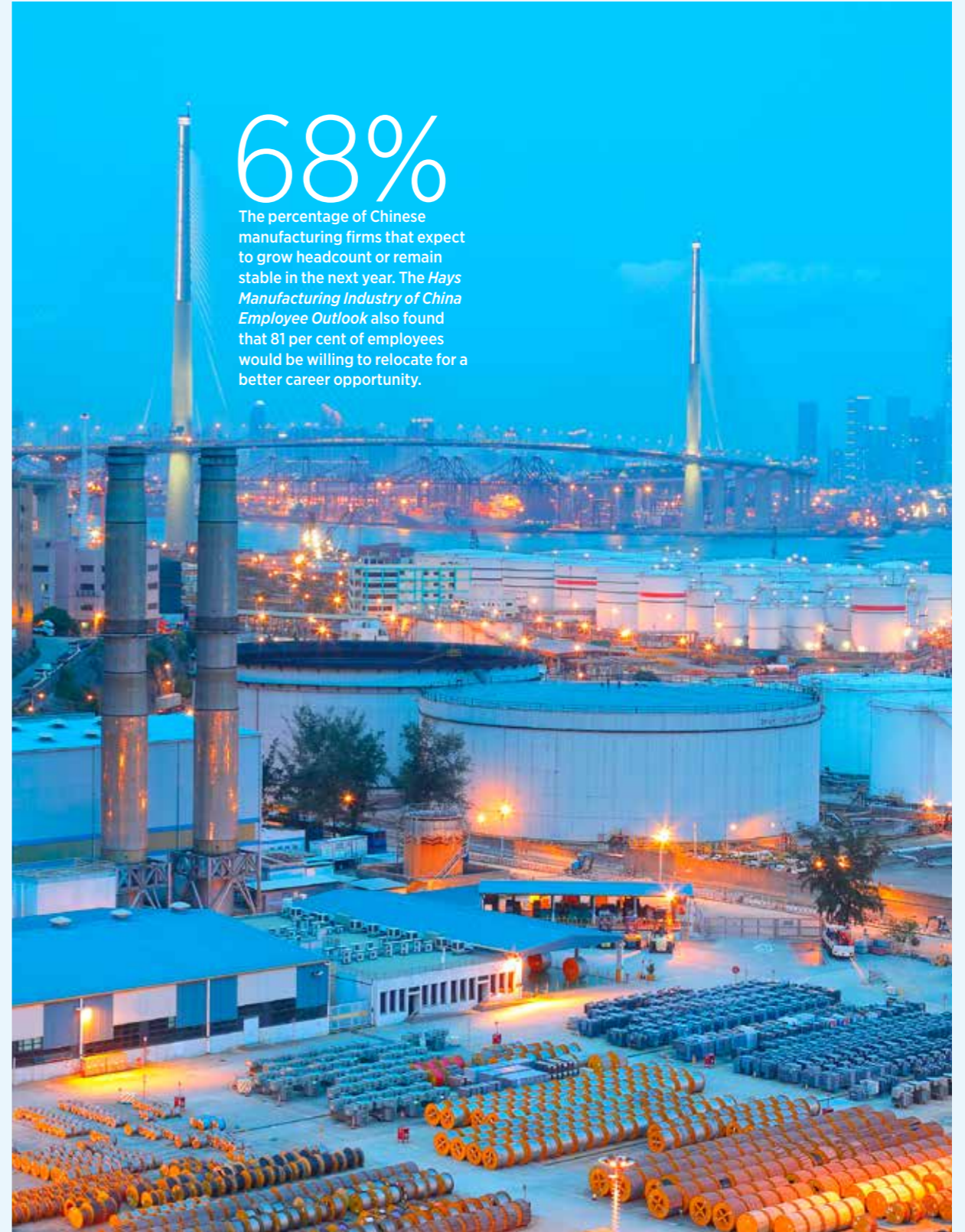
At LinkedIn, we're very clear on our expectations of staff from the start. From the hiring process to onboarding, right through their lifecycle as an employee we weave our expectations into that narrative. While we have these amazing benefits and a fantastic culture, we also expect our staff to focus on results. Ultimately, it comes down to trust. Trust your employees and encourage them to demand excellence from you as an employer. As a leader, you'll find those behaviours naturally come to the surface.

It is inevitable staff will leave. Millennials will probably have ten different jobs in their career. Fundamentally, we believe that the job for life no longer exists. Rather than fear that at LinkedIn, we embrace it. In HR we spend a lot of time talking about retention strategies but ultimately, if someone wants to leave, they will. We make sure that we have a really strong connection with employees so that when they go, they continue to be an ambassador for our brand. ■

68%

The percentage of Chinese manufacturing firms that expect to grow headcount or remain stable in the next year. The *Hays Manufacturing Industry of China Employee Outlook* also found that 81 per cent of employees would be willing to relocate for a better career opportunity.

GETTY IMAGES



PROGRESSIVE MOVES

GINA QIAO IS SENIOR VICE PRESIDENT, HUMAN RESOURCES OF CHINESE MULTINATIONAL TECHNOLOGY FIRM LENOVO. WORKING ACROSS MANY DIFFERENT AREAS OF THE COMPANY, SHE PROVES THERE IS NO NEED TO TAKE A LINEAR PATH TO A SENIOR HR CAREER

AS SENIOR VICE PRESIDENT, Human Resources, for one of the world's largest organisations, one might expect that Gina Qiao had always hankered after a career in HR. The reality, though, is rather different; she progressed through a number of positions, including marketing, corporate strategy and planning, before moving into HR in 2002.

"I didn't plan to follow a career in HR," she admits. "I love to do all of the things that are related to the business, and that's why I went into marketing. I still think about business a lot, and this is why I always ask HR to be a business function, where you need to think about how everything you do can help the overall business."

Being asked to move into HR was a surprise, she says, but having spent her whole career with the business, it was a seamless transition. "Marketing is all about communication with the customer, and

PHOTOGRAPHY: FANG YIFEI



CV

GINA QIAO AT A GLANCE

- Joining Lenovo as a secretary, Gina held multiple roles across HR, Marketing and Sales, 1990-2002
- Vice President, HR, 2002-2008
- Vice President, Strategy and Planning, 2008-2010
- Senior Vice President, Strategy and Planning, 2010-2011
- Senior Vice President, Human Resources, 2011 to present
- Listed among China's Most Powerful Women in Business by *Fortune China*, 2012, 2013 and 2014
- Releases *The Lenovo Way: Managing a Diverse Global Company for Optimal Performance*, 2014

“I LOVE CHANGE,
AND THIS INDUSTRY
AND THIS COMPANY
CHANGES A LOT”



► HR is the communication with the employees and how to inspire, encourage, develop and engage them with the company,” she says. “So I found the link between marketing and HR.” Her time in strategic planning helped too, she adds, allowing her to understand the need for longer-term development strategies, and this filters into her own approach today.

This is just as well, as despite Qiao’s own longevity at the business, the company itself has seen a period of rapid growth, including the acquisition of **IBM’s** PC business in 2005, the same company’s x86 server business in 2014 and **Motorola Mobility** in 2015. “I love change, and this industry and this company changes a lot,” she says. Qiao cites her love for learning as a real benefit for fitting into her international role. “I love to ask each country’s employees why they think in a certain way, and why another group of people think in a different way. I love adapting to different situations.”

WATCH THEM GROW

Over the 25 years she’s spent at the business, Qiao has seen **Lenovo** grow into a truly international organisation. While having global executives and a

global board of directors is important, ensuring this approach is replicated in each division is just as vital.

“We have global teams and global products. So in the PC group, the leaders are a mix of people from different backgrounds, and when we design products, we never just think that they are intended for the US, Europe or China.” In her own HR team Qiao has seven direct reports, just two of whom come from China.

From an HR perspective, Lenovo sees a diverse blend of local and global talent as a source of competitive advantage, as the business seeks to develop internally while winning new customers globally. “We believe that leveraging our culture and nationality, while embracing regional differences, enables us to better understand our customers and address their needs,” she says.

“We keep our headquarters in the US and China, but all the sales team are local because we believe the local team knows customers best, and we know that they know how to do the marketing. It’s a very good global and local mix.”

With Lenovo’s acquisitive nature, Qiao and her team have had to become experts in integrating different businesses, developing knowledge of

when, and to what extent, this should be done. “If there is uncertainty about the business, its customers or employees, we just stay as we are for a while, but if we find that the businesses are almost the same, or we think that we are ready, then we do the integration immediately – just like we did with the server business,” she says. Experience has taught them not only when this is appropriate, but also when divisions or geographies might be better left separated. “Now we just know the secret of whether to integrate or leave them alone,” she says.

UNIVERSAL UNDERSTANDING

Qiao’s biggest focus is developing the talent that will enable Lenovo to compete in multiple markets around the globe, including the server, mobile and cloud services sectors, which not only have different needs from its traditional PC business, but also operate in different parts of the world. “We are a global company but each country has a different practice, and what we do in India, for example, might not work in Brazil, the US or Europe,” she says. “Even Eastern Europe is very different from Western Europe in how you encourage people and identify leaders. We have to adapt to different scenarios in different markets.”

Unsurprisingly, given the sectors that the business is now entering, there’s a strong focus on attracting technology-savvy talent, including those from the Millennial generation. This has involved building links with schools and universities, and offering summer rotation programmes to the most talented individuals. “I try to find the best way to develop them, but also the most effective way for us to get the best value from them, by letting them contribute their ideas. I ask them to think of what Lenovo should do differently, from the younger generation’s perspective.” The fact that both Qiao and the business’ CEO, Yang Yuanqing, started out as raw recruits with Lenovo as their first jobs, helps to demonstrate the potential career progression available to talented individuals, she believes.

Research and development (R&D) is a particular area where the business seeks to attract fresh talent. “Every year, we hire graduates from university, but also people with rich experience in R&D,” she says. “We create a different career leader for them who they can follow, for example an engineer, so they can identify their own career path. It means they don’t need to be a manager, director or vice president, but can focus on their deep technical knowledge to create their own path.” Alongside this, the business offers an ‘incubator’



GROWTH:
A LENOVO STORE
IN BEIJING, CHINA



PROGRESSION:
YANG YUANQING,
CHAIRMAN AND CEO
OF LENOVO

“WE ARE A GLOBAL
COMPANY BUT
EACH COUNTRY
HAS A DIFFERENT
PRACTICE”



“I WANT TO HELP THE COMPANY TO UPGRADE FROM A TALENT POINT OF VIEW AS WE GROW”

▶ system, giving those with good ideas the time and resources to create their own enterprise, which is part-owned and supported by Lenovo. “We give them the flexibility to do whatever they want,” she says. “We just want to build a very creative environment for those R&D people.”

A MODEL OF DIVERSITY

Qiao has found herself to be something of a poster girl for female business leaders, particularly in the heavily male-dominated technology sector. “It is hard to compete in this industry, because the competition is very tough and there are fewer females who get to the top, but I still think female leaders have a lot of opportunity,” she says. “We need a more collaborative cross-boundary approach across the industry and across different companies. I think this is an advantage

for women. In risky or changing times in particular, women leaders can adapt to change much more easily than men.”

A decade ago, Lenovo launched its own female leadership programme, which aimed to help talented females reach their full potential through a mix of training and mentoring. This is beginning to pay off – the company now has a higher percentage of female staff (40 per cent) than the technology industry average (30 per cent) – although Qiao admits there is still room for improvement. “It is still hard, because even among students and graduates, there are fewer females than males, and there is also the issue of the workload and work-life balance.” It’s a topic she explores in more detail in her book, *The Lenovo Way: Managing a Diverse Global Company for Optimal Performance*, which she co-wrote with the company’s Chief Diversity Officer, Yolanda Conyers. “We talk about the Lenovo globalisation journey but also about being a female leader, and how to get through all the challenges,” she says.

Being a female leader in China is both easier and harder than elsewhere in the world, believes Qiao. “It’s easier because in China we have a mindset called ‘half of the sky’, and we talk about equal opportunities for women. Grandparents help the family a lot too.” she says. “But in another way it’s harder because we don’t measure things like this, as they do in the US and European countries such as the UK, France or Germany. In those countries, a lot of organisations record the percentage of women in government, the number of female CEOs, or female leaders in each company. In China, people have the sense that a woman should get an equal opportunity, but the measurement is not so strong.”

Back in the day job, Qiao has a number of priorities for the next few months as the organisation seeks to transition into what she describes as a “business of multiple companies”. “I want to help the company to upgrade from a talent point of view as we grow,” she says. “That is my first priority. The second is the development of the younger generation, particularly among our leadership team. The third is to have more of a focus on entrepreneurship and to incubate more businesses. I want to let people have a more energetic mindset, which will help with customer engagement and change the company’s culture.” ■

FOR MORE INFORMATION

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

A WAY TO GO ON EQUALITY

MEN AND WOMEN STILL HAVE VERY DIFFERENT VIEWS ABOUT EQUAL PAY, OUR LATEST GENDER SURVEY REVEALS



78%
OF MEN THINK PAY IS EQUAL BETWEEN GENDERS. ONLY 56 PER CENT OF WOMEN AGREE

After surveying more than 11,500 workers internationally, the 2016 *Hays Global Gender Diversity Report* found that 78 per cent of men think there is equal pay between genders, while only 56 per cent of women agree. Although this has narrowed slightly year on year (from 82 per cent and 55 per cent respectively), there still remains a big disparity.

A similar disparity exists when asked about opportunities at work. Some 77 per cent of men think the same opportunities are available regardless of gender, compared to just 55 per cent of women.

This may partly be down to the number of men in leadership roles. Some 67 per cent of respondents had a male line manager, while 79 per cent said the most senior person in their organisation was male.

And perceptions of fair pay varied strongly across sectors.

In professional services, 67 per cent of women felt pay was equal, while in construction and engineering only 45 per cent did.

The most popular way to tackle diversity issues was flexible working, which was recommended by 33 per cent of respondents.

Encouragingly, ambition levels differed little between the genders. Globally, 12 per cent of women aspire to be MD or CEO, compared to 18 per cent of men. But when we include those who aspire to director level or above, the figure is 40 per cent for both men and women.

Yvonne Smyth, Global Head of Diversity at Hays, said: “We want to make business leaders, and the talented women they employ, aware of the issues affecting gender equality in the workplace.

“In doing so, we hope to provide advice on how the divide between genders can be narrowed.”



79%
OF RESPONDENTS SAID THE MOST SENIOR PERSON IN THEIR ORGANISATION WAS MALE



77%
OF MEN BELIEVE OPPORTUNITIES ARE EQUAL FOR BOTH GENDERS

55%
OF WOMEN BELIEVE THE SAME THING



33%
FEEL FLEXIBLE WORKING IS THE BEST WAY TO ADDRESS GENDER DISPARITY



ASIA AT A CROSSROADS

GROWING SKILLS SHORTAGES COULD MAKE FOR A CHALLENGING YEAR ACROSS THE CONTINENT



Cautious markets and growing skills shortages are expected to make it a challenging year for employers in Asia, according to the 2016 Hays Asia Salary Guide.

Almost all respondents (96 per cent) of the employer survey said that a skills shortage could potentially hamper effective operation while a third (34 per cent) said they do not currently have the talent to achieve their business objectives.

Furthermore, the candidate survey indicated many people could be tempted to pastures new. Almost half (44 per cent) are actively looking, while 42 per cent would entertain the idea of new opportunities.

However, Christine Wright, Managing Director of Hays Asia, warns a cautious approach should be taken by jobseekers with some employers expected to keep salary increases down: "Candidates will

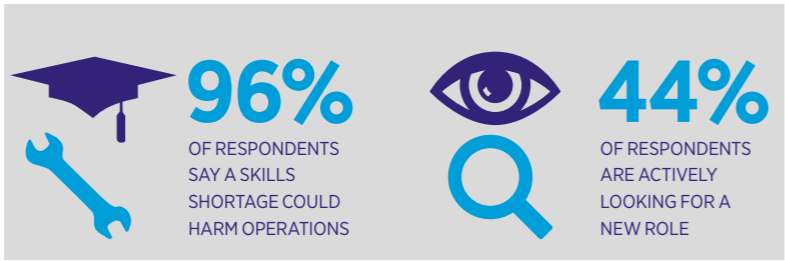
need to do their research carefully when moving roles or approaching their current employer about a pay rise to ensure they have realistic expectations.

"For employers the message is to focus attention on staff retention strategies as our candidate survey reveals a high level of candidates are either actively looking for a new role or open to hearing about a new opportunity."

And while money was an important reason to remain at their current company for 40 per cent of employees,

slightly more (45 per cent) prefer a good work-life balance.

The survey, conducted between August and September 2015, also found that a more structured approach to diversity may be required by firms. Just over half (51 per cent) have formal policies in place, but only a fifth of these said these were adhered to. Overall, 29 per cent of management roles are held by women and just 16 per cent of staff in Asia are foreign.



A CAREER ON THE MOVE

HR DIRECTORS ARE CAREER AGILE AND COLLABORATIVE

Human Resources Directors (HRDs) are resilient and collaborative, work 46- to 55-hour weeks and are likely to have experienced a career that crosses functions and businesses. That's according to Hays' recent report, *The DNA of an HRD*, which is based on in-depth surveys with 461 HRDs in Australia and New Zealand.

We found that females dominate the profession making up around two thirds (64 per cent) of it and the majority (60 per cent) are aged between 41 and 55 years old.

As a function, HR seems to attract those who are open to new career experiences. The majority (68 per cent) have previously worked in other functions and more than half achieved four or more promotions before becoming HRDs.

The 'job for life' is unlikely to apply to them with just one in 20 staying with one organisation their whole career. And almost half (47 per cent) have worked abroad – 96 per cent agreeing this helped them in their career.

Eliza Kirkby, Regional Director of Hays Human Resources, Australia, says: "HRDs tend to be highly experienced and well-educated professionals with sound stakeholder engagement skills and commercial acumen. They work hard, play hard and genuinely believe they can make a difference. They nurture others and are resilient, collaborative, credible and adaptive.

"Reassuringly, the HRDs of today look back on their careers as time well spent, and say that given the chance they would do it all over again. For most then, HR offers a very rewarding career."

32%

OF HR DIRECTORS HAVE WORKED IN THE FUNCTION THROUGHOUT THEIR CAREER

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ON TRACK: HONG KONG'S MASS TRANSIT RAILWAY IS ONE OF THE MOST EFFICIENT IN THE WORLD

SMARTER CITIES

WHAT TECHNOLOGIES ARE MAKING CITIES AROUND THE WORLD SMARTER AND HOW ARE ORGANISATIONS TAKING ADVANTAGE OF THEM?

WE ARE LIVING in a time of opportunity where technology is more accessible and capable than ever before. Accordingly, forward-thinking businesses must consider what their needs are and which locations can accommodate them. With productivity and wellbeing high on the agendas of many organisations, which locations offer the technologies that will allow businesses to be the best?

A REAL CONNECTION

For some businesses, being in a city that offers high-speed internet and good connectivity is more than a nicety; it's a necessity. Access to these amenities can make a huge difference to both their efficiency and their capability. In the sixth edition of its *Cities of Opportunity* study, **PwC** ranked London as the most technologically ready city alongside Seoul, beating the likes of New York, Tokyo and Stockholm. And with some of the best hyperfast broadband accessibility in the world, WiFi on the tube and 4G coverage rated 156 per cent better than the world average, it's not hard to see why.

Thea Fineren is Global Head of Talent for **TransferWise**, a low-cost money transfer service. Based in their London office, she explains that as a fast-expanding tech company, access to on-the-go communication is vital. "At TransferWise we use Google Apps – it allows us to connect securely with any approved device, anywhere. While working in a cohesive office environment is central to sparking creativity and innovative thinking, having tech tools so readily available makes being in the office full-time unnecessary. The technology [in London] is a great support to our dynamic working methods."

With offices in the US, Estonia and Hungary, different timezones can mean calls at less than convenient times are a necessity. However, being located in London allows communication at all times, even during a commute.

"London also has great WiFi accessibility, which makes it attractive for a tech company. If you need to do

a Google Hangout or a Skype call on the go you really need to have 4G or WiFi. In most cities this would be an issue, but in London the connectivity is strong enough to make working on-the-go easy – you can now even make calls on the tube."

THINKING ABOUT THE JOURNEY

While access to communications on public transport can be extremely useful, it's worth remembering its primary function. Many employees will be starting their day with a public transport commute and its efficiency and intelligence can have a huge effect on their wellbeing.

Dan Dowling, Assistant Director, Urbanisation and Climate Change, PwC, explains the need to improve the commute for both public and private modes of transport: "Smart transport and land use planning is essential. People's tolerance for long commutes has a major influence on where they choose to live and work.

"Cities that are also great places are desirable to live in (rather than commute to), therefore the densification of mixed use spaces around transport hubs reduces pressure on road space, minimising the need for trips. Where road travel is necessary, simple smart technology, such as intelligent traffic light sequencing to improve and tailor public and private transport patterns, helps greatly."

The **Mass Transit Railway (MTR)** in Hong Kong is one of the most efficient transport systems in operation, enjoying a 99.9 per cent on-time arrival rate. It is also one of the most innovative, introducing contactless electronic payment systems as far back as 1997.

Jacqueline Moyses, Head of Organisational Development at **Mandarin Oriental Hotel Group**, was based at the organisation's headquarters in Hong Kong from 2007 until 2015. She says that the technology used by the transport networks boosts the quality of life for employees, which in turn improves their productivity.

"Getting to work on public transport in Hong Kong, from the way the timetables work to the way the stations are laid out, is so quick and simple. The way you can



FACTORY, BERLIN:
THE LARGEST START-UP CAMPUS IN
GERMANY IS HOME TO UBER,
TWITTER AND SOUND CLOUD

CASE STUDY

BERLIN CALLING?

LUKAS KAMPFMANN IS CMO of Factory, the first and largest start-up campus in Germany. Based in Berlin, its tenants include Twitter, Uber and SoundCloud. He explains what is making Berlin a smarter city



Berlin is at that sweet spot of having a very professional infrastructure for founders (with access to capital, employees, customers and media) on the one hand, and still having very affordable costs of living for staff on the other. There is a growing number of co-working spaces in the city that turn office spaces into a plug-in-and-play solution. Founders don't have to worry about issues such as expensive furniture or long-lease contracts. The quality of life in the city makes Berlin very attractive to international talent, who appreciate the liberal style, the vibrant nightlife and the affordable yet large apartments. Much like in Silicon Valley, residents have access to a wide range of services that are still in a prototype or Beta phase. Services like Uber or Deliveroo have started their German expansion in Berlin, so living here gives you a little glimpse of what life in the future will be like. The Internet of Things will become the decisive mega-trend that will give Berlin a special edge in the international technology world. Germany is a country of industrial manufacturers; it's very research and development driven and perfectly positioned to take the lead in this 'next wave of the internet'.



▶ hop off one train, cross the platform and hop straight on to another on a different line means you get to work feeling fresher. When you talk about staff wellbeing, their whole transport infrastructure, be it the MTR, buses, trams, adds to the quality of life. Their touch-and-go ticketing system, the Octopus Card, can be used to pay for vending machines or parking in the city and it's little things like these that can improve life. From a colleague point of view, their life is easier than it would be elsewhere."

In 2003, Hong Kong also introduced the smart identification card. While partly introduced in response to an influx of counterfeit identification papers, the cards were also used to speed up the process of immigration for residents. For those travelling for work a lot, the ease of getting back into the Special Administrative Region is a huge bonus. But it has not stopped at easing congestion at airports. Moysé says that in recent years, the technology has also branched out to be used in other areas.

"The speed of getting through the airport is fantastic and the technology on the ID cards is amazing. You can use it for anything from checking your payroll to paying for utilities. It's incredibly easy, you just have to provide your ID number. While in some countries people are very cautious of these technologies, seeing them as measures taken by the government to watch them, in Hong Kong they are viewed as a utility that makes life much easier and more convenient," she says.

Elsewhere in Asia, countries have plans in place to stay ahead of the curve. In 2014, Singapore's Land Transport Authority (LTA) released its *Smart Mobility 2030* report. The country is a world leader in infrastructure and has consistently advocated the implementation of Intelligent Transport Solutions. Its Mass Rapid Transport railway network was the world's first to be fully automated, its road users are given advanced warning of delays and diversions through its Express Monitoring and Advisory System and its MyTransport.SG web portal offers up-to-the-minute information on both public and personal transport.



THE EDGE, AMSTERDAM:
HIGH TECH BUT GREEN

Now, it is aiming for transport to become more informative, interactive, assistive and green. Plans include the adoption of new transport data collection technologies, improved crowdsourcing of information, enhancement of safety and promotion of green infrastructure.

DESIGNING THE DESTINATION

As infrastructure improves, so have the buildings in which people live and work. For many organisations, a smart building has become a primary consideration. Dowling explains: "People and companies are much more aware of sustainability, climate change and environmental issues these days, so looking for a well-designed building that is environmentally responsible is an important factor in talent attraction. And it is less well known that the wellbeing factors can improve the bottom line as much as the money saved through energy efficiency. A green building tends to result in a much more productive workforce than one that isn't. This can be due to better light or higher quality air. "This can sometimes have an additional positive effect to the carbon-saving statistics that are often quoted."

One of the smartest buildings out there is The Edge in Amsterdam. Not only is it the greenest building in the world, it boasts some of the most up-to-the-minute technology. Using a smartphone app developed by primary tenant Deloitte, the building knows when workers are on their way in. It recognises their car registration plate when they arrive and directs them to a parking space, with access to charging points for electric cars. The app then directs workers to their workspace (assigned depending on their needs for the day, ranging from a concentration space to a meeting room), regulating temperature and light settings according to their pre-set preferences.

REX FEATURES, GETTY IMAGES

“A GREEN BUILDING TENDS TO MEAN A MUCH MORE PRODUCTIVE WORKFORCE”

— DAN DOWLING, PWC

And while the green credentials and functionality of a building are of course important, attractive architecture and design goes a long way as well, says Leo Johnson, Partner, Sustainability & Climate Change, PwC. "You want a place that attracts the best people. As a species we shape our buildings, then they shape us. You don't want a building that is a box. The Austrian architect Friedensreich Hundertwasser said the straight line is ungodly. Nature doesn't do straight lines, people don't do straight lines, people don't want to be canned. We have had a century that was about canning the nature of human geography. People are rising up against that now. Any company that wants to pick a location based around the precept that people want to survive in a canned space runs the risk of producing people with canned ideas," he says.

SMART ATTRACTION

It's also worth remembering the draw many locations have due to their high tech reputation. Jon Wolles is Lead Technical Recruiter at Betable, a real-money gambling platform for the social gaming industry. Based in their San Francisco office, he says the technology on offer in the city, along with the prestige in which it is held, means that talent naturally gravitates to the area.

"There is a long history of technology in this area. There has long been a talent pool and capital for technology. It's like actors; if you want to be in entertainment, you move to Hollywood. If you are an engineer or entrepreneur who is looking to be involved in the technology industry, you move to San Francisco. Our location definitely helps us to attract talent, there's a very deep pool of qualified candidates within a 50-mile radius. The history of the city drives people here and having those people here helps us," he explains.

Being part of London's 'Silicon Roundabout' also allows TransferWise better access to talent. Fineren explains that the candidates the business needs want to be around likeminded individuals: "Technology talent attracts technology talent; they want to be part of the buzz, be amongst their peers, attend the same events and be in the same postcode. That's why you see hubs like Silicon Roundabout in London, where we're based. It's like an extension of the campus environment. We see a talent pool hungry for continuous learning and as a tech company building a team, we want to position ourselves in that environment." ■



40%

Just two-fifths of UK law graduates are going into the profession. Deloitte's report *Developing legal talent: Stepping into the future of law firms* predicts firms will have a "greater willingness to source people from other industries with non-traditional skills and training."

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EARLY DAYS

SCIENCE, TECHNOLOGY, ENGINEERING AND MATHEMATICS-RELIANT INDUSTRIES CONTINUE TO STRUGGLE AGAINST SEVERE SKILLS SHORTAGES. COULD EARLIER ENGAGEMENT WITH SCHOOL CHILDREN HELP BRIDGE THE TALENT GAP?

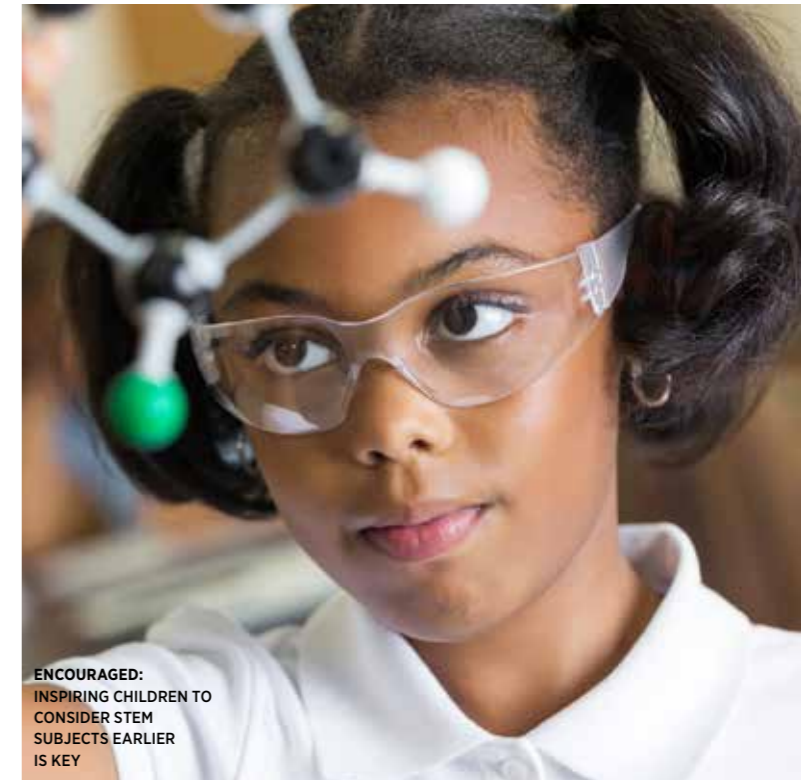
THE PUSH TOWARDS high-growth, innovative and high-skill economies has sharpened focus on the supply of a key area of the labour market: those with high-level skills in science, technology, engineering and mathematics (STEM).

Governments and industries across the world recognise that STEM occupations are critical to improving productivity rates and international competitiveness. It is the technical expertise possessed in these areas that will drive forward dynamic growth sectors such as advanced manufacturing, the digital economy and green energy.

Yet a challenge that has dogged these industries for more than a decade still remains – talent in STEM is in short supply. The mismatch between demand and supply is only set to worsen as global trends in technology, society, business and the environment continue to change the skills landscape, and place an even higher premium on STEM skill requirements. High numbers of STEM workers are also approaching retirement age. This double threat could be a major setback to the economic ambitions of many countries around the world.

In the UK, a report published last year highlights that 43 per cent of vacancies for professionals working in science, research, engineering and technology are hard to fill due to skills shortages – almost twice the average for all occupations.

"International benchmarking suggests that the UK's science and innovation system is hampered by weaknesses in its STEM talent base," says the **UK Commission for Employment and Skills** report, *Reviewing the requirement for high level STEM skills*.



ENCOURAGED:
INSPIRING CHILDREN TO
CONSIDER STEM
SUBJECTS EARLIER
IS KEY

Part of the solution to address the deficit is reinforcing the importance of career pathways. For example, the report recommends making greater use of higher and degree apprenticeship schemes that are available to those aged 16 and over.

But this won't tackle the long-term shortage of talent required to support the workforce needs of the coming decades.

MAPPING PATHS

Business leaders have long argued that intervention much earlier on in the education system could help fill the gap. Youngsters need to be made aware of STEM careers and be exposed to STEM-related learning experiences from primary school age.

NUMBER CRUNCHING

490,000+

The number of data science jobs predicted to be created in the US by 2018



6,500

In the UK, a one per cent change in employment demand for higher-level STEM skills would result in a skills shortage of 6,500 people

7 million

At EU level, about 7 million STEM-related job openings are forecast between now and 2025

Sources: McKinsey Global Institute Big data: The next frontier for innovation, competition, and productivity; CBI, Engineering our Future, Stepping up the Urgency on STEM; European Parliament Committee on Employment and Social Affairs, Encouraging STEM Studies for the Labour Market

▶ Allan Cook, a chartered engineer and Chairman of engineering and project management consultancy **W S Atkins**, says it's crucial to engage young people in STEM-related learning well before they have to start making choices about subjects for school qualifications such as GCSEs.

"Even secondary school is too late since they are already partially being guided towards other subjects," he adds. "That may be because their parents do not fully understand modern engineering or due to the lack of informed careers advice [on offer]. The shortage of maths and science teachers in education is also a challenge.

“CODING NEEDS TO BE PRIORITISED EARLIER, JUST LIKE READING AND WRITING”

— CAROLINE BOSCH, HONEYWELL

"Children's passion for engineering needs to be inspired at around eight or nine years old. We need to highlight how engineering has modernised and is now much more about software, artificial intelligence and systems engineering."

INTERNATIONAL ISSUE

STEM skill shortages are a global trend. In Australia, **PwC** analysis published in 2015 reveals that shifting just one per cent of its workforce into STEM roles would add AUD57.4 billion to GDP. But the country is lagging on a number of key STEM indicators, such as university completions. Businesses are also struggling to recruit employees with STEM skills.

Caroline Bosch, HR Director, Pacific, at technology and manufacturing multinational **Honeywell**, notes that the impact of the shortage of STEM talent could be acutely felt at national level, if it is not addressed.

"This is a serious issue for Australia. The contribution of industries built upon STEM skills is important for economic growth and in years to come, if it doesn't improve, Australia could become less competitive. The risk is becoming a nation of buyers and consumers instead of innovators and inventors," she says.

Bosch agrees with Cook and says that part of the cause of low STEM uptake is that school children are not being drawn into the subjects early enough. "There's no reason why school children shouldn't start coding, computer skills and robotics at five years old, when they begin school. Coding needs to be prioritised earlier, just like reading and writing. Currently, that learning is not being introduced extensively until the age of 11 or 12, but that is too late according to some articles and research relating to this area. By the age of 15, a student selects the subjects that ultimately determine their initial further education, and possibly their career path," she adds.

"Since engineering is such a broad area of study, encompassing so many different skills and roles, more information should be made available to school children, parents and careers advisers."

INITIATIVES TO INSPIRE

Programmes aiming to inspire children in STEM subjects have existed for a number of years. They aim to challenge the perception that they are only accessible to the very brightest of pupils. The **F1 in Schools Challenge** is a UK initiative that has sparked massive interest worldwide because it allows children to apply learning in a fun way, injects a competitive spirit, and ultimately nurtures talent to uncover the "engineers of the future."

It describes itself as an educational experience that uses "the magnetic appeal" of Formula One (F1). Schools put together teams to design an F1 car of the future and learn about IT, physics, aerodynamics, design and manufacturing, as well as key employability skills such as branding, sponsorship, marketing, leadership/teamwork and financial strategy.

Students aged between nine and 19 can compete regionally, nationally and internationally. Aware that targeting an even younger audience is crucial, the not-for-profit enterprise also set up the Jaguar Primary School Challenge for children aged five to 11 years.

Founder and Chairman Andrew Denford says the event now spans 46 countries: "We have raised global awareness of careers in engineering. In the UK, STEM uptake at graduate level has increased in the last few years, and numbers of A* to C grades have broadly improved at GCSE level in science and maths. That's not all down to us, but I believe we have had an input.

"Across the board we are improving the employability skills of children involved. Participating students have a different level of confidence now compared to 15 years ago when [the F1 in Schools Challenge] was started."

W S Atkins has taken steps of its own to improve STEM skills in youngsters. The firm has appointed about 175 STEM ambassadors (Cook is one) to work with schools to promote career opportunities, and talk about reality rather than misconception.

"Young graduates talking to young children about what they are doing and how they got there is a powerful and inspiring message," explains Cook.

Bosch says there is a range of global programmes implemented at Honeywell designed to nurture early talent and encourage interest from school students in STEM careers.

One initiative, HE@SA (Honeywell Educators at Space Academy), tackles the issue from the teacher's perspective. Middle-school science and maths teachers can apply to take part in a week-long astronaut training programme in the US to learn about science and space exploration. This helps them gain new teaching practices to take back to the classroom to invigorate science education and pique interest. Since 2004, more than 2,375 teachers from 55 countries have 'graduated' from the programme.

HIGHER SUPPORT

In the UK alone, more than half of engineering, high-tech, IT and science firms are engaging with schools to promote STEM learning, according to the **Confederation of Business Industry** (CBI). There is clearly no shortage of initiatives, yet the talent deficit stubbornly persists. Are these projects having limited success?

Cook warns against being too short-sighted on this. "There is no doubt that we should be making faster progress, but this is a problem that has been created over decades. We need to adopt a longer-term approach to changing attitudes. It absolutely starts with education at an early age so youngsters can overcome barriers such as feeling these subjects



are too difficult for them, or that it's an outdated industry. There needs to be a continued effort to keep building momentum."

Denford admits that greater government backing for initiatives such as his would help further their progress. The F1 in Schools Challenge is hampered by a lack of resourcing. Schools that lack the budget to invest in equipment simply cannot offer it, which is a notable barrier to widening access to children from all backgrounds and improving diversity in STEM industries, another major issue.

Denford says: "Successive governments love what we do but won't put any funding behind it so the UK can have more schools doing it."

Bosch also acknowledges that government has a part to play in helping young minds turn to – and be inspired by – STEM subjects. Ultimately, government departments set the school curriculum and this is where they need to be driving change to help future proof the workforce, she says.

"If we aspire to be a high-knowledge, innovative economy, this issue is not just for businesses to address," she adds.

"We all need to own this problem; schools, universities, parents, corporates and those who set education policy." ■

NEXT GENERATION COMPLIANCE

HOW CAN ORGANISATIONS RESPOND TO A WORLD OF INCREASING REGULATION?

SINCE THE 2008 financial crisis, compliance has soared up the agenda for many financial service sector businesses. It seems new legislation is constantly stacking up, testing even the most diligent professionals in the world of finance. And to understand the extent of the challenge many businesses face, compliance needs to be looked at in an international context.

Few financial institutions operate in only one country, which means they must understand and implement new rules in multiple geographies. In 2010, the US implemented the Dodd-Frank Wall Street Reform and Consumer Protection Act, which has had far-reaching consequences. It created new authorities such as the **Financial Stability Oversight Council** and the **Orderly Liquidation Authority** to promote market discipline and to discourage a 'too big to fail' mentality. In 2013, member countries of the **Basel Committee on Banking Supervision** began implementing Basel III in an attempt to strengthen bank capital requirements. And this year saw the launch of the Senior Managers Regime in the UK, which aims to embed what the **Financial Conduct Authority** calls 'personal accountability' into the culture of the City of London. These will drive 'Conduct Rules', a basic standard for behaviour that all those covered by the new regimes will need to agree to.



Chris Kaye, MD of regulatory consultancy **CCL UK**, explains how the varying international requirements are affecting some of their clients: "The UK is the most international of financial centres. Therefore, as well as the impact on regulation from the EU, most firms have to battle overseas regulation – especially that emanating from the US. To find individuals who can operate with authority across all of these regimes is increasingly difficult. Other countries, especially UAE, actively welcome firms to

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outsource compliance because this provides a truly independent oversight function."

Bill Waite, Chief Executive of **The Risk Advisory Group**, agrees, adding that the new challenges faced by compliance professionals are actually creating more risk within the function. "Compliance in the UK now has a much broader remit than it ever did before," he says. "Legislation around anti-money laundering, the Bribery Act and the Modern Slavery Act 2015 has significantly increased obligations

for the compliance profession. According to our *Compliance Horizon* report, this increased regulation is putting compliance professionals under immense strain, to the extent that they feel that compliance has become a risk in itself."

In its 2015 *Compliance Risk Study*, **Accenture** found similar results. The study showed that many professionals have not been able to keep up with changes, stating: "Although the stature of compliance continues to rise (along with investment in the function), compliance officers' understanding of the implications of a changing ecosystem seems less advanced than it should be. In our view, compliance needs to make sure its development priorities become informed by these emerging agendas, while retaining a balance against ongoing imperatives such as regulatory engagement."

A NEW BREED OF COMPLIANCE PROFESSIONALS

So, how can organisations tackle these challenges? Many believe that they do not currently have the resources to do so and that the situation will only get worse in the future. This has led to the creation of many new roles. The head of financial stability at the **Bank of England** declared that 70,000 new full-time jobs would need to be created in Europe

“OTHER COUNTRIES WELCOME FIRMS TO OUTSOURCE COMPLIANCE”

— CHRIS KAYE, CCL UK

alone to comply with the requirements, such as Basel III rules for banks. **BNP Paribas** announced plans to increase its workforce by 40 per cent, HSBC is hiring 3,000 new compliance officers and Australian bank **Macquarie** quadrupled its compliance spending in three years to AUD413 million.

In essence, a new breed of compliance officers is now needed – something large organisations are increasingly realising. The back office nature that compliance roles once held has changed to a multifaceted approach. Communication skills and the ability to face key stakeholders, including customers and investors, are now as desirable in these roles as a thorough understanding of legislation. With this in mind, businesses and organisations need to cast their recruitment nets much wider to locate and

“INCREASED REGULATION PUTS COMPLIANCE PROFESSIONALS UNDER IMMENSE STRAIN”

— BILL WAITE, THE RISK ADVISORY GROUP



▶ attract the compliance professionals needed to meet the challenges new rules bring. With a wide set of skills required for success, recruiters look outside of the legal profession, as compliance has many components that must be understood and initiated across a business's operations.

In its *State of Compliance Survey 2015*, PwC concurs: “With compliance becoming more complex and more critical to executing business strategy, CCOs would do well to add resources with business, sector, complex data analysis, and technology skills and knowledge to their teams. Doing so will help the compliance function play a more strategic role in the organisation. After all, it's the people in the department who help drive the function's identity across the company.”

CULTURALLY COMPLIANT

To try and solve this problem longer-term, many businesses are trying to change the view of compliance. Where once many saw it as a box-ticking legal obligation, today most organisations are shifting to a more rounded view. Many agree that compliance must be incorporated into the culture, and should be considered an essential value of the wider organisation. In Deloitte's report *The Changing Role of Compliance*, it stated: “What has changed is the degree of emphasis now being placed on integrity and ethics over and above compliance with the letter of the rules. Moreover, there are differences in the extent to which CCOs, their compliance functions and their wider organisations are attuned to this new reality.”

And while more board members now understand that third-party risk, compliance and an open culture are vitally important, delivering these changes is often easier said than done. In fact, Deloitte concludes that,

CASE STUDY

WHISTLEBLOWER BALANCE

WHISTLEBLOWING TOO HAS moved through a period of transformation, to the point where legislation and regulation are placing its protection at the centre of modern compliance. However, for many international businesses, it can be difficult to balance their own whistleblowing policies with local legislation. France can be particularly difficult to navigate for many businesses, due to potential conflicts with data protection laws.

Lionel Paraire, Partner at **Galion Société d'Avocats**, a French law firm specialising in labour and employment law, explains: “In France, whistleblowing can be implemented through a hotline or an email address. When these devices involve personal data treatment, the Data Protection Authority (**CNIL: Commission National de l'Informatique et des Libertés**) has defined conditions for compliance with the data protection law of 1978, as amended later on. Recommendations are laid down in a document dated 10th November, 2005 (AU-004).

“In accordance with the CNIL decision mentioned above, the scope of the whistleblowing system covered by the decision is restricted. Whistleblowing policies can only be implemented after declaring or asking authorisation from the CNIL, consultation with staff representatives, and after [distributing] individual information to employees.

“If the whistleblowing system is not compliant with the decision AU-004, the company must apply for authorisation filed online on the CNIL website. Successive laws protecting whistleblowers outline its importance in the business sphere, and aim to ensure firms cannot jeopardise employees' rights in a framework of fierce competitiveness among companies.”

while there are measures that must be taken in the short term, automation will need to be implemented to tackle the long-term issues: “CCOs should be proactive in addressing the immediate needs of their compliance function in terms of putting in place structured training and development, in order to attract and retain talent with the right mix of capabilities. Ensuring that processes within the compliance function are streamlined is a precursor to long-term investment in technology to enable more effective compliance.” ■

A CHALLENGING RENAISSANCE



AS UNEMPLOYMENT SLOWS AND RECRUITMENT IMPROVES IN FRANCE, COMPANIES STILL FACE SIGNIFICANT CHALLENGES IN HIRING THE RIGHT PEOPLE

THE FRENCH RECRUITMENT market is continuing to build on a recovery that began at the end of 2014. While unemployment remains high, several factors give reason for optimism.

Tina Ling, Managing Director, France and Benelux at Hays, explains: “In the white-collar space, unemployment is at around only five per cent across the population. It's mainly blue-collar roles where you get higher unemployment. Overall, it has been increasing since the financial crisis, reaching 10.6 per cent at the end of 2015. However, this was less than in the previous two quarters. It is slowing down.”

This is partly down to a generational shift. High numbers of baby boomers are going into retirement, opening up opportunities for younger employees, says Ling. “Critical roles are being refilled as people leave the world of work. More businesses are taking on more graduates, but the retirement

figures are opening up opportunities for more mature candidates looking to go into more senior roles. That's across almost all industry sectors, but especially noticeable in banking and insurance.”

Recent tax incentives have also helped encourage more businesses to recruit. The country has introduced the Competitive and Employment Tax Credit (CICE). Among other things, these measures were designed to encourage organisations to employ. Employers get a six per cent credit on salaries that are 2.5 times the minimum wage or less.

Ling adds that employers with a research and development focus, such as pharmaceuticals and life sciences, have also received a boost with the implementation of a research tax credit (CIR).

“The CIR is giving back to pharmaceutical companies, allowing employers to claim back a significant amount on wages.”

FRANCE

▶ CANDIDATES IN THE DRIVING SEAT

While employment is improving generally, some markets continue to face challenges. The construction industry remains tense, with low confidence of potential recovery for the next year. Firms have focussed on consolidating revenues and minimising expenses, leaving little room for recruitment. However, this may need to change soon due to a skills shortage across technical areas, says Cyril Lecacheur, Manager of Construction Services, Hays France.

“Many of our customers, whether in a time of crisis or not, are still interested in hard-to-find candidate profiles that have between five and 12 years of experience. Despite a difficult year, profiles such as works supervisors, cost estimation engineers and sales managers came out relatively unscathed from the effects of the crisis.” Even these candidates in high demand may be reluctant to move on, says

“MANY NEGOTIATIONS COME TO A HALT BECAUSE COMPANIES ARE NOT GOING TO PLAY ONE-UPMANSHIP”

— MIKAEL PARAUD, HAYS FRANCE

Lecacheur. He adds that the gloomy forecast that hangs over the industry, coupled with a rise in the number of interviews candidates often have to complete, is causing a reluctance to move.

Ling says that, similarly, an increase in the length of probationary periods is delaying hiring times significantly across the country: “Instead of taking around four months to fill permanent positions it is now taking between six and seven. The trial period for new staff has risen from three months, which can be renewed to six, to four months, renewable to eight. It means leaving a settled job for a new one is a much bigger risk for candidates than it was before.”

However, these challenges do come with some good news for candidates, says Lecacheur. He explains that for those in demand, moving can be very profitable.

“It is a balance of power that has changed a little. When candidates are aware that they are in a



SQUARING THE CIRCLE: CANDIDATES WITH TECHNICAL AND LEADERSHIP SKILLS ARE HARD TO COME BY

favourable position, you end up with some going to see their current employer to show them offers made by a competitor. This is not the best approach as it is a compromising situation to be in on the market. Nevertheless, we find candidates taking advantage of these situations, playing for one-upmanship between businesses, and moving from one company to another without necessarily having a highly-calibrated career plan.”

WAGE DISPUTES

Real estate firms are facing similar demands from candidates, yet a pressure on wages is causing something of a stalemate. Mikael Paraud, Manager of Property Services, Hays France, explains: “Companies are tightly controlling their payroll and it leaves very little flexibility in terms of negotiations for candidates. This is surprising because recruitment is clearly on the rise. Real estate employers need to recruit, but not at any price. Therefore, many negotiations come to a halt because companies are not going to play one-upmanship.”

Paraud says that while businesses want to recruit candidates for the same pay as those already

working at the same level, candidates changing jobs want to increase their salary. In Paris this can be by as much as 20 per cent. They know they are wanted and are therefore asking for much more.

“You have companies that do want a bidding war and candidates who want significant pay increases that are not necessarily in line with their market price. We therefore see candidates who receive job offers but ultimately do not accept because there is not a large enough salary increase.”

MANAGEMENT SKILLS MISSING

Skills shortages are felt across many industries, and not just on the technical side. With increasing numbers of baby boomers retiring, there is a gap in leadership skills. Ludovic Bessiere, Manager of Chartered Accountancy Services, Hays France, says that while 77 per cent of accountancy firms recruited last year, with similar figures expected this year, candidates with management skills have been hard to find.

“They are looking for people with strong business sense. Technical skills are still needed but candidates must now be able to understand the business and speak to clients. We are also seeing growth in the

back office functions of chartered accountant firms. They are recruiting people with business sense in areas such as communications, IT and marketing. They are restructuring and becoming more organised than ever, so hiring leaders for back office functions is more important.”

Mehdi Lebel, Manager of IT Services, Hays France says similar shortages have been experienced in IT. “There is a lack of candidates with project management experience. It has become very important. IT has a huge budget and must implement big business ideas. It’s easier to find technical candidates but there is difficulty finding enough quality project managers. They still need the technical skills, but also an understanding of agile working.”

CHANGING REPUTATIONS

A lack of skilled candidates is one thing, but longer-term concerns are also emerging. Bessiere says that chartered accountancy is struggling with something of an image problem, resulting in a lack of new candidates in the sector.

“Fewer than 1,000 students qualify as chartered accountants each year. The profession is suffering from a bad image in the eyes of young graduates. They imagine accountants are stuck at a desk with little progression, but in real life that’s not what we see. The industry is changing. The responsibility given can increase rapidly. If you see someone recruited as a junior professional, they can become a chartered accountant with many responsibilities after five to seven years of experience.”

Thankfully, other industries do offer hope. In recent years, the reputation of the computer industry is very much on the up, says Lebel. “The image of the IT candidate is really changing. Ten years ago, working in IT was not as attractive. Now in France, in the last five years, it has become very cool to be an IT developer. Hackathons are happening all over the place. It has become very trendy.” ■

FOR MORE INFORMATION

To read more about Hays in France, visit hays.fr

THE NUMBERS

77%

THE PERCENTAGE OF ACCOUNTING FIRMS THAT RECRUITED LAST YEAR

10.6%

THE RATE OF UNEMPLOYMENT IN FRANCE AT THE END OF 2015

4 MONTHS

THE PROBATIONARY PERIOD NOW IN PLACE FOR NEW EMPLOYEES



GAME ON:
SPOTIFY STAFF ENJOY SOME
DOWNTIME AT THE MUSIC
STREAMING COMPANY'S
STOCKHOLM HEADQUARTERS

GROWING PAINS

START-UPS OFTEN RELY ON AN INFORMAL CULTURE TO ATTRACT THE BEST TALENT. YET AS THEY GROW, IT IS NECESSARY TO INTRODUCE A MORE PROCEDURAL APPROACH. HOW CAN EXPANDING BUSINESSES BALANCE THE TWO?

ALMOST ANY GROWING business will reach a point where it has to face facts and accept it is no longer a small firm. It may reach a headcount of more than 100 or open an office overseas, but inevitably there will come a time where the original founder can no longer be involved in every aspect of the business. The challenge at this point is to put in place the necessary structure and capabilities that will help it expand, without losing the essence of what has made the business so successful thus far.

This is a very real risk, particularly as organisations start to seek new sources of revenue and implement more managerial structures and processes, says Michael Jenkins, Chief Executive at leadership institute **Roffey Park**. “There’s a danger you lose focus on what the original proposition is,” he warns. “Customers aren’t interested in your size: they’re interested in their experience of the product or service you offer which drew them to you in the first place. If what you’re offering is service-based, you need to keep your values and the ‘soft stuff’ in sharp focus. If you’re a service industry, lose that and you’ve lost everything.”

BALANCING ACT

One of the biggest challenges is striking the right balance between putting in place new processes and

continuing to provide employees with the autonomy they need to do things their way. “A structure has to be part of it, but you can’t do it in such a way that it just executes your plan,” warns Rowan O’Grady, President of Hays Canada. “People are far more accountable for decisions that they have made themselves than when they’re executing someone else’s decision.” Research by Roffey Park backs this up; 76 per cent of managers cite a sense of autonomy and the freedom to decide how their work is done as a key driver of motivation. This is second only to wanting to make a difference (86 per cent).

Sometimes this can mean resisting the temptation to implement rigid policies and processes, as is the case in fast-growing US employee-giving technology platform **Benevity**, where the business sought to retain the freedom that made it so innovative in the first place. “We created a culture which supported that innovation, where there’s a lot of flexibility and people aren’t monitored as to where and when they’re doing their work,” says Anette Ceraficki, Director of Talent and People Development. “The key with all of it is that people get their work done; it’s like Netflix’s mandate about only hiring fully formed adults.”

It’s a similar situation with UK-based point-of-payment ratings company **truRating**, which has grown rapidly to employ 50 people in the UK, Australia, Canada and the US. “I’ve made sure that there’s a culture whereby people are trusted to do their work in the hours that work for them, and there are no written policies,” says founder Georgina Nelson. “We have people who leave the house at 5am and are back at the end of the school day, and others who fit marathon training into their week without guilt.” Such flexibility has also helped staff cope with time differences around the world, she adds.

THE RIGHT FIT

Finding people who will be comfortable in such a fluid culture is a vital part of retaining the small-business feel, even while the company expands. Benevity, for instance, deliberately seeks out people who can cope with the flexibility of working in a start-up culture. “There are ten key attributes which are critical to Benevity’s success as an organisation,” says Ceraficki. “They are things like innovation, flexibility, a real comfort with ambiguity, lots of initiative and a passion for the business.” All new hires attend a week-long induction process at its headquarters in Calgary, she adds. There they are immersed in the company culture, exposed to different parts of the business, and undergo specific training programmes.

But such attention to personality and character is rare, according to research by Hays Canada. “We found that personality or cultural fit is essential, but companies don’t hire with personality or cultural fit at the forefront of their mind,” says O’Grady. “They’re focused on technical skills, experience, qualifications or salary requirements. But when you ask people what the biggest contributors were in cases where it didn’t work out, the number-one thing is that it just wasn’t a good fit. That means personality; the individual did not get on well with the people they were working with.”

CULTURAL CHALLENGE

More attention should also be paid to ensuring those individuals who were with the business in its early days remain with it, if it is to retain its inherent characteristics. “Two shocking things that we’ve discovered are that about two-thirds of companies do not have a succession plan, and that the biggest contributor to staff turnover is a perceived lack of career progression or obvious career paths,” says O’Grady. “There’s a huge irony to that, because if you could work on a generic succession plan, you can show people in the organisation what it could potentially look like in five years’ time.”

One way of keeping individuals who were attracted to working in a start-up initially may be to offer them a fresh challenge, he adds, such as working in a different department or team. “They may not get paid any more money or have a new job title, but they feel like they’re learning something new,” he says. “It’s amazing the difference that makes. Someone who potentially may have left in six months could be there for another three years just by putting them into a new job.”

Chris Wood is Chief Executive of UK training firm **Develop Training**, and former Managing Director of **Incorporatewear**. Both businesses lost their identity as a result of growing too far and too fast, he says. Wood believes that, in some cases, it can be beneficial if staff move on, particularly if they are not equipped to work for larger businesses. “In the early days you

“THERE’S A DANGER YOU LOSE FOCUS ON WHAT THE ORIGINAL PROPOSITION IS”

— MICHAEL JENKINS, ROFFEY PARK

get quite a bit of staff churn because the business is changing and it’s not quite what they did in the past,” he says. “But as you recruit people in, you can then instil in them that culture and that direction.” Often individuals return a couple of years later, he adds, with a broader range of experience.

Ultimately, any small business transitioning to a larger entity will need to accept a degree of gradual change, implementing necessary processes without overburdening the business and stifling employees with bureaucracy. “For small firms to grow effectively into larger organisations they need to be change-ready and adaptable, and able to balance business-as-usual with growth and change,” says Jenkins.

“They also have to move away from cultures reliant on one or two central figures to more team- and project-based cultures and flatter ways of working,” he warns. “We have seen examples of founders of companies who are too close to the operational side, even as it grows, and lose future strategic focus as a result. As organisations evolve and grow, leaders need to accept the cultural change that may emanate from that.” ■

FOUNDATION FOR GROWTH

Automation and control business **Lambert** has trebled its turnover since completing a management buyout in 2007, but has sought to retain the essence that helped it flourish.

Working in a highly specialised area means training is essential for any recruit, so the business has placed a firm emphasis on getting the right fit when hiring. “We look for a desire to grow and develop with the business, and people who just have the right personal attitudes to work in teams,” says Sales Director Matthew Cox.

The organisation has been particularly successful in holding on to people from the early days, and they are now helping to instil the company values in the next generation. “It’s really about the directors of the business, who used to be the managers, making sure the new people they bring in are engrained with the same ideals, vision and culture that they have, so it gets passed on,” he says.

The business plans to grow by 90 per cent over the next five years, but Cox believes it has a clearer company ethos now than when it started. “As we’ve got more professional and better at what we do, that clarity has emerged. I see that as one of the pillars of our growth going forward.”

A MARATHON NOT A SPRINT

HENRIQUE GONZALEZ IS HR DIRECTOR FOR THE RIO 2016 OLYMPIC AND PARALYMPIC GAMES. HE EXPLAINS HOW THE WORKFORCE HAS BEEN PUT TOGETHER OVER THE LAST FIVE YEARS AND WHY STAFF AND VOLUNTEERS ARE SO ENGAGED WITH THE GAMES



THE RIO 2016 OLYMPICS BEGIN ON 5 AUGUST

Q WHAT HAVE BEEN THE BIGGEST CHALLENGES OF ORGANISING THE WORKFORCE FOR RIO 2016? HOW HAVE THESE BEEN OVERCOME?

There have been many big challenges throughout the time a project like this takes. I started five years ago in a start-up context, recruiting leadership, building a culture, setting HR strategy, processes and systems, setting the workforce headcount and operation planning. Attracting, engaging and managing 70,000 volunteers has been one of the biggest challenges we have faced. After years of planning, we have had more than 250,000 candidates and more than 60,000 have already been selected in more than 15 selection centres all over Brazil. We have completed 22 test events with more than 8,000 volunteers. We are very confident and proud of the quality and passion these volunteers have to deliver the Games.

Q THE WORKFORCES FOR PREVIOUS OLYMPICS HAVE BEEN HUGELY ENGAGED. WHY DO YOU THINK STAFF FEEL SO CONNECTED TO THEIR WORK ON THE GAMES?

The Games represent so many pure values in our minds. People think of peace between nations, education through sports, improving health habits, diversity and inclusion. This means they have a capacity to attract people who need to feel meaning in their work, fulfilling both their professional and personal interests. People who want to build a better world can easily connect their work to that goal.

Q HAS IT BEEN DIFFICULT TO ATTRACT TOP TALENT TO POSITIONS THAT THEY KNOW THEY WILL ONLY HOLD FOR A RELATIVELY SHORT AMOUNT OF TIME?

We do not attract talent by money, nor by exponential career progression or stability. Those who are searching for these qualities at this moment of their career will not feel attracted to come to work for the Games. However, it is easy to attract talented

individuals who deal easily with uncertainty, are adaptable, confident or who are looking for meaning in their jobs. Those whose careers are driven by learning, who want to build national and international networks and who wish to have unique stories to tell about their contribution to a historical and highly complex project are often a good fit.

Q YOU'VE PREVIOUSLY WORKED IN THE CORPORATE WORLD. HOW HAS ORGANISING THE WORKFORCE FOR THE OLYMPICS DIFFERED FROM YOUR FORMER ROLES?

We have the most diverse team I've ever seen. We have people who came from sports federations, event marketing, traditional corporate backgrounds, national and multinational companies from many different sectors and those from the public sector.

We have many talented people who were stars where they worked before, and are willing to do their best. The success here is based on integrated teamwork collaborations as well as internal and external partnerships.

Q WHAT DO YOU THINK THE GAMES WILL MEAN TO BRAZIL AS A COUNTRY? WHAT LEGACY DO YOU HOPE THEY WILL LEAVE FOR BOTH ITS WORKFORCE AND THE NATION?

The Games will help our country's development journey, showcasing Brazil's capacity to organise and deliver a huge, complex project like this. The Games will also showcase our culture and develop our tourism potential, promoting Brazil as a nation that is proud to receive and welcome our visitors.

Q WHAT ARE YOUR PLANS PROFESSIONALLY ONCE THE GAMES HAVE FINISHED?

I will take a few months to go sailing and after that, embark on some consultancy and coaching. I may also engage in another project as an executive. Either way, it will need to be something that will fulfil my values and my need for adrenaline.

DIRECTORY

THE BREADTH OF HAYS' EXPERTISE WORLDWIDE

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THE POWER OF DIVERSITY HOW YOUR BUSINESS BENEFITS

The Hays Global Gender Diversity Report 2016

The business benefits of harnessing workplace diversity are proven and tangible. It ensures better attraction and retention, increased innovation and improved productivity. Making gender diversity a priority will help your organisation improve financial performance and fulfil its potential.

Our second annual Global Gender Diversity Report includes responses from over 11,500 women and men across 25 countries. Find out what they had to say on five key areas that impact gender diversity in the world of work: ambition, self-promotion, equal pay, career opportunities and gender diversity policies.

**To view the report online,
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