

THE FUTURE OF WORK: HR HOT TOPICS 2022

Recruitment and retention

Top tips for employers in a
post COVID / post Brexit world

Meet our panel members

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What we will cover

- ✓ Strategies to improve recruitment processes
- ✓ What immigration hurdles might you face and how to get over them
- ✓ Practical solutions on how to retain talent
- ✓ How can workplace culture and D&I help?
- ✓ Questions



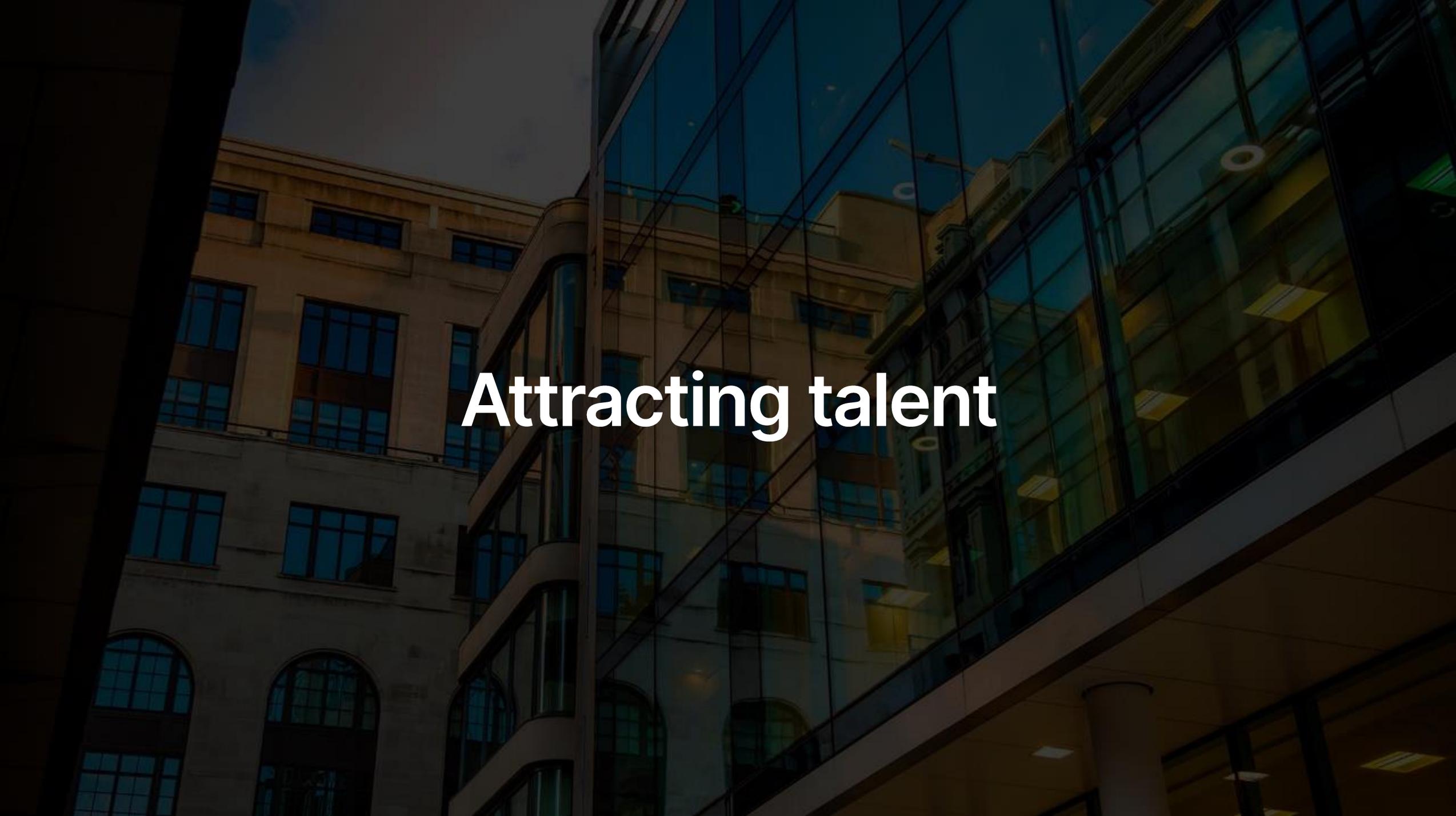
The 'Great Resignation' and current trends

The 'Great Resignation'

- A term coined by Anthony Klotz to predict the mass exodus of employees from their current roles in response to the COVID-19 pandemic.
- In 2021, a study by Microsoft found that 41% of the global workforce is considering moving on from their current employer.
- COVID-19 has created a shift in the way that employees view their employment and many now see flexibility as a non-negotiable – the 'Great Reprioritisation'
- As a result, retaining talent has never been more challenging but the 'Great Resignation / Reprioritisation' provides an opportunity for employers to adjust to employees' new expectations.

Cause and Effect

- Multi-faceted, complex and sector dependent factors have created the perfect storm for staff shortages including:
 - COVID-19 related factors have affected different industries in different ways (growth, fatigue, status quo);
 - Brexit and end of free movement of EU workers;
 - IR35;
 - Ageing workforce;
 - Other reasons unique to your business.
- The causes vary by industry but the overarching theme is that most industries are currently facing difficulties with recruitment and retention.
- Root cause analysis – don't just treat the symptoms on the surface (short term), look deeper and understand the cause to cure it (long term)!

A photograph of a modern glass skyscraper reflecting an older building, with the text "Attracting talent" overlaid in white. The image is taken from a low angle, looking up at the buildings. The glass facade of the modern building is highly reflective, mirroring the architecture of the older building it stands next to. The older building has a classic facade with multiple windows and arched windows on the lower levels. The overall lighting is dim, suggesting dusk or dawn, with a blueish tint to the sky and the reflections. The text "Attracting talent" is centered in the middle of the image in a clean, white, sans-serif font.

Attracting talent

Attracting talent

- The average private sector wages in the UK rose by 6.7% during the first nine months of 2021. This contrasts with an increase rate of just 0.5% in the same period of 2020
- However, the focus on salary and attractive benefits packages is reducing.
- Inflating salaries is not a sustainable long-term solution.
 - Many organisations have seen decreased revenues due to the pandemic.
 - However, they have also seen increased expenditure due to the need to implement tech to support new hybrid working models.
- Instead, deeper questions are being asked about the culture of organisations.

Attracting great talent

Culture, Culture, Culture

- Purpose-driven business, why do you exist?
- How do you positively impact society?
- What are you doing about your environmental impact?
- How did you behave during Covid?
- What does it truly feel like to work here?
- Are you a winning team?
- How do you look after your staff?
- Why should they want to be a part of your 'gang'?
- How do you set them up for success?
- Who or what is it about you which they can be inspired by?

Attracting great talent

Improving the process

- What does your customer journey look and feel like?
- Have you purposefully designed your process... all of it?
- What are the first impressions people get of you?
- How crystal clear are your 'win' themes?
- How much effort is the right amount of effort and from whom?
- How do you show your culture?
- What social proof points do you have?
- Is your attraction process aligned to how you really operate?
- Have you digitalised and personalised the right bits of the process?
- How do you know that your supply chain represents all of this?

Attracting great talent

Broaden your reach

- What tools are you utilising properly?
- Do you have suppliers or partners?
- Have you taken the time to design your model?
- Do you grow, buy or borrow?
- Where are you looking?
- Who are you making accountable for success?

Attracting great talent

It's not all about the money!!!!

- Number 1 cited as the reason for rejection...because that isn't emotional
- Number 3 cited as the reason for accepting...because the others are emotional
- Do they see themselves as belonging?
- Have you helped them see how they can make an impact?
- Do they have a complete view of you....they won't ask the right questions?
- You have the answers, what makes people stay is what makes people join and vice versa!



Improving recruitment processes

Recruitment processes

- Employers should review recruitment policies in line with post-pandemic working practices.
- An increased focus on skills-based hiring is advisable to ensure employees have the ability to learn new skills and adapt to the changing workplace.
- Remote working has removed geographical boundaries to recruitment and expanded talent pools beyond location.
- However, simply offering a Zoom interview is unlikely to be sufficient – organisations should also be equipped to discuss:
 - their culture;
 - how they navigated the pandemic; and
 - how they intend to move forwards, including tackling issues like remote supervision.

A photograph of a modern glass skyscraper reflecting an older building with arched windows. The text "Potential immigration hurdles" is overlaid in white. The image is dark, suggesting dusk or dawn, with the glass reflecting the sky and the building's interior lights.

Potential immigration hurdles

Recruiting from outside of the UK

- Studies have shown that four in five UK businesses will need to turn to recruiting overseas within the next 12 months to gain the right digital skills.
- **Skilled Worker visa**
 - We've seen an increase in clients using this route and obtaining sponsorship licences.
 - The Skilled Worker route accounts for **61%** of work-related visas and has seen the largest increase in visa numbers (up **45,866 / 57%**)
 - EU nationals also driving an increase in use.
 - Lower skill and salary thresholds mean that more jobs than ever before fall under this route.

Potential hurdles

- Time - slow processing of sponsorship licence applications – the Home Office are receiving 400 applications per week (compared to approx. 100 per week pre-Brexit).
- Budget vs costs - Skilled worker applications are at an increased cost to clients.
- Risk level increasing - Remaining compliant /reporting duties – right to work checks, follow up checks to visa expiry dates.
- Resourcing – how big is your team? Do you have a dedicated team?
- Challenges to decision making around sponsorship – discrimination?
- Practical issues - EU nationals required to undertake English language tests if they do not possess a degree taught in English and availability of tests massively varies across Europe. The pandemic has also caused test centre closures.
- TB tests are required from specified countries and these have been delayed due to Covid-19.

Long term immigration solutions?

- Temporary visas may be too short-term to attract workers from EU countries and the government must also consider what the long-term solution might be.
- The government insist that the UK workforce must become self-sufficient rather than relying on EU and foreign labour.
- However, this would likely require an overhaul of suffering sectors in order to:
 - improve working conditions and facilities;
 - invest in recruitment;
 - make roles more appealing to domestic workers i.e. improved benefits and additional training; and
 - introduce affordable or subsidised skills programmes.
- Alternatively, a less onerous, unsponsored route might have to be introduced or extended to cover “lower-skilled” workers

New visa routes for 2022

The UK is set to launch new visa routes to revitalise the Innovator route and attract and retain high skilled talent.

High Potential Individual

- Aimed at “highly academic migrants” looking to contribute to the UK economy
- It will be open to applicants who have graduated from a “top global university” even if they do not possess a job offer within the United Kingdom

Scale-up

- This route will allow individuals to come to the UK if they hold a highly skilled job offer from a qualifying scale-up at the necessary salary level
- A ‘scale-up’ is a business with an annual average employment or revenue growth rate greater than 20% over a period of 3 years

Global Business Mobility route

- 5 categories of worker
- Spring 2022 more details

Global Talent Network

- Launching 2022
- For talented people to work in key science and technology sectors

Employees working abroad – key considerations

- Which law applies? employment rights in the host country – seek local advice
- Tax advice - social security contributions
- Immigration / right to work issues – also period outside invalidate their visa / affect status?
- Data protection and confidentiality
- Pensions and other benefits
- Health and Safety and the practical stuff!
- Consistency of decision making
- Do you need a policy?



Practical solutions on retaining talent

Retaining talent

- Creating a culture where employees want to stay - employers should reimagine the employee experience to keep staff motivated.
- Treat the importance of employee experience in the same way as you would customer experience.
- Engaging with employees and ensuring that they remain connected to company culture:
 - Involving staff at strategic level
 - Regular feedback programmes
 - Encouraging team get togethers
 - Fostering belonging
- Consistency between managers is also crucial as they are a key player in staff retention.

Happier employees are harder to poach!

The future of work

- Offering a flexible working model that caters for different employees' lifestyles, preferences and working patterns.
- Set clear parameters on what is expected to avoid future disputes – matters such as attending meetings in person and expectations surrounding working hours /outputs.
- Managing staff effectively whilst remote working
 - Hybrid and flexible working policies
 - Regular check-ins
 - Agreeing how performance will be supervised and managed
 - Provide training to managers to ensure they are equipped to manage remotely
 - Invite juniors to shadow calls and video conferences in the absence of 'learning through osmosis'
 - Provide the opportunity for new starters to build up a network of contacts
- Invest in new technology – give employees the tools that they need to become more efficient.

Reskilling / Upskilling

- Attract, recruit, retain and retrain
- Reskilling and upskilling employees to future-proof businesses is crucial in tackling the skills gap.
- Invest in training and development to reduce the need to hire externally.
- Talk to employees about their personal objectives, goals and growth and help them to reach these.
- Without investment, employees may seek career progression with competitors.
- Consider repayment training agreements

Protecting your business

- Well drafted post-termination restrictions can give an organisation protection when an employee's employment terminates.
- Well drafted employment contracts with sufficient notice periods.
- Utilise garden leave provisions.
- Invest in appropriate IT systems.
- Ensure relationships with clients, customers, employees, suppliers etc. are not just with one key point of contact that is going to leave the business exposed if they depart.
- Other longer term incentives

Any questions...?



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