

# International Review of Employment

October/November 2007

The Definitive Voice on International  
Employment Matters



**Brooklyn calling**

**Skills in transition**

**Flexicurity**

**The changing world of work**

**Skills shortages in the UK**

**Brain drain**

**The future of legal staffing**

**Corporate social responsibility**

**Spotlight on Portugal**

**Exploring the future workplace**

**The corporate view from Australia**

**The benefits of sports sponsorship**

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# INTRODUCTION TO THE REVIEW

Tex Gunning, Chief Executive, Vedior NV



Welcome to this year's autumn edition of the International Review of Employment. As the new Chief Executive at Vedior NV, I am pleased to introduce this edition of the Review.

Each contributor in this issue presents a forward-thinking approach to employment and recruitment and ultimately demonstrates how and where the recruitment community can invest in a vibrant future for all workers. This begins with a commitment to people and with an understanding of skills as a critical point of departure for discussion. Understanding current and impending skills shortages, identifying existing talent pools and finding ways to grow and attract new talent is essential in bridging the present and the future.

Anne Lise Kajer explores how HR programmes can attract and retain tomorrow's multi-dimensional candidates by recognising the values and trends which shape the cultures and concepts behind how we work. EuroCiett President Annemarie Muntz probes the terrain where security meets flexibility in the widely debated flexicurity model and explains what its application means within the different, and shifting, EU labour markets.

Professor Mark Stuart peels away the layers around skills shortages in the UK labour market, and brings us back to basics to understand what it is we really mean by 'skills' and 'shortages'. Earlier this year Vedior conducted an exclusive research exercise into skills shortages in the UK and some of the findings are included here, with an introduction from Zach Miles. Richard Donkin from the *Financial Times* gives his own personal take whilst Professor Simon Commander from the European Bank of Reconstruction and Development and London Business School reflects on the so-called brain drain from an international perspective.

Senator Martin J. Golden gives us his perspective from the Brooklyn district of New York City, where issues of public safety and an ageing population are very much at the forefront of the political field and the workforce is distinctly international. Meanwhile Vedior Portugal's Mario Costa provides us with a look at the Portuguese market, where building bridges with the community is an important component with respect to investment in both our people and our businesses, and where training initiatives round off the traditional staffing activities in the region.

Polly Courtice speaks to corporate social responsibility as an imperative part of sound business development and looks at the benefits that come from responsible commercial practices in today's most successful business models. 123's Mehtap Dermirci takes us down under and through the ABC's of childcare staffing, a growing industry worldwide.

Compliance Inc.'s co-founder Scott Becker shares his view of the legal staffing sector in the United States and offers a glimpse of what the future landscape looks like in an industry where the contingency career is taking off. Christophe Bougeard of Vediorbis shows he's game on the corporate sponsorship playing field and shares best practices on building brand awareness at high profile sporting events.

Intertwined with the trends that drive our industry forward are people, individuals with specialised skills and talents, with dynamic ways of working. It is essential for us realise that how we work is changing, always, and that there can be vital growth in change, across both local and global communities. I look forward to being a part of this growth and wish to thank all who contributed to this issue of the Review.

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# BROOKLYN CALLING

Senator Martin J. Golden



*Senator Martin J. Golden has represented Brooklyn's 22<sup>nd</sup> Senate District in New York City since 2002. During his terms in the State Legislature, Senator Golden has to date authored over 75 laws, notably in the areas of public safety, tax cuts, economic development and senior citizen issues. As Chairman of the Senate Ageing Committee, he has championed the rights of senior citizens through the Assisted Living Law of 2004.*

*Under his leadership a number of significant bills affecting older Americans have been enacted, including a new Elderlaw; Long Term Care Reform; internet posting of retail prescription drug prices; and a single EPIC/Medical prescription drug card. His Standing Committee assignments for 2007 are Ageing (Chair); the Senate Majority Task Force on Critical Choices (Chair); Banks; Codes Crime Victims; Crime and Corrections; Education; Insurance; Investigations and Government Operations; Veterans, Homeland Security and Military Affairs.*

*Senator Golden had a distinguished ten year career as New York City Police Officer, from which he was forced to retire in 1983 after suffering a serious injury whilst making a narcotics related arrest. From 1998 to 2002 he represented the 43<sup>rd</sup> Councilmanic District in the New York City Council, serving on the Committees on Finance, Parks and Recreation, Public Safety and State and Federal Legislation as well as on the Select Subcommittees on Senior Citizen Centers and the Waterfront. After 9/11, he was heavily involved in the support of volunteers working at Ground Zero.*

*Marty Golden attended St John's University and is married with two children.*

**The overwhelming majority of Spanish speaking teachers in New York City were born and raised here and are bi-lingual.**

New York City has always been a city of immigrants – my own family came here from Ireland. This is legal immigration we are talking about and new communities emerging is what creates part of the vibrancy of the city, as well as encouraging economic growth. The latest trend is an increasing movement of Eastern Europeans. Generally they are bringing skills from the professional, academic community to fill skills gaps. In particular we are seeing applications from the medical profession, engineers and the legal community.

Language can be an issue and one there is a lot of sensitivity about. In Brooklyn alone eighty different languages and dialects are spoken; in our school district alone there are twenty-two. This can however provide many opportunities. For example, there is a great need for nursing and teaching staff. The overwhelming majority of Spanish speaking teachers in New York City were born and raised here and are bi-lingual, so the fact that they speak Spanish is simply an added benefit, but there is also a surplus of teachers in Spain, particularly science teachers, keen to move here for a period, which gives an added pool. We also attract a lot of nurses from the Philippines where the level of spoken English is excellent.

At the same time it is very important that we continue to improve the system of public education here, and in particular make college education more affordable. With such an importance being placed on having the skills necessary to compete in today's knowledge-based economy, obtaining a college degree has never been more critical. However, educating our students should not break the family budget.

I recently introduced a comprehensive package of proposals that would make obtaining a college education more affordable for New York's students, help families with soaring tuition expenses, provide new incentives to college students to keep them living and working in New York when they graduate and recognize the sacrifices and service of our military personnel by making it easier for New York's servicemen and women to attend college.

The proposals include expanding the eligibility for the state's Tuition Assistance Program (TAP), enhancing the tuition tax credit for families, establishing a student loan debt relief program, providing assistance to help our veterans afford college tuition and creating a math, science and engineering technology retention initiative for New York's students. It provides hundreds of millions of US dollars in relief to assist New York's overburdened taxpayers with paying for the cost of a college education.

The changing economic circumstances in New York and throughout the nation, particularly in relation to the costs of a college education, require that these programs be upgraded to alleviate the financial burden being placed on New York's hardworking families. This package will help us retain and utilise a skilled workforce that enhances New York's competitiveness in a technology-driven global economy. New Yorkers are very keen

With such an importance being placed on having the skills necessary to compete in today's knowledge-based economy, obtaining a college degree has never been more critical.

We have introduced an Elder Law, which relates to prohibiting the diminution of certain employee benefits on the grounds of the age of the worker.

on continuing education and that is also something we seek to promote.

I also spend a lot of time on health issues. Right now we are offering the local community 300 free flu shots – important both to protect the vulnerable but also to keep the workforce at work. We are also developing a bulk purchasing program for prescription drugs which would provide significant discounts to those participating. The drugs would be purchased from domestic as well as foreign drug companies that meet all federal requirements.

Public safety is another very important concern for me, especially given my years in the New York City Police force. The 9-11 terrorist attacks and the subsequent attacks throughout the world have raised many important questions about the readiness of our state and local communities in preparing for, responding to, and pursuing and punishing the people responsible for terrorist attacks. The threat of a future terrorist attack is still a very harsh reality and, unfortunately, we live in a time where we need to be ready for the unthinkable. We recently held an event sponsored by the American Red Cross of Greater New York and the New York City Office of Emergency Management designed to help families and individuals to better protect themselves in times of emergency.

My colleagues and I in the Senate have passed legislation that would give New York the toughest, most comprehensive anti-terrorism laws in the nation, providing law enforcement the resources they need to capture and punish terrorists. This programme includes the creation of two new anti-terrorism crimes -- *cyber terrorism* and *agri-terrorism* -- that will protect vital information on computers and safeguard our food supply and food production facilities. It would also strengthen authority of law enforcement to prosecute terrorists; punish the possession and use of chemical or biological weapons; increase penalties for stealing ID and impersonating public officials, especially at transportation facilities; protect our water supply by criminalizing intentional defilement of drinking water; and punish people who place false hazardous materials or devices.

In the 2007 to 2008 Legislative Session I am serving as the Chairman of the Senate Ageing Committee and sponsoring a number of pieces of legislation. For example, we have introduced an Elder Law, which relates to prohibiting the diminution of certain employee benefits on the grounds of the age of the worker. If seniors choose to get back into the workforce it should not be an issue and especially they should not be discriminated against. ■

*Senator Golden spoke to Sarah Woodward, Editor of the International Review of Employment.*



# SKILLS IN TRANSITION

Professor Mark Stuart



*Mark Stuart is Professor of Human Resources and Employee Relations at Leeds University Business School in the UK. He has held various positions at Leeds University, starting from 1992, and has also held visiting positions at the National Centre for Vocational Education Research, Adelaide, Australia and Monash University, Melbourne, Australia. He is currently leading a three year evaluation of the Department of Trade and Industry's Trade Union Modernisation Fund.*

*Professor Stuart has been widely published in leading human resource management and industrial relations journals, including the British Journal of Industrial Relations, Industrial Relations Journal, International Journal of Human Resource Management, Human Resource Management Journal, Economic and Industrial Democracy and Work, Employment and Society. He is an editorial board member of the International Journal of Training Research and Work, Employment and Society and an Associate Member of the ESRC Centre for Skills, Knowledge and Organisational Performance.*

**At the most simple level, a skill shortage can refer to a difficulty in filling advertised positions.**

Concern over skills shortages is nothing new. In the UK, debate over skills has ebbed and flowed in response to changing economic conditions. For example, in the late 1980s there was massive discussion around skills shortages, as policy makers and practitioners forecast major competitive constraints on firms in relation to an impending 'demographic time bomb'. Some of this concern was well founded, as were calls for employers to look at new scenarios for workplace hiring and labour utilisation, such as greater use of older workers. But much of the panic was countered by the recession of the early 1990s.

There is something of a pattern, in other words, to historical debates around skills shortages: they become an issue when the economy is on the up, and abate when the economic cycle turns downwards. One problem with this is that contemporary concern over skills shortages often overlooks more fundamental problems about UK training policy, skills utilisation and demand: how much investment should be made in skills training; how should the new skills be used at work; and what kind of long term planning needs to be considered.

So, is the current debate around skills shortages any different? In some respects not! We have been here before many times. But this is not to say that firms are not experiencing real skills problems and shortages. There are, however, important questions around what exactly we mean by 'shortage' and also, of course, what we mean by 'skill'. At the most simple level, a skill shortage can refer to a difficulty in filling advertised positions. Care must be taken however in how we interpret this and what it means in terms of weaknesses in the UK skills base; particularly if demands for policy intervention are to be made on the back of this argument. Recruitment difficulties are often taken to mean that major problems exist in relation to the supply of skills in the UK economy. Often however this analysis is flawed in at least two important respects.

First, in terms of supply, it is taken to mean that workers do not have the requisite qualifications, when in reality what is meant by a skill in this context is something more amorphous. Evidence shows that the number of qualifications obtained by the British workforce has increased significantly in recent years: at the same time as reported skills shortages have increased. In simple terms, the recruitment difficulties are not related to a lack of qualified workers. Rather, employers are looking more for workers that can 'fit' with the firm, and have the requisite social and behavioural skills to do this. Researchers long ago referred to this as the 'good bloke syndrome'. More recently, it can be seen in the call from the business community to the government and education sector to provide workers with the skills required to fit into the modern workplace. Some critical commentators would understand this in terms of producing labour with the malleable skills to work in flexible environments. The important question though is whose responsibility should this be, and what should be the role of the employer in developing such capacities.

The second point relates to understanding a skill shortage not as a simple recruitment difficulty but as a broader skills gap or skill deficiency within the firm. This can be understood in a number of ways, but most simply put is a situation where workers in a firm or sector do not have the required skills to perform their current role, or where a firm believes that its current workforce is ill equipped for its skills demands in the

How the gap between supply and demand is married leads to a broader consideration of how to coordinate skills policy.

Often investment in training is seen as highly susceptible to such short-termism – training budgets are often the first to be cut during hard times as gains can be difficult to prove in purely accounting terms.

future. Data reported by the individual UK Sector Skills Councils indicate that, in aggregate, reported skills gaps outnumber skills shortages (in recruitment terms) by eight to one. However, there are other sources of data that reveal the situation may be even more complex.

The latest Skills Survey shows that many workers feel they are over qualified for their current role or have skills that they are not utilising at work. The survey also reveals that a large minority of British workers are employed in jobs that require no qualifications what so ever. At the same time, we know that there are massive deficits in basic skills in the UK workforce. Summarising what all these, seemingly contradictory trends, mean is complicated, but is perhaps best expressed in terms of a gap that exists between the skills supplied via the external labour market and the skills demanded and used by British employers. How the gap between supply and demand is married leads to a broader consideration of how to coordinate skills policy.

The issue of skills coordination is best understood with reference to international comparisons. The UK economy is not unique in its experience of skills shortages and recruitment difficulties, in particular sectors at particular times, but the issue of cyclicalities seems to be more embedded in the UK and the problems of skills gaps more entrenched. Two factors are of obvious importance here: long term investment horizons and the utilisation of skills within work. The ability of firms to take a long-term perspective is highly influenced by the system of corporate governance that exists within a particular economy. The strong market orientation that UK firms face means that investments often have to be paid back within short-term horizons and outcomes need to pay in the short-term. Often investment in training is seen as highly susceptible to such short-termism – training budgets are often the first to be cut during hard times as gains can be difficult to prove in purely accounting terms. The situation is different, for example in Germany and Japan, where the financial ownership structures of firms are less prone to such short-term mentalities and longer-term investments can be made.

But international comparisons reveal that developing skills is about more than just the financial regime, as corporate governance arrangements also relate to broader structures of decision-making within firms. In this regard, the degree of employee involvement and participation in the decision-making structures of UK firms is far less than that of their counterparts in much of continental Europe, where structures of social partnership are more embedded. In Germany for example, there is a strong system of codetermination, where decisions around training investments and skills are influenced by sectoral level collective bargaining and works council consultative bodies at firm level.

In France, social partnership is highly developed at sectoral level and is supported by a wide range of legal mechanisms, one example of which is a legal obligation for firms to invest a certain percentage of pay roll in staff training. A lack of social partnership in the UK, along with short-term financial perspectives and little by way of legal obligations on firms in the area of skills, means that there are few social obligations impacting on how British firms invest in and utilise their staff. Of course, this is often seen as beneficial, as regulation, red tape and rigidities are taken to impede competitiveness.

Key here is organising work in a way that allows workers to make use of the skills they have acquired, or that encourages the further development of skills amongst workers.

Yet, others would argue this creates a problem. True, the regulatory structures that exist in other European economies impose rigidities on firms, but these can often act as a form of what the German commentator Wolfgang Streeck refers to as 'beneficial constraints'. Free from such constraints, UK firms are able to restructure their workforces with ease; workers are laid off at short notice (often with detrimental consequences for long term skills planning), work is not organised to take best advantage of workers' skills and the responsibility for long-term investment decisions (for example in relation to skills) is deemed to be the locale of other stakeholders, be it the state, the education system or individuals themselves.

Ultimately, tackling the UK skills shortage problem needs in-depth understanding of the cyclical nature of the UK market. The issue lies deeper than recruitment difficulties, but hiring problems are often themselves the result of harsh cut backs in skills during periods of economic retrenchment. How skills shortages are dealt with most certainly requires a response from government and policy amendment, but it also requires a deeper commitment from employers to longer-term investment horizons in firms.

This can be facilitated in part by a modernisation of employment relations that allows more room for employee participation and broader stakeholder involvement and engagements with skills development within firms. Key here is organising work in a way that allows workers to make use of the skills they have acquired, or that encourages the further development of skills amongst workers. Longer-term career structures and on going systems for workforce development are also required. There are some signs that this has been recognised in the UK by recent developments in the skills system. Increasingly, trade unions are advocating learning and skills upgrading in the workplace and this has been supported by an increasing number of employer-union learning agreements and statutory rights for union learning representatives.

More broadly, a new body of Sectoral Skills Councils have been created, whose role is to analyse the supply and demand for skills within sectors, identify resultant skills gaps and create co-ordinated responses to tackle such gaps. Sector Skills Councils are all legally required to develop Sectoral Skills Agreements, in conjunction with employee representative bodies, to advance the skills agenda and to raise the long-term skills profile of sectors. This is taken by government as evidence for a strong role for employers, and their specific interests, within the UK skills system. We will have to wait and see if employers chose to participate in such developments and, as a consequence, take more responsibility for developing and utilising skills for their current and crucial future needs. ■



# FLEXICURITY

Annemarie Muntz



*Annemarie Muntz is Director of Public Affairs for Vedior. She is a specialist in Dutch and European staffing law and plays an active role in national and international public affairs programs, which includes regular contact with politicians, trade unions and employer organisations.*

*Annemarie represents Vedior at international organisations and federations, such as CIETT, the International Confederation of Private Employment Agencies, and since 2005 she has acted as president of Eurociett, the European arm of CIETT.*

*Annemarie studied law at Utrecht University in the Netherlands. She started her career in 1986 with the ABU, the Dutch national staffing federation. In 1991, she became secretary general of the ABU, and remained a key figure within the organisation until leaving to join Vedior in 1996.*

*Annemarie lives in the small fortified city of Naarden. Her personal interests include golfing, reading, cooking and shopping.*

**In order to achieve flexicurity, different countries will need to put different emphases on different angles within their own labour markets.**

Readers of the business and employment pages will have noted that the European Commission is currently in the throes of adopting a Communication on flexicurity, hopefully by the end of the year. But what does flexicurity actually mean? The hybrid word seeks to combine a concept of both security and flexibility within the labour market. Media and other commentators frequently suggest that the concept is based on the "Nordic model" of employment, and specifically that of Denmark, but in fact the European Commission is quite clear in its pronouncements on the matter that there can be no "one size fits all". As for the word itself, it was first introduced to political circles in the Netherlands back in 1996, and by the year 1999 was part of Dutch employment law, with the full agreement of the social partners.

In order to achieve flexicurity, different countries will need to put different emphases on different angles within their own labour markets. It is commonly agreed that there are four principal models within the EU: the Nordic approach, the Anglo-Saxon model, the German/continental approach and finally that of Southern Europe. Each has its own benefits and peculiarities. The key will be to combine the best of each in a fashion appropriate to individual countries. It is clear that national debates will be needed to find out just what works where.

Perhaps the easiest way to think about flexicurity is as a set of guiding principles rather than a rigid model. Certainly, that is the message that the European Commissioner for Employment, Social Affairs and Equal Opportunities Vladimir Špidla was keen to put across in his recent speech to an EPC Policy briefing meeting. He stressed that flexicurity in Europe is designed to modernise the labour market so countries can compete in a globalised world while safeguarding the European social model. And he added that in his opinion flexibility and job security can be mutually reinforcing in a "positive sum game" benefiting both business and workers. But commentators and politicians alike agree that there is no single remedy applicable in all Member States.

In the ideal world, flexicurity enables workers to reconcile their work and family lives (the much discussed work-life balance) whilst also giving them the opportunity of entering, remaining and progressing in the labour market, instead of just staying in the same job for life. At the same time, it delivers enterprises a skilled, adaptable labour force that can compete in the global market.

It is important to put flexicurity within the context of the Lisbon Strategy, the action and development plan established for the European Union in March 2000. As Commissioner Špidla emphasized, flexicurity is "not an alibi" to make the labour market more flexible, nor should it be seen as a threat to workers' security. Rather, it allows them to adapt to change and manage the transition between jobs. Nor is it intended to be a pretext to introduce a new bureaucratic process at the European level either, he said, but rather an aspect of the Lisbon Strategy, as human capital must be at the centre of economic planning.

Flexicurity is “not an alibi” to make the labour market more flexible, nor should it be seen as a threat to workers’ security.

Clearly, a change of mindset is underway, with employers realising that in order to fill skills gaps they need to attract many individuals who have traditionally found it difficult to enter the labour market

So at its best flexurity will encourage workers to follow “less linear career paths” whilst encouraging market segregation and breaking down the barriers between those who have secure jobs “inside” the labour market, and those on the “outside” trying to get in. As such, the intention is that it will help to combat poverty and social exclusion.

European citizens know that they need to adapt to change: according to a recent survey conducted by Eurobarometer, 76% think a job for life is a thing of the past, 72% believe work contracts should be more flexible, and 88% think lifelong learning would improve their employability. Clearly, a change of mindset is underway, with employers realising that in order to fill skills gaps they need to attract many individuals who have traditionally found it difficult to enter the labour market, such as the young, the elder worker, the long term unemployed and women, in particular returning mothers. It is a process which some have referred to as “levelling up”.

It is clear that those countries that protect “insiders” too much end up defeating their own objectives given that those with the most stringent labour laws also have the highest levels of unemploymentlowest active working population (‘insiders’) and often the highest level of unemployment. It is difficult to see how the objectives of the Lisbon Strategy will ever be achieved where social arrangements are built exclusively around the permanent contract and flexibility is seen as something less favourable - not to be promoted. Flexicurity requires flexibility inadaptation of social benefits, in employment contracts, and in dismissal laws if the effective transition from job to work security is to be achieved.

The Commission Communication combines four elements:

- flexicurity in work contracts,
- an active labour market,
- education and lifelong learning,
- and the right to work and social protection.

Agency work provides an essential stepping-stone to the labour market and facilitates upward transitions for workers.

The next stage in the political process is that each EU Member State will be asked to initiate a national debate on flexicurity, based on three common principles:

- using flexicurity to reduce the gap between those “inside” and those “outside” the labour market;
- encouraging flexicurity within each business and between businesses;
- and finally, and most importantly, ensuring a climate of confidence between business and social partners, which is vital if flexicurity is to work.

So what is the position of EUROCIETT, the Brussels based European Confederation of Private Employment Agencies, on the proposals? Broadly, the feeling is that this is a discussion that needs to take place and the Commission's Communication is an appropriate starting place. Specifically, there needs to be a broad-ranging debate on the reform of national labour markets based on a flexicurity approach, taking into account the important role of private employment agencies. They are at the heart of the discussion.

Agency work provides an essential stepping-stone to the labour market and facilitates upward transitions for workers. It also offers an essential pathway to facilitate transitions from unemployment to work, between household and work, between different labour contracts and between education and work. Research illustrates that 30 to 40 percent of agency workers find a permanent job within a year. By facilitating such transitions, agency work reduces the segmentation between the outsiders (being the (long-term) unemployed and excluded workers) and the insiders (being the people in employment). In this context, it needs to be clarified that workers in flexible forms of employment are not to be considered as outsiders in the labour market.

Of course, the adoption of principles of flexicurity will bring with it a wide variety of management challenges, both country and industry specific. At the moment it is still at the stage of the political discussion, but there is a long learning curve ahead in terms of practical application. What will be key will be a spirit of co-operation. Some have talked of turning hurdles into stepping stones but however you want to put it the potential is there for us all to move forward – together. ■

# THE CHANGING WORLD OF WORK

Richard Donkin



*Richard Donkin has been a Financial Times columnist on work and careers for ten years and also contributes a monthly column to Human Resources Magazine. His career at the FT began in 1987 and for a number of years he had an investigative brief, covering such stories as the closure of BCCI (for which the team won the Reporter of the Year award in the British Press Awards), the fraud at Ferranti and the arms to Iraq affair. He started his journalist career in the UK provincial press, and in 1986 was awarded Provincial Journalist of the Year together with colleague Tony Watson.*

*He is the author of Blood, Sweat and Tears, the evolution of work. He undertakes regular, speaking, report-writing and consultancy work and he has also completed a series of travel-writing assignments, including a 6,000 mile voyage around Cape Horn in the 1997 BT Global Challenge Round the World yacht race.*

*Born and educated in Yorkshire, he now lives in Surrey, England with his wife and three children. A Fellow of the Royal Society for the Arts in the UK, he is a keen walker, sailor and fisherman and is a Trustee of Earthwatch, the international environmental charity.*

**Earlier this year Richard chaired a discussion panel on Vedior's exclusive research concerning the UK skills shortages problem entitled Is the UK up to the job? Here he reflects to Jennifer Arcuni and Sarah Woodward on how the world of work is changing.**

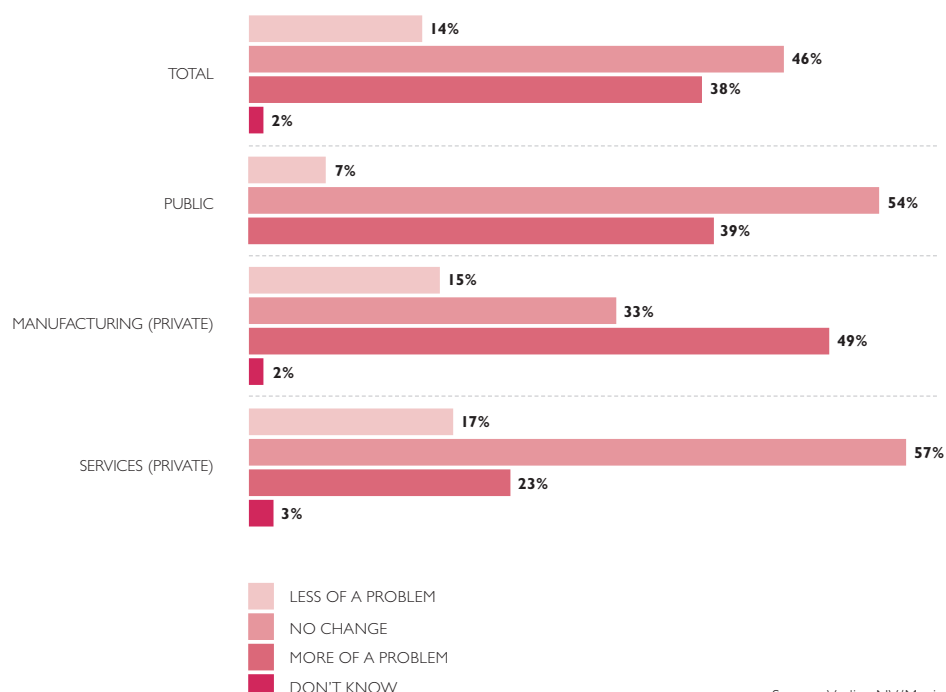
"When I was a young man the gap year simply didn't exist. Now it is an expectation. It is not an idea introduced by government, but one that has caught on by itself. And in many instances it is an alternative rather than an add-on to further education. For so many young people landing that first job is a huge challenge, largely because so many are simply over-qualified. Ironically, at the moment it is increasingly difficult to get in on the bottom rung.

Within the UK we have moved in terms of flexibility – not perhaps ahead but certainly differently from the rest of Europe. Many European countries are trying to come to terms with the target set by the Lisbon agenda, but privately they already recognise they are not going to meet it.

Many of the suggestions coming out of the EU are targeted principally at youth unemployment. While this is currently a serious issue, especially in southern Europe, if you look to the future and compare the anticipated number of jobs to be created versus the number of young people coming into the job market, there is a serious shortfall. Many managers have not yet grasped the fact that in years to come there will be fewer young recruits.

In a world of limited resources, whether that be talent or skills, we need joined up-thinking. The commoditisation of employment must be seen as a retrograde step for society. A structural re-adjustment of labour markets, in terms of attitudes as much as any other aspects, is long overdue. The issue of labelling/pigeon-holing/stereotyping of workers should be long gone." ■

## SKILLS SHORTAGES



Source: Vedior NV/Mori

# SKILLS SHORTAGES IN THE UK

Zach Miles



*Chairman of Vedior's Board of Management and Chief Executive from February 2004 to September 2007.*

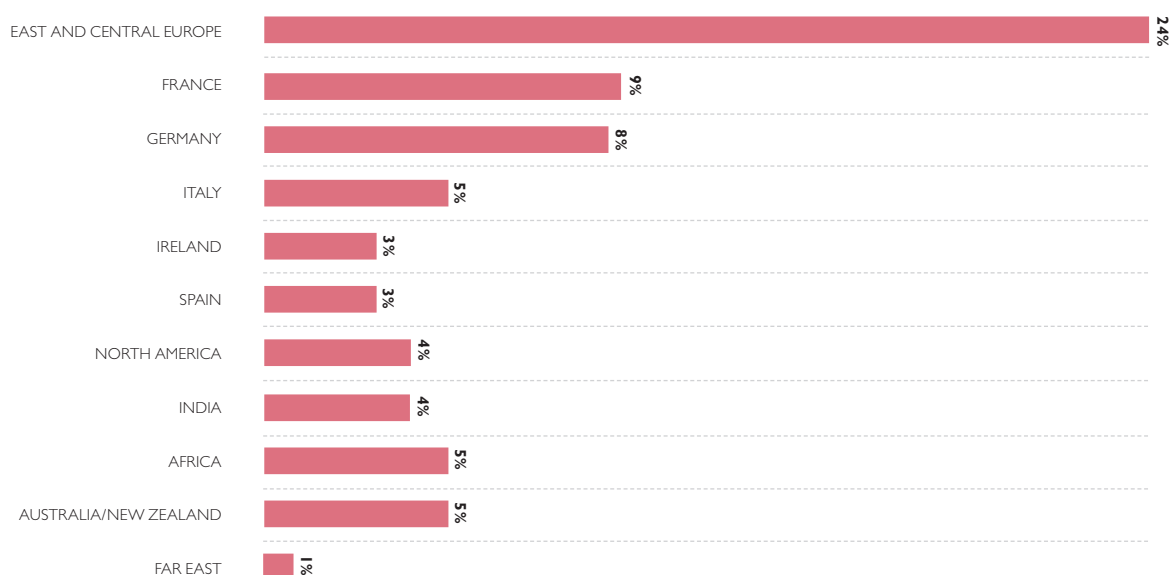
There is a great deal of noise about skills shortages in the UK. The allegation is that new entrants to the labour market - school and college leavers and immigrants - do not have the basic skills to contribute effectively in the workplace.

There is the emotive issue of the broader impact of immigration on the economy. Then there is the stark reality that the UK is less productive per hour worked than the USA and Japan, and some of the UK's European Union neighbours such as France and Germany. This is in spite of our more flexible labour market.

To analyse these issues we commissioned Ipsos MORI to interview human resources directors and managers from 200 organisations across the spectrum of the UK economy – in the services, manufacturing and public sectors. We asked Ipsos MORI to review the nature and extent of the UK's skills shortages, the likely consequences, and how organisations plan to resolve the problem.

The first point to note is that the UK does continue to face a major shortage of skilled workers. The survey reveals a high level of concern among all types of organisations at their inability to fill skills shortages - 40% of human resources professionals overall said the problem continues to be 'serious'. But the problem is particularly acute in the manufacturing sector, where half of the organisations we spoke to said the situation was 'serious'. The public sector also faces a high level of risk, with 41% of organisations reporting a major shortage of the right skills. In contrast, the services sector is less concerned, although a third of services companies still said skills shortages are a serious problem.

## SOURCE OF SKILLED WORKERS TO THE UK



The first point to note is that the UK does continue to face a major shortage of skilled workers.

LIKELY CONSEQUENCES OF SKILLS SHORTAGES IN THE UK



The good news is that skills shortages are now on the board agenda. The vast majority of human resources professionals said that their board is paying the right attention to skills shortages and their potential impacts. However, there appears to be some complacency within the services sector, as a quarter of our respondents in services said that their boards are not concerned enough about skills shortages.

One of the most interesting findings from our survey is that employers are expecting that skilled immigrants will have a big positive impact on their ability to meet their skills requirements as the crisis deepens. Employers see Eastern Europe as the best source of foreign talent for UK companies out of anywhere in the world. A quarter of human resources managers said this, rising to 38% of manufacturers.

Eastern Europe is way ahead of the second and third most important sources of skills outside of the UK, France and Germany, and, overall, two thirds of UK organisations believe that membership of the European Union will help them fill their skills shortages.

In contrast, North America, India and the Far East are seen as being far less important sources of talent. The level of comparative interest in new workers from Asia corresponds with the finding that relatively few companies – 5% - say they are very likely to turn to offshoring to alleviate their skills problems. This probably contrasts with many people's perceptions of the extent of offshoring. ■



# BRAIN DRAIN

Professor Simon Commander



*Simon Commander is Director of the Centre for New and Emerging Markets at London Business School and a Research Fellow of IZA, the Insititute for the Study of Labor. Senior Adviser at EBRD. He is the author of numerous papers and publications on employment topics, including The Brain Drain – curse or boon? with Mari Kangasniemi and L.A. Winters and Who gains from skilled migration – evidence from the software industry with Mari Kangasniemi, Rupa Chanda and L.A. Winters. Simon Commander received his BA from Oxford University and his PhD from Cambridge University. From 1988 to 1998 he worked at the World Bank.*

**There is now a good deal of off-shoring but mainly in services and much of it is happening at the skilled end of the labour market.**

The migration of both jobs and skills is currently a growing phenomenon in the US and the UK and it is happening on two fronts. Both countries are experiencing inward movements of workers and jobs but there is also a substantial outward movement of jobs. The latter phenomenon is likely to be a major factor in particular in the forthcoming US elections.

However, it is important to understand that whilst both countries are experiencing this migration, it is happening in contrasting ways. In the US the major move over a protracted period of time has been through outsourcing in manufacturing, particularly to China. As a result, significant categories of American workers feel under threat, and it is creating a groundswell of opinion, particularly among blue-collar workers with limited or non-existent income and health care protection.

In the UK, the situation is very different. There is now a good deal of off-shoring but mainly in services and much of it is happening at the skilled end of the labour market. A classic example is in the financial services sector: The back office may have started the trend but now major investment banks such as Deutsche Bank and Merrill Lynch have been off-shoring higher skilled components such as equity research. Over time more activities will be moved, as corporations look to divide up their business sectors and activities in a strategic manner.

Within Western Europe off-shoring is most active in the UK, with most of the jobs going to India, whilst in Scandinavia - for example - the approach is one of near-shoring, with many employment opportunities going to Lithuania and Estonia.

So why is this happening? Historically, it was generally driven not by skills shortages but by reasons of cost. But now the flow is being reversed. There is not an infinite supply of talent and migration has opened up skills shortages. As a result employers are having to pay a lot more for talent, in India in particular. Many Indian based managers or those working in IT are now rewarded better than they would be in, say, the UK.

Similarly, in China labour costs in manufacturing are rising, although the market for service employees remains much less competitive than Europe or North America. But then the latter is not where the major drive has been. In some cases service sector companies – such as NIIT - have now started working in China, in order to be able to diversify their labour pool out of India and to address potential skills shortages in the future. But it is a long term process and there are issues of both language and approach.

There has also been a lot of discussion of labour migration from Eastern Europe and indeed roughly 3/4 of a million workers have registered for employment in the UK alone since 2004 of which around two-thirds have been Polish. The numbers would be higher if restrictions had not been placed on the most recent accession countries. In Poland unemployment is dropping, although it remains at one of the higher levels within the EU. Definite skills shortages are now showing up, especially within the construction sector: But then non-participation in the workforce is also a major problem of the Eastern European countries in general. And to address that there will need to be not only a change of attitude, but also in institutional considerations such as forms of benefit and ages of retirement.

In short, technological change and other factors have driven the growth in demand for skills. Educated workers are more in demand than before and the hunger for skills is likely to grow. This has prompted companies to broaden their horizons to draw on talent outside their national borders. Rather than the story being all about flows of workers, it now involves flows of jobs as well. With respect to whether this is a brain drain or not, the picture is actually very mixed and defies easy categorisation. ■

*Simon Commander spoke to Sarah Woodward.*

# THE FUTURE OF LEGAL STAFFING

Scott Becker



*Scott Becker is one of the two founders of Compliance Inc., a leading US legal staffing company based in Arlington, Virginia. He is a Washington, DC area native and a graduate of West Virginia University. He began his professional career as a civil engineer with the Navy, and then earned his JD from The Catholic University of America's Columbus School of Law. There he was a member of the Catholic University Law Review and a successful Catholic University Moot Court Association advocate. Following law school he practiced antitrust law as an associate with the Georgetown law firm Collier, Shannon, Rill & Scott (now part of Kelley Drye & Warren LLP). Scott left Collier Shannon in 1997 to co-found Compliance Inc. with fellow associate Jeff Palk. Scott has vast legal project staffing and document production management experience*

Salaries in contingency roles are competitive enough to lure young attorneys into assignments that afford them choice and flexibility, offer them experience and a work-life balance.

## **Q. What has been the biggest change in legal staffing in US the past decade?**

**A.** When we founded Compliance Inc. in 1997, it was because we saw a growing need for the supply of high-quality temporary legal staff. Since then, law firms, along with their clients, have fully embraced the use of temporary attorneys as an integral part of the workforce, as a strategic alternative versus a stop-gap measure, which is how temporaries used to be regarded.

Now, the value in a contingency workforce is widely recognised for both what it offers the client as well as the candidate. So really the biggest change over the past ten years has been the growth of the industry and the emergence of legal staffing as a vital partner in the legal landscape.

## **Q. Legal staffing has grown at an annual rate of 25 to 30 percent and is doing business totalling more than USD \$3 billion. What factors contribute most to this growth?**

**A.** I think that the proliferation of data, and the resulting availability of it, through advances in technology has been a tremendous factor in the growth of the industry. More documents are being generated and, subsequently, an increase in resources is needed to meet the demands of the document review process. Whereas previously review work was done mostly by in-house staff, it has become more efficient and cost effective to use contingent staffers for these projects.

Additionally, the downsizing trend which gained foothold in the mid-1990's means that major corporations and medium-to-large organisations have pared back on permanent staff to reduce overhead and have therefore increased the routine use of temporary staff to tailor their capacity to the current scope and demands of their work.

## **Q. How is legal staffing in the US different (or similar) to legal staffing markets internationally?**

**A.** The use of temporaries for large scale document reviews is more prevalent in the US than in other markets right now, largely due to the amount of regulatory investigation and litigation in the US, which is so very document intensive. International markets seem to operate more heavily in the 'search and selection' sphere and are therefore more focused on sourcing legal professionals for eventual hire.

## **Q. Is it fair to say that law school graduates are increasingly opting for contingency assignments versus the traditional associate-to-partner track?**

**A.** Well, as attitudes toward temporary staffing in the legal profession have changed on both sides of the value proposition, today's graduates have options available to them that simply didn't exist in the past. Law school graduates are no longer immediately signing on en masse as associates with an eye toward the traditional partner track. Salaries in contingency roles are competitive enough to lure young attorneys into assignments that afford them choice and flexibility, offer them experience and a work-life balance.

Use of temporaries can in some instances free up the associates for higher level work, and the result is both cost effective and morale-boosting.

As the percentage of women currently enrolled in law school in the United States exceeds the male demographic, women will continue to be a cornerstone of legal staffing and contingency assignments.

**Q. What accounts for this change in attitude and has this change impacted the way in which traditional firms are recruiting?**

**A.** For starters, Generation Y's attitude toward work is markedly different from that of previous generations. This generation prioritises a happy, balanced life and consequently looks for work which allows them to achieve this. Contingency work offers opportunity to accept roles which fit into in their life versus trying to fit their life around a job.

But the traditional recruitment path still exists, there is just a smaller group of partner track associates and a larger cadre of junior associates. Corporate culture has shifted toward the 'lean and mean' organisation. This means that larger law firms and their clients have become more resistant to utilising their associates for work that can be fielded on a contingent basis. Use of temporaries can in some instances free up the associates for higher level work, and the result is both cost effective and morale-boosting.

**Q. In addition to those just embarking on a legal career, who reap the advantages and the experience to be derived from contingency assignments and who enjoy the work-life balance a contract-based career offers, how does the industry attract other segments of the workforce population?**

**A.** We are living longer and we are working longer across all areas of business; the legal sector is no exception. Contingency assignments are very attractive for older attorneys, who aren't ready for full retirement but who want to enjoy more of life outside the office and want to be able to pick and choose when, where and how they work. These workers bring a wealth of experience with them, and having them on board adds greater diversity and expertise to review teams.

Women are very important to the legal staffing industry, which actually owes its origins to women, as the first legal staffing agency was founded by a woman for women attorneys returning to the workplace. Indeed, for women returning to the workplace or looking to find more flexible ways of managing their legal careers, contingency work is an ideal route. And, as the percentage of women currently enrolled in law school in the United States exceeds the male demographic, women will continue to be a cornerstone of legal staffing and contingency assignments.

**Q. What types of benefits are available for contingency workers? With the growing number of contingency workers in this sector, do you expect to see an extension of benefits in the future?**

**A.** The professional staffing industry has responded to the increasing number of workers opting for a contingency career, and many agencies do have benefit packages available, wherein eligible employees can take advantage of the buying power of staffing agencies in terms of competitive pricing on healthcare and other insurances. Compliance Inc. offers the strongest package in the legal staffing sector, including 401(k) contributions and participation in an employee stock purchase plan.

In order to attract and retain top tier candidates going forward, benefit packages will need to remain competitive and offer candidates reliable coverage and added incentives such as bonus schemes and retirement plans. ►

There is also a demand for attorneys with dual degrees, for example law/MBA, law/science or engineering and law/medicine.

**Q. We hear so much today in about skills shortages across recruitment sectors. How do current shortages impact legal staffing?**

**A.** I think we see the impact most in terms of compensation, which can be quite high for experienced attorneys who specialise in certain areas of law, including bankruptcy, intellectual property, corporate finance and governance, real estate, health care, telecommunications and environmental law. There is also a demand for attorneys with dual degrees, for example law/MBA, law/science or engineering and law/medicine. Candidates with these credentials are attractive to firms involved in high-level corporate legal work, intellectual property and medical malpractice respectively.

**Q. What additional legal staffing services (aside from the workers themselves) offer the most value for clients?**

**A.** Compliance Inc. has recently opened project staging centres in both Washington DC and New York City for legal document review and project management. These staging centres leverage management expertise with the state of the art facilities.

The added value of this combination of know-how and leading edge technology translates to enhanced capabilities for our clients. It also means that, especially in cities like New York and Washington where the cost per square foot can be astronomical, clients can save on investment in space and equipment that they wouldn't necessarily maximise.

The centre in Washington, which opened in May 2007, is the largest in the US, and the first specifically designed for legal staffing projects. With the advanced systems and technology, millions of pages of electronic documents can be reviewed daily.

**Q. In which area(s) of legal staffing do you predict the most future growth?**

**A.** Regulatory reviews will continue to drive legal staffing, particularly in the areas of antitrust and securities, and the large litigation will always be there. Given the current crisis in the American markets and the proliferation of content on the internet, corporate governance, bankruptcy and intellectual property are areas where we should see some significant growth. ■

*Scott Becker spoke to Jennifer Arcuni, communications executive with Vedior NV.*

# CORPORATE SOCIAL RESPONSIBILITY

Polly Courtice



*Polly Courtice is Director of the University of Cambridge Programme for Industry, which provides executive programmes and dialogue services to build leadership capacity for the challenges of sustainable development. She is also Co-Director and Chief Executive of The Prince of Wales's Business & the Environment Programme, and Academic Director of Cambridge University's Post-Graduate Certificate in Sustainable Business.*

*Polly is a member of the University's Council for Lifelong Learning and serves on the Board of the Institute for Continuing Education. She helped to establish the UK Government's Business Task Force on Sustainable Consumption and Production and serves on its Advisory Group. In 2007 she was appointed by Al Gore to run his Climate Project in the UK, helping leaders deepen their understanding of climate change and explore appropriate action. She is a Trustee of Earthwatch and a Director of Jupiter Green Investment Trust.*

*Polly's first degree was from the University of Cape Town and she has an MA from the University of Cambridge. She is married with two teenage children and lives in Cambridge, England.*

The good news is that CSR can also make business sense.

## **Q. What should companies be doing to be counted as socially responsible?**

**A.** There is no easy answer, no quick fix. There is hardly any large or reputable company out there that doesn't recognise that they have responsibilities to society that extend beyond their obligations to shareholders – to consumers, employees, the community at large, government, and the natural environment. But it's one thing to accept the idea of CSR or sustainability, and another actually to embed the principles or policies in practice. This is not just about corporate philanthropy, and certainly not just about good public relations. It entails measuring and managing the full impact of a company's operations, considering the real cost, not just to the environment but to society as well. For example, taking into account the whole lifecycle of a product or looking all the way along a supply chain, not just at the areas that are immediately visible or within their direct control.

## **Q. Where do companies begin on such a major task?**

**A.** They can start with fairly small steps, by doing an energy audit or by reviewing corporate travel. Many companies are finding that by reducing their environmental footprint they can also make savings – the good news is that CSR can also make business sense.

Wal-Mart is a good example of this, as its President and CEO H. Lee Scott pointed out at the London Lecture for The Prince of Wales's Business & the Environment Programme this spring: "Sustainability has caught on throughout our company. It has become an integral part of the Wal-Mart culture. It has even become a recruitment and retention tool. Our young managers view our focus on sustainability as a higher calling." It's an inspiring message. But it also brings business benefits. Wal-Mart estimates that their 2013 packaging reduction targets alone could save them \$3.4 billion and their global supply chain nearly \$11 billion.

## **Q. So how important is CSR to employees?**

**A.** Aside from the fact that CSR also means caring for the people who work for a company, what's encouraging is that when companies do get involved in CSR they often find their employees are very receptive, and its certainly increasingly seen as a means of attracting and retaining the best talent.

Most employees' instinctive reaction to a company wanting to behave in a way that is good for society as well as making a profit is to say "yes, of course we must do this" – but actually making it happen is quite different. This is not like an IT or quality revolution. For a company really to embed principles of CSR and sustainability in a way that is meaningful often calls for a real culture shift, where you have to look at the system as a whole. It may require a profound change in the mindset and approach of the whole workforce, and even the most effective companies can find this very challenging. ►

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Many corporate executives have radically changed the way they think about social campaigners or environmental activists – many of whom used to be seen as troublesome ‘do-gooders’.

**Q. Please give some examples of areas where the mindset must change.**

**A.** CSR often involves working differently with different sets of stakeholders. Over the past decade, for example, many corporate executives have radically changed the way they think about social campaigners or environmental activists – many of whom used to be seen as troublesome ‘do-gooders’. It has become increasingly apparent that companies and NGOs and governments have to work together in new and creative partnerships to tackle some of the huge challenges we face. Another example is the big shift in attitude to the CSR and environment specialists within companies – many of whom used to be affectionately dismissed as ‘tree huggers’ by their more business-focussed colleagues. CSR can still be perceived very differently at different levels and by different functions within a company, so that what seems important, say at Board level, may be seen very differently at executive, functional or operational levels, or between HQ and a subsidiary company. But if CSR is to become a fundamental part of a way a company does business it needs to be part of the company’s mission and values and norms and practices, and that means a much greater shared understanding of what is involved, perhaps even finding new business models to achieve more sustainable ways of producing goods and services.

**Q. Can there be an international approach to sustainability and corporate social responsibility?**

**A.** Sustainable development has to be seen in an international context – but at the same time the approach has to be rooted in local or regional conditions. So a company like Cadbury Schweppes, for example, invests extensively in local cocoa growing communities in Ghana, supporting local schools and libraries for example, and even launching a farmers newspaper and radio programme. But the company also plays an active role in international initiatives like the Sustainable Tree Crops Programme and the International Cocoa Initiative which aims at improving labour conditions in the supply chain. We apply this approach in our leadership programmes around the world, addressing global issues like climate change, but taking into account local conditions. For example, our programmes in South Africa focus on poverty, health, social justice; they have a quite different flavour in the US.

**Q. And what is the role of the HR Managers in all this?**

**A.** HR professionals have the potential to make a significant contribution to addressing this issue, but they have often struggled to introduce sustainability issues within their training and development programmes. It’s proven difficult accurately to communicate what it is that people might learn (or have learnt) and what they might do differently because of this learning. We’ve recently developed a sustainability competency map to help identify priorities for individual and organisational learning and to develop appropriate training programmes and other learning initiatives. But of course competencies are only part of the picture of organisational development. Individuals are only able to reach their potential in CSR and sustainability – demonstrating strategic thinking, effective stakeholder engagement, and personal leadership – if there is an organisational climate that reflects the values of sustainable development.



## THE COMPETENCY MAP

Competency Theme	Competency Element	Understanding <i>Essential knowledge and skills (know-what)</i>	Experience <i>How understanding is translated into practical action (know-how)</i>	Attitudes <i>Personal values and ways of working</i>
<b>Strategy</b> <i>Sense-making and planning</i>	<b>External Context</b>	Understanding the local and global context in which your organisation operates, including the most significant opportunities and risks that it faces.	Prioritising issues in terms of the level of opportunity and risk they present to the organisation, now and in the future.	<b>Holistic view:</b> The importance you attach to balancing environmental, social and economic value.
	<b>Internal Focus</b>	Understanding how your organisation can respond to these opportunities and risks for greatest business and societal value.	Formulating strategic objectives that address the organisation's opportunities and risks, supported by business cases, resources and champions to put them into practice.	
<b>Stakeholders</b> <i>Managing relationships</i>	<b>Stakeholder Approach</b>	Understanding why a stakeholder approach is essential to your organisation's long-term success.	Determining who your stakeholders are, how the organisation affects them, and what they think about the organisation.	<b>Inclusive approach:</b> The importance you attach to responding to the needs and aspirations of all people affected by your activities.
	<b>Dialogue and Leadership</b>	Understanding how to engage with stakeholders in order to foster co-learning and build effective relationships.	Engaging in dialogue with stakeholders and responding to their legitimate concerns in a transparent and effective fashion.	
<b>Leadership</b> <i>Creating change</i>	<b>Learning</b>	Understanding the competencies you need to help your organisation deliver its strategic objectives.	Developing and participating in learning and development processes that support the organisation's strategic objectives at personal and team levels.	<b>Long-term perspective:</b> The importance you attach to recognising the interests and rights of future generations.
	<b>Action</b>	Understanding the most effective approaches to influencing others and creating change in your organisation in line with its strategic objectives.	Demonstrating personal commitment to the principles and values of sustainable development, encouraging and enabling others to make this a focus of business action.	

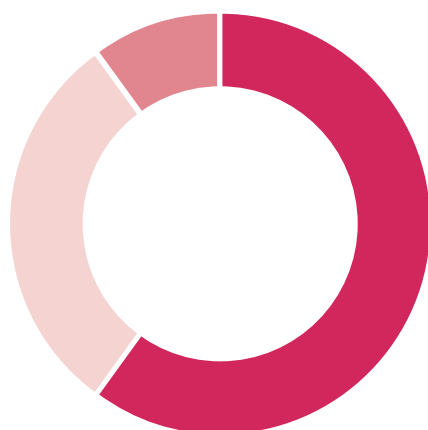
## SPOTLIGHT ON PORTUGAL

Mario Costa



*Mario Costa is CEO of the Select Vedior Group in Portugal. Born in Mozambique and educated and in South Africa, where he qualified as a Chartered Accountant, Mario has worked as an auditor with Price Waterhouse in South Africa, Brazil and Portugal, and was formerly a Board Member and Financial Director at Securitas Portugal. In 1990, he started up Adia's operations in Portugal, where he served as Managing Director up until the merger with ECCO. In 1997, Mario joined Select in Portugal. Following the merger with Vedior in 2000, he was appointed CEO of the Portugal Group.*

THE SELECT VEDIOR GROUP PORTUGAL BUSINESS MIX



- TEMPORARY WORK/OUTSOURCING 60%
- CALL CENTRES 30%
- SPECIALITY BUSINESS 10%

Specialty business includes I.T. (New Boston Select), Nursing (Select Saúde), Permanent Placement (Search & Select), Outplacement (Fairplace) and Training companies (Solisform, Psicoforma and Promática)

Source: Select Vedior Group Portugal

**Q. With over 40 branches in Portugal, Vedior continues to grow successfully as the clear market leader. How long have you been operating in this market and in what sectors are you active?**

**A.** We celebrated our tenth anniversary of operations here in Portugal this spring. With our own staff of 360 workers, we employ over 25,000 temporaries daily. Our operations are divided primarily into three sectors: traditional staffing, which comprises 60% of our business; call centre staffing, 30%; and speciality staffing, which comprises 10% of our activities and includes niche services in IT, engineering, nursing and permanent placement.

I think our business mix has been a considerable part of our success over the past decade. Each of our nine brands has retained its own unique vision whilst simultaneously drawing on the knowledge and capacities of our business on a national level and through global alliances.

**Q. What role do the call centres play in your business model?**

**A.** Obviously, call centres account for a large part of our revenue and are an important part of our service offerings. And they are a **service** offering. In addition to the supply of staff, our centres are fully-outfitted with the equipment, applications and systems necessary for delivering top quality process management services alongside the actual teleservices. Our call centre teams are dedicated to understanding individual client needs and profiles, and to customising the available services to meet those needs across a variety of language, support, telemarketing, project management and administrative services.

The versatility we offer our customers, combined with our solid infrastructure, is essential in our approach. Customers are able to select only the services they need and since there is no "one size fits all" mentality, each and every account is treated differently. We are able to offer the most appropriate and affordable solutions to our clients, from the basic teleservices through to full support contracts, which might include add-on services such as training, payroll and general administration.

**Q. How do you view specialised staffing?**

**A.** Although speciality staffing may still be cutting its teeth in the Portuguese market, it is clearly a rapidly evolving part of our business mix. With a rising demand for skilled workers, and a shortage of those very skills especially in areas of healthcare, engineering and IT, specific staffing plays an important role in helping to match well-qualified candidates to the right position, in helping companies and organisations find the best possible employees for these specialised roles.

**Q. Earlier you mentioned permanent placement as part of the speciality staffing mix?**

**A.** We carry out our permanent placement activities under the brand Search & Select, with offices in Lisbon and Oporto. We have two main divisions: recruitment and selection, and assessment. Our placements are predominantly for commercial positions and financial services staff.

## Africa Expansion

In 2006, Vedior Portugal began setting up businesses in Mozambique and Angola. Activity in Mozambique, is already well-underway with eighty staff onsite at a call centre of a major mobile telephone company and the implementation of an industrial training centre. We are also involved in professional/executive recruitment and placement services under the brand Select Vedior Moçambique.

The Angolan Company, Promática, will be fully operational at the end of the year, including a training division and core involvement in local labour market development initiatives with funding supported by the World Bank.

Customers are able to select only the services they need and since there is no “one size fits all” mentality, each and every account is treated differently.

### **Q. In what areas are you involved in cross border recruitment?**

**A.** We supply workers abroad through our industrial division, mainly staff for construction and metallurgical sectors. Currently, for example, we have more than 200 Portuguese welders and electricians in Iceland working on a project-based contract for the construction of a dam to supply energy to a large aluminium factory. We also have construction workers on placement in Spain. And later this year we will begin active recruitment of Romanian and Ukrainian labourers for our rural division, to supply staff to our clients in the agricultural areas.

### **Q. Your company is also, I understand, heavily involved in training the workforce. Can you tell us a little more about this?**

**A.** We believe that a focus on the future is a core part of our business, as well as a key factor in sustainable economic development in the region. Training current and future members of the workforce is an essential part of how we maintain and strengthen that focus.

In co-operation with social funding from the European Union, we have established vocational training schools for under-privileged adolescents and young adults. Through our brand Solisform, we train over 400 individuals annually in technical and industrial skills. At the end of 2007, we will participate in an SOS Villages initiative, helping with the education of thirty children.

### **Q. How have recent changes in Portuguese legislation, which seek to limit the duration of temporary contracts and assignments, affected your business?**

**A.** They have not impacted our business significantly, and I think that this speaks not only to our role in commerce but to our role in the community. From the very beginning, we have invested the time and resources to ensure that we operate with fairness and transparency, and that we are open to social dialogue with the community as a whole.

As a result, we are seen as a key stakeholder and an important driver of growth opportunities in the labour market. This is demonstrated on a number of fronts, most visibly through the flexibility that temporary work offers jobseekers, which is crucial, especially for new and returning members of the workforce who may need to balance personal responsibilities, for example childcare, education, or a disability, with their career development.

Without flexible work, the path to (re)entry into the labour market is often a slippery one. So the opportunities we provide are actually in line with the legislative agenda, which promotes higher rates of employment across the population. The current discussion is focussed on how to realise that agenda, but with continued cooperation and forward-thinking, this is certainly achievable. ■

# EXPLORING THE FUTURE WORKPLACE

Anne Lise Kjaer



*Anne Lise Kjaer is the Founder and Director of kjaer global (UK), a leading trend agency which has for over ten years provided global companies with innovation. Kjaer's exceptional eye for trends is matched by an original and inspiring way of translating fledgling concepts into commercial success stories. Using holistic principles kjaer global creates future concepts for the next generation of consumers.*

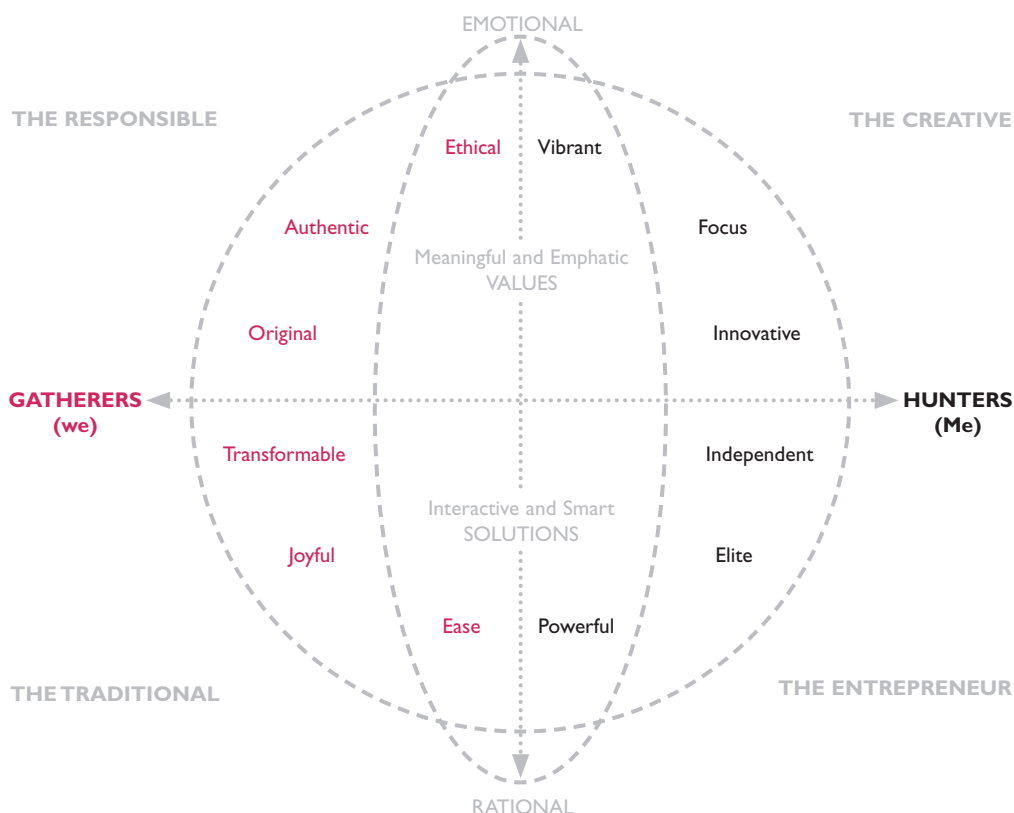
*Anne Lise Kjaer has a background in design. Fifteen years ago she started to publish trend reports that lead to working with some of the world's leading brands such as ACNielsen, IKEA, Johnson/Johnson, KBC, McKinsey, Nokia, Philips, PriceWaterhouseCoopers, Sony, Toyota and Unilever. Danish by birth, she has lived in Germany and France. Since 1992 she has been based in London.*

The future is not somewhere we go. We create the future. Today thinking out of the box is a trend and a reaction against our "speed society". How often do we ask ourselves "what do I really want for my future?" but then don't take the time to think about tomorrow's world – or people. When working with the future, it is important to understand that there is not just one answer to the future, but many. As both individuals and corporate entities, the challenge is to establish what is sustainable and meaningful in order to discover untapped opportunities.

In the Conceptual Age organisations that foster creativity, visionary, fast-cycle learning, and flexibility should respond effectively to the pressures of today's innovation-driven marketplace. It has become increasingly obvious that we are entering a new era where value sets are shifting. Since we have already discovered that money can't buy happiness, we are looking elsewhere for meaning. Today we may see self-actualisation or "growth needs" and social responsibility at the top of the pyramid but tomorrow's individuals want "emotional consumption". Businesses must deliver the goods, empowering people on all levels.

New paradigms are needed when addressing the future employee. It is not sufficient to just offer material benefits, you also have to offer the emotional and ethical benefits to the (dimensions

## MACRO TRENDS 2015+ THE EVOLUTION OF NEEDS



Source: Kjaer Global

## Exploring the future workplace - continued

of) workforce tomorrow (people). In short, companies have to rethink the rules of engagement. The single biggest challenge will be managing and anticipating the needs of the workforce. Flexibility must replace rigidity due to the age-span and diversity of tomorrow's people. For companies to inspire respect and maintain loyalty, they must seek to embrace deeper human and conscience-led values.

Of course, for HR teams this poses an unusual set of challenges. The current culture is both hedonistic and anxious, individualistic and humanitarian, health conscious and yet indulgent. We are witnessing a surprising synthesis between living in the now and worrying about tomorrow; freedom and commitment; individualism and philanthropy. This marriage of opposing forces simply intensifies two major principles in today's society: the quest for efficiency and success alongside the ideal of happiness and quality of life.

So how can this balancing act work for companies and individuals alike? The starting point is to understand the social pressures at work and then anticipate the, sometimes contradictory demands, of your workforce. One perfect example of conflicting desires is the company car policy co-existing alongside a desire to work for a company with a zero carbon philosophy. In order

to resolve such dilemmas and empower people, companies must practise multi-dimensional thinking. The most successful brands and companies of the future will be those who "think from the outside in", rejecting internalised corporate speak in favour of a cool-headed assessment of the whole picture.

In order to understand this multi-dimensional approach, you need to build up a Trend Atlas – a handy device for decoding the broader cultural context of social trends. Trend mapping is a shortcut to create clarity out of complexity. Trend intelligence is essential for business on all levels – including HR strategy.

Neuroscience divides the brain into two sides, left and right. This ties in perfectly with a multi-dimensional philosophy. The left brain is identified as analytical, good at breaking the whole into components and looking at details, whilst the right is synthesis, specialist in weaving components into a whole and seeing the bigger picture. What will be essential in the future is holistic thinking. People who only lean on logic and rational thinking end up starving the best part of the mind. Tomorrow's successful leaders will be "whole-brain" thinkers and practitioners.

The key to understanding people is to tap into their emotional and spiritual dimension where a much broader wish-list contributes to that all-important job satisfaction rating. This is critical to the future success of flexible HR programmes. For a holistic strategy there are four key dimensions – and individuals must be engaged on all four for success.

### The Scientific Dimension

In a society driven by performance pressure, convenience and health benefits are top of people's agenda. Many workers perceive that they have less time and more stress and question the logic of the long hours working culture, even wondering aloud whether efficiency is just another word for cost-cutting. But on the positive side, talent is drawn to success. Engaging with the New Economy is crucial if you want to attract – and just as importantly retain – the right people.

### The Social Dimension

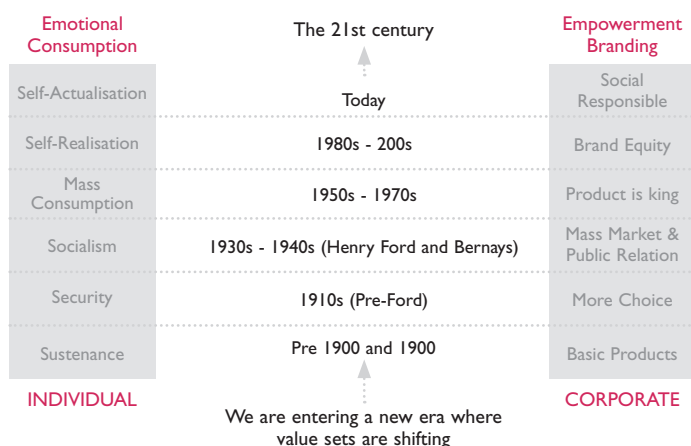
Increasing social awareness and a caring attitude will define and shape businesses in the future. The convergence of work and leisure has become an everyday reality and flexibility, convenience and personal expression are expected by the "patchwork" society. Increasingly, choosing your employer might depend not just on the salary package but on flexibility and less tangible assets from company crèche to holiday entitlement.

### The Emotional Dimension

In a "Perma-Youth" Society, personal wellbeing will take on a whole new meaning. The World Health Organisation has predicted that by the year 2020, 60% of diseases in the western world will be stress-related. People will make choices according to their personal ethics and emotions as well as their practical needs. From free pampering treatments and chill-out rooms to "green offices", corporations need to re-examine both the working environment they create and the working ethics they promote.

#### MACRO TRENDS 2015+

#### THE EVOLUTION OF NEEDS



Source: Kjaer Global

The current culture is both hedonistic and anxious, individualistic and humanitarian, health conscious and yet indulgent.

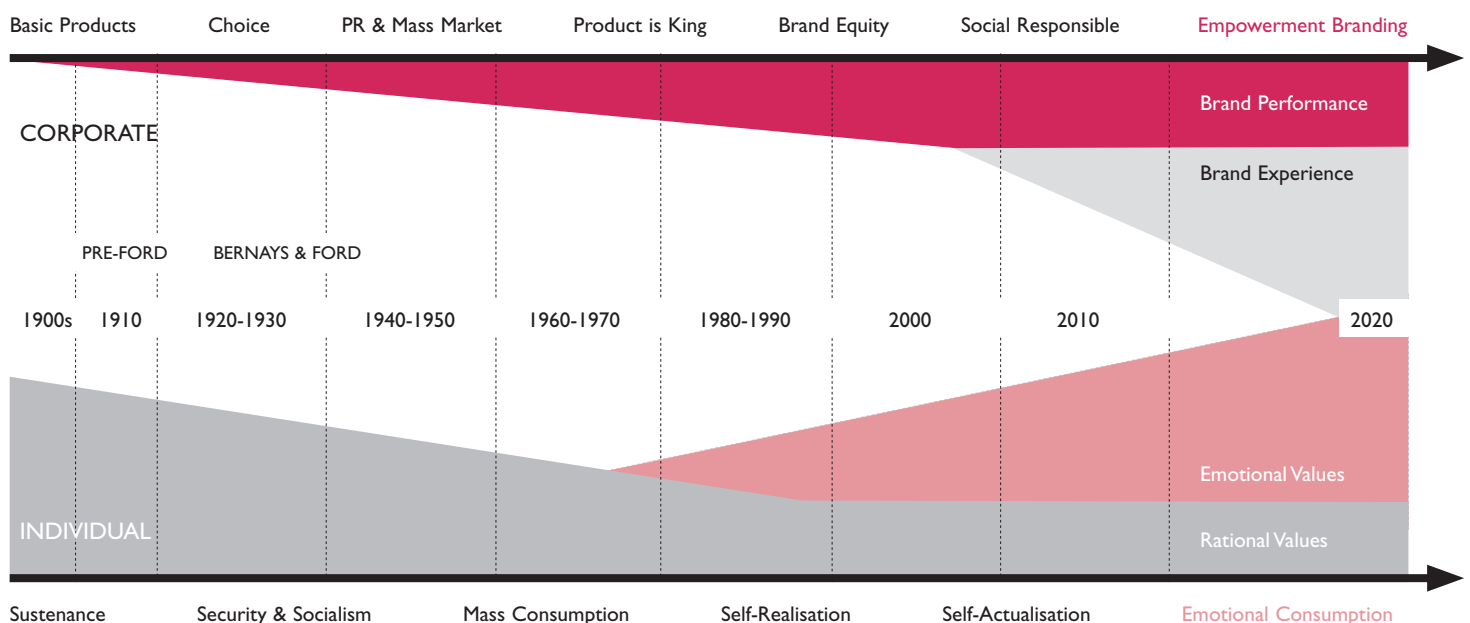
### The Spiritual Dimension

Finding inner peace is essential in a high pressured society where time is our most priceless commodity. This is the hardest dimension to anticipate or satisfy, but it is certain that corporations need to demonstrate that they understand the pressures and engage with the issues facing our society.

Once you start thinking in this multi-dimensional way, workplace packages can then be divided up quite neatly. The scientific dimension covers financial packages such as salary, company car, bonuses, health benefits, pensions and so forth. Pensions and health benefits do overlap into the social dimension, which is also where training and mentoring as well as such aspects as a company crèche, the office environment, gym and canteen fit in. On the emotional dimension, again there is overlap as training and mentoring clearly have emotional benefits, since they help people to grow and develop. Other nurturing add-ons to that job package might include sabbaticals, opportunities for volunteering or company-wide charitable efforts. And finally charity and volunteering have a clear spiritual dimension, enabling people to feel better about themselves and their role in the community, whilst self-actualization and self-development on all levels can be explored.

From a European perspective, many countries are looking at new ways to make people feel more fulfilled. The Danish employment model is an interesting one to look at. Denmark simply does not have enough employees, so companies have woken up to the fact that they need to make themselves as attractive as possible to work for in

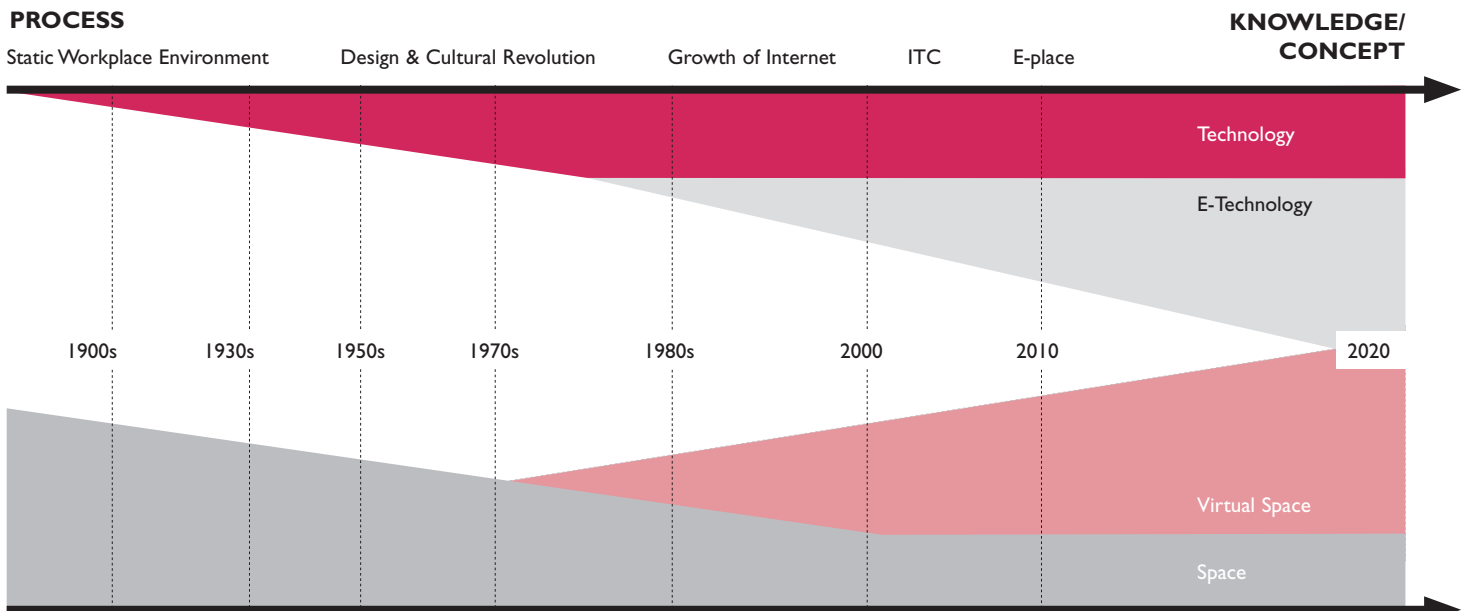
### MACRO TRENDS 2015+ TOMORROW'S PEOPLE AND THEIR NEEDS





## Exploring the future workplace - continued

### MACRO TRENDS 2015+ THE GLOBAL WORKPLACE EVOLUTION



Kjaer Global © 2005 Evolution of needs

*“If you want one year of prosperity,  
grow grain,  
If you want ten years of prosperity,  
grow trees  
If you want one hundred years of  
prosperity, grow people.”  
My favourite Chinese proverb*

order to get the best people. This has led to an emphasis on offering quality of life and freedom or flexibility.

However, that does not necessarily mean working from home, for example. This option is not always a luxury, as many seem to think. Some people simply do not have enough physical space in their home, others miss the social dimension of office life, yet others do not have the self discipline. This example highlights the need to take an individual approach. For some people working from home means that they will get a lot more done; for others it is a miserable experience. We must move away from the old school “one size fits all” approach and acknowledge that there are different types of people within the workforce. I think of it as human equity. If you can mix and match your people, just as you might your products, and then give them the best tools and support, then you will be a winner.

In conclusion, increased competition, changing workforce demographics and a shift towards knowledge-based and more creative conceptual work are requiring companies to place a higher priority on improving their workforce. Within the next few years, the phrase “going to work” will become meaningless. Work will become what we do, not a place we go to. Work, time and place convergence are redefining the workplaces of the 21st century. ■

## THE CORPORATE VIEW

Mehtap Ozdemirci



*Mehtap Ozdemirci is the Chief Executive Officer of 123 Careers, an Australian and New Zealand recruitment company which employs over 4,000 childcare professionals. Since early 2005, Mehtap has been responsible for establishing and overseeing the recruitment and staffing operations in Australia and New Zealand, across seven sites within the two countries.*

*As a graduate of Law and Justice Studies from the Queensland University of Technology, Mehtap's career has seen her in roles across the Banking and Insurance industries prior to moving into recruitment at a managerial level. Based in Brisbane, Australia, her strong focus on company and policy development across industries has provided a strong foundation for her current role with 123 Careers.*

**While cultural fit is important in any organisation, there is an added incentive to achieve organisational harmony when there is a direct impact on the welfare and development of children.**

123 Careers is a young company that has evolved in amazing ways since its launch in May 2005. Our growth is largely due to our unique relationship with the global childcare provider ABC Learning Centres (ABC) – a company who has experienced rapid growth and expansion. From the very beginning we realised that knowing the company as well as we did, we could provide solutions to many of the corporate challenges it was facing.

Our recruitment-based operations started off by providing employment advertising solutions across Australia and New Zealand, in both print and on-line media. At the time, ABC was decentralised and wanted to move towards a national approach. Soon after establishing our advertising operations, we increased our portfolio to begin providing relief staffing solutions to ABC. Initially we had a “quick burst” and soon grew to over 4,000 casual relievers. Our staffing levels have remained at this level consistently, and I am pleased to report that much of our turnover is attributed to the majority of our dedicated early learning carers being offered permanent positions within ABC.

Our exclusive relationship with ABC means that many of our staff can work across multiple Early Learning Centres, which gives them the ability to find a Centre that suits them. While cultural fit is important in any organisation, there is an added incentive to achieve organisational harmony when there is a direct impact on the welfare and development of children. Not surprisingly, many of our candidates feel strongly on this point and are prepared to travel relatively long distances or even relocate for the sake of a harmonious working environment. The overriding interest of all of our employees is to provide the highest quality care to children in a safe and positive environment.

Given our industry, we have stringent checks on the suitability of all candidates. Over the last year we have developed specific childcare-based recruitment software to facilitate the regulatory processes associated with childcare recruitment. All applications are made on-line in the first instance through our website. Candidates will move through to the first round of the selection process only after moving successfully through the on-line application. There are clearance processes as required by law which vary across regions of Australia. This requirement is incorporated into the on-line process, as a candidate's ability to progress further with their application is subject to their willingness to meet the clearance requirements. Having completed an online application, candidates are then short-listed based on qualifications and compatibility with current vacancy requirements.

The pool of University level childcare staff is in high demand and there is an industry-wide shortage.

Of course, we also conduct traditional face-to-face interviews and professional reference checks that compliment the legal clearances required to work with children. Our system is very thorough to ensure that no candidate is placed through 123 Careers without first meeting all of our control checks.

Childcare in Australia has various degrees of qualifications, with most staff holding an Undergraduate Degree in Early Childhood Teaching or a Certificate or Diploma in Children's Services. The pool of University level childcare staff is in high demand and there is an industry-wide shortage. ABC is proactive in its approach to addressing this shortage, having recently introduced a development program to pay for University level qualifications for approved staff. We actively promote incentives such as this through our advertising and marketing of ABC as an employer of choice. Candidates appear to respond to this opportunity for professional growth, as well as the attraction to work for an international company (with a particularly strong presence in North America) that allows for opportunities overseas. ABC also offers their employees the opportunity to take their Centre-based experience to the corporate structure of the Company.

We are in an industry that, by its very nature, is always going to be in demand. We at 123 Careers have a unique opportunity to meet the recruiting demands of ABC across its international operations, with our next challenge likely to involve the North American market. ■

# THE BENEFITS OF SPORTS SPONSORSHIP

Christophe Bougeard



*Christophe Bougeard is the Director of Marketing and Recruitment at Vedioirbis, the Paris headquartered staffing services firm which is specialised by employment sector. Vedioirbis is an official sponsor of this year's Rugby World Cup.*

*Christophe joined the Vedioir group in 2005 at Expectra; prior to that he held brand management and international marketing positions at L'Oréal, the international cosmetics, perfumes and beauty products group. After graduating from HEC, the leading French business school, his first job was as brand manager on various products at Reckitt Benckiser, the global FMCG company. Originally from Rennes in Brittany, he now lives in Paris with his wife and two children.*

Association with sporting excellence encourages us to emphasise team spirit, challenge, effort and performance- And of course it allows us to reward the loyalty of both existing and prospective clients and our own employees by inviting them to prestigious events.

Vedioirbis has a long-standing link with the sporting world. Back in 1968 the company was an official sponsor of the Winter Olympic Games in Grenoble, an association renewed in 1992 when they were held in Albertville, near the popular skiing centres of Val d'Isère and Tignes. Vedioirbis was also a supporter of the candidature of Paris for the 2012 Olympic Games.

We have a long standing association with both the Marseilles Tennis Open and the Feminine Gold Open. Now we are official sponsors of the 2007 Rugby World Cup, which will largely be staged in France. Indeed the final will be held at the Stade de France in Paris - just across the road from our offices.

Over the years, we have found that we have derived many advantages from such associations with sporting events. The most obvious is in building brand awareness, alongside possibly more typical sponsors from the world of financial services, but also it is a way to build brand values. Association with sporting excellence encourages us to emphasise team spirit, challenge, effort and performance within our organisation. And of course it allows us to reward the loyalty of both existing and prospective clients and our own employees by inviting them to prestigious events.

For such sponsorship to achieve the desired results, however, careful planning is needed. Over the years, we have learned some lessons. First and foremost, of course, is to choose the right event – either a major national event, or a regional one chosen in consultation with local teams. Next up is who to invite, and here “mix and match” is the key. So, for example, the invitations should not be restricted to managers at the highest level or operational key deciders. Instead, aim for a healthy balance.

Once the event and the guest list are both decided upon, forward planning is vital. “Save the date” warnings are essential, at least two months before the event. All invitations must be followed up, first through centrally managed mailing or e-mailing, with a phone reminder either through agencies or better still call centres. In our experience, it is wise to overbook by between 10 and 20% of expected attendees, but that will depend upon the nature of the event.

This of course does not include your own staff. Aim for between five and ten clients per company representative, choosing your most pro-active managers. And that is not just limited to attendance at the actual event; both pre and post follow-up is key. You may choose to offer incentives to the most successful agency participants, such as weekend packages for the event. It goes without saying that the hospitality offering must be of premium standard, which requires careful management. And a goodie bag is always well received.

Communication is vital in order to make the maximum use of the event. This should include advertising within agency offices, notices on websites, intranets and internal newsletters and information on employees' letters of information. As the date of the event approaches, there should be a concerted media campaign aimed at both regional and national outlets. In the case of the Rugby World Cup, Vedioirbis will also run a major billboard campaign, both in the lead-up to the event and during it, and we have also set up a dedicated Games website.

So, in conclusion, why do we do marketing events sponsorship? At Vedioirbis, we find it acts as a perfect complement to our media strategy; our direct marketing plan; our customer relations management; and our employees' loyalty programme. In short, it works on all fronts. And then – well, go and have fun! ■

# VEDIOR COMPANY HEADQUARTERS

<b>Andorra</b> Select Andorra	+376 80 78 90		
<b>Angola</b> Promatica	+244 22 239 3875		
<b>Argentina</b> Rest Services Sapphire Select Executives SESA Select Telerecursos Trading	+54 299 445 2080 +54 341 410 5000 +54 114 328 2533 +54 341 410 5100 +54 341 410 5100 +54 341 410 5100		
<b>Australia</b> Abraxas Technologies Beresford Blake Thomas Coopers Recruitment Clinical One Global Managed Services Hill McGlynn Hughes-Castell Interim Jarrah Consulting JD Recruitment Law Personnel Legal Eagles Recruitment Link Recruitment Sapphire Technologies Select Appointments Select Care Personnel Select Education Select Industrial Select Professional Select Telerecursos Tanner Menzies The Publicity Agency The Rock Resourcing Group	+61 2 9222 1224 +61 3 9252 2101 +61 3 6331 4600 +61 3 9490 5 500 +61 2 8235 3305 +61 3 9869 5600 +61 7 3100 7777 +61 2 9346 9555 +61 2 9233 8551 +61 2 9233 3922 +61 7 3100 7000 +61 3 8319 1110 +61 2 8235 3300 +61 2 8258 9999 +61 3 9499 6300 +61 2 8258 9800 +61 2 8258 9600 +61 2 8258 9777 +61 2 8258 9888 +61 3 9825 4100 +61 2 8258 9662 +61 2 8235 3323		
<b>Bahrain</b> Ma Foi Riyada HR Consulting	+973 1721 4899		
<b>Belgium</b> ATOLL Interim Expectra Insel Sapphire Technologies Selexia Smartforce Vedior Interim	+32 2 555 1811 +32 3 201 3913 +32 9 259 1212 +32 3 203 0892 +32 9 269 4501 +32 9 269 4500 +32 2 555 1611		
<b>Brazil</b> RH Internacional Telerecursos	+55 21 2509 6323 +55 11 3016 8300		
<b>Bulgaria</b> Consulta Resourcing Bulgaria ConsulTeam Human Capital ConsulTeam Recruitment & Selection	+359 3 951 5695 +359 2 980 6424 +359 2 980 64 24		
<b>Canada</b> ATS Reliance Technical Group Beresford Blake Thomas CNC Global Sapphire Technologies Select Education Telereliance	+1 416 482 8002 +1 416 644 1078 +1 416 962 9262 +1 416 322 0930 +44 1582 406800 +1 416 222 4842		
<b>Chile</b> Best Select	+562 442 3400		
<b>China</b> Hughes-Castell Ma Foi Management Consultants	+852 2520 1168 +852 2522 0172		
<b>Croatia</b> ConsulTeam Zagreb	+385 1 481 68 80		
<b>Cyprus</b> Vedior-Select (Cyprus) Staffing	+357 22 44 77 92		
<b>Czech Republic</b> AYS Placements and Workshops	+420 2222 100 13		
<b>Eire</b> Beresford Blake Thomas Joslin Rowe Select Appointments	+353 1 678 9288 +353 1 639 1275 +353 1 613 9002		
<b>Finland</b> Capsil Select Appointments Teleresources	+358 3 883 730 +358 9 6689 9680 +358 9 6689 6818		
<b>France</b> Advancers Executive Advisio Amplitude Atoll CapSecur Conseil Expecttra Highflyer (Hughes-Castell France) IMC JBM L'Appel Medical Selpro Travail Temporaire Vediorbis Vediorbis Search	+33 1 43 42 44 40 +33 1 41 62 20 20 +33 1 49 03 41 00 +33 4 76 12 18 70 +33 4 37 53 24 30 +33 1 40 49 46 56 50 +33 1 53 76 36 11 +33 1 53 32 53 00 +33 1 44 17 17 77 +33 5 56 44 36 25 +33 3 20 66 17 66 +33 1 41 62 20 20 +44 1 41 43 18 70		
<b>Germany</b> Abraxas Expecttra Talisman Software VediorDienstleistungen Vedior Personaldienstleistungen	+49 89 28 80 70 11 +49 40 82 22 32 70 +49 69 405 66 70 +49 40 37 47 87 0 +49 40 37 47 87 0		
<b>Greece</b> Select Interservices SA HR Staffing Services Select Hellas AE HR Outsourcing Services	+30 210 33 19 804 +30 210 92 22 131		
<b>Hungary</b> Select Appointments	+36 1 453 2000		
<b>India</b> Beresford Blake Thomas Ma Foi Management Consultants Ma Foi Consulting Solutions Ma Foi Global Search Services Minvesta Infotech	+91 80 5770 2882 +91 44 5522 8000 +91 44 2842 0251 +91 12 4414 6343 +91 44 4218 8855		
<b>Italy</b> Vedior Agenzia per il Lavoro Vedior Lavoro Temporaneo Advancers Executive	+39 02 66 8141 +39 02 25 0151 +39 02 66 8141		
<b>Japan</b> Supernurse Vedior Career Vedior Contech	+81 3 5322 7301 +81 3 5783 3300 +81 3 5339 8338		
<b>Luxembourg</b> Rowlands International Rowlands Temporaire Vedior Interim	+352 46 41 35 +352 56 33 57 +352 49 98 70		
<b>Malaysia</b> Agensi Pekerjaan Select Appointments Ma Foi	+603 2141 3166 +603 8318 8488		
<b>Mexico</b> Vedior Mexico	+52 55200 1800		
<b>Monaco</b> Expecttra	+377 93 30 08 83		
<b>Montenegro</b> ConsulTeam DOO Belgrade	+381 11 308 6180		
<b>Mozambique</b> Select Vedior Mozambique	+258 21 326 692		
<b>Netherlands</b> Dactylo De Onderwijs Expand Expecttra Engineering FunktiekMediair Group Mailprofs Mintz PTS Software Qualitair Rekenmeesters Sapphire Technologies Select Audio Visueel Personeel Societas SPARQ Talisman Software Teleprofs Vedior - The Better Match Vedior Mobiliteitdiensten Voxius	+31 35 646 7300 +31 57 064 1201 +31 73 641 4010 +31 73 641 4010 +31 20 504 2020 +31 17 421 9100 +31 348 490 530 +31 35 692 6969 +31 20 653 6119 +31 70 363 0743 +31 172 41 6400 +31 35 542 9966 +31 79 342 7830 +31 73 641 8985 +31 40 263 1155 +31 20 426 3502 +31 35 646 7100 +31 34 849 0530 +31 10 240 0605		
<b>New Zealand</b> Beresford Blake Thomas Clayton Ford Clinical One Hughes-Castell Sapphire Technologies Select Appointments Select Education Teleresources	+64 9 368 0200 +64 4 473 6223 +64 9 300 4315 +64 4 496 5212 +64 4 473 3333 +64 9 336 0399 +64 9 300 7408 +64 9 336 0399		
<b>Norway</b> Corridor	+47 815 33 373		
<b>Oman</b> Ma Foi Management Consultants	+98 6 2448 3851		
<b>Poland</b> Active Plus Beresford Blake Thomas Vedior Polksa	+48 22 840 69 22 +48 22 657 0326 +48 77 423 04 37		
<b>Portugal</b> Fairplace Consulting Multilabor New Boston Select Select / Servicios Select Clinical Select Recursos Humanos Select Saude Solisform Talentum, Societas De Consultoria De Gestio Teleresources Vedior PsicoEmprego Vedior PsicoForma	+35 1 21 012 5400 +35 1 21 010 5453 +35 1 21 010 5400 +35 1 21 010 5400 +35 1 21 010 5400 +35 1 21 010 5400 +35 1 21 010 5400 +35 1 21 010 5453 +35 1 21 010 5400 +35 1 21 010 5400 +351 21 330 7900 +351 21 330 7900		
<b>Romania</b> ConsulTeam	+359 2 980 09 24		
<b>Serbia</b> ConsulTeam DOO Belgrade	+381 11 308 6180		
<b>Singapore</b> Beresford Blake Thomas Hughes-Castell Ma Foi Management Consultants Select Business Services	+65 6866 3738 +65 6220 2722 +65 6533 1963 +65 6533 2733		
<b>Slovakia</b> AYS Placements and Workshops	+421 25263 2514		
<b>South Africa</b> Beresford Blake Thomas Select Education	+27 11 245 9500 +27 21 945 2471		
<b>Spain</b> Expecttra Technology Human Solutions Selectpro Select Recursos Humanos Serlab Servicios De Formacion Telerecursos Call Centre Staffing Vedior Laborman Vexter Outsourcing	+34 93 27 21 172 +34 93 45 36 853 +34 93 31 81 295 +34 93 46 77 010 +34 94 44 88 405 +34 93 32 35 050 +34 94 44 88 405 +34 94 44 88 405		
<b>Sri Lanka</b> Ma Foi Management Consultants	+94 1 473 6619		
<b>Sweden</b> Humanpro	+46 4030 3595		
<b>Switzerland</b> Abraxas Adinfo Expecttra Talisman Software Teleresources Vedior	+41 44 219 7713 +41 22 908 1440 +41 22 908 1440 +41 44 258 9660 +41 44 213 1012 +41 44 213 1144		
<b>Thailand</b> Ma Foi Management Consultants	+662 939 6096		
<b>Turkey</b> KRM	+90 212 285 1560		
<b>United Arab Emirates</b> Beresford Blake Thomas Hill McGlynn & Associates Ma Foi Select Education	+97 14 390 0375 +97 14 332 8903 +97 14 390 3150 +44 1582 406000		
<b>United Kingdom</b> Abraxas Albemarle Interim Management Andrew Farr Associates Armadillo Beresford Blake Thomas Calibre International Calibre Recruitment Clinical One Cooper Stanley Care Services Firth Ross Martin Global Managed Services Hill McGlynn & Associates Hill McGlynn Trades Hughes Castell Joslin Rowe Ma Foi Consultants MajorPlayers Mandeville Recruitment Group MOT Models MVM Recruitment Parkhouse Recruitment Prolaw Qualitair Reliance Human Resources Sapphire Technologies Select Accountancy Select Appointments Select Care Personnel Select Education Special Agent Supreme Education Talisman Software Tanner Menzies Teleresources Consultancy TRC Solutions The Blomfield Group Walker Cox	+44 20 7255 5555 +44 20 7079 3737 +44 84 5055 1177 +44 1225 443077 +44 20 7932 6200 +44 207 839 2233 +44 1392 203 500 +44 845 4500950 +44 20 7430 6600 +44 20 7786 6950 +44 20 7255 5620 +44 2380 232 212 +44 2380 232 212 +44 20 7242 0303 +44 870 351 3510 +44 20 7786 6900 +44 20 7316 6309 +44 20 7836 4041 +44 1628 669345 +44 1442 863 918 +44 117 311 1999 +44 1582 811600 +44 20 7242 6633 +44 1223 295111 +44 20 7611 1150 +44 117 311 6461 +44 845 450 5051 +44 1582 811600 +44 20 7688 8250 +44 1582 406800 +44 8701 612 007 +44 1582 436 010 +44 1799 542 622 +44 870 777 6067 +44 870 777 6012 +44 870 777 6012 +44 207 7866900 +44 121 745 7457		
<b>United States</b> AI Executive Accolo Accountants Inc. Services AccountPros Acsys ATS Reliance B2B Workforce Becker Executive Search Beresford Blake Thomas Clinical One Compliance DB Concepts DeltaPharma Compliance Global Managed Services HRI Ingenium Resources Locum Medical Group Ma Foi Consultants OPIS Placement Pros Sapphire Design Sapphire Technologies Select Education Think Resources	+1 650 373 3164 +1 415 785 7833 +1 650 579 1111 +1 617 482 4100 +1 650 579 1111 +1 585 325 1170 +1 770 667 7200 +1 858 866 6500 +1 617 973 5010 +1 781 876 6400 +1 703 276 1559 +1 866 467 9675 +1 877 335 8210 +1 703 276 1555 +1 781 938 1910 +1 617 482 4100 +1 617 482 4100 +1 800 752 5515 +1 732 603 4960 +1 978 649 6049 +1 925 734 0900 +1 781 938 1910 +1 781 939 1500 +44 1582 406000 +1 770 390 9888		
<b>Uruguay</b> SESA Select Uruguay	+59 82 481 6500		

# VEDIOR

Vedior N.V. is one of the world's largest recruitment companies, providing a full range of recruitment services, from temporary staffing to permanent placement, in many industry sectors and through a diversified portfolio of brands. Vedior operates in 50 markets worldwide, with a network spanning Europe, North America, Australasia, Asia, South America and Africa, and is listed on the pan European Euronext stock exchange.

Vedior has a leading market position in the provision of professionals, executives and specialists in the information technology, healthcare, accounting, engineering and educational sectors.

In addition to its significant global network providing administrative/secretarial and light industrial recruitment, the Group also provides a number of complementary HR-related services including interim management, outplacement, training, vendor management and business process outsourcing.

The use of different brands allows Vedior to deliver services perfectly suited to specific industry sectors.

These brands also allow Vedior to attract the most relevant and skilled talent on behalf of our clients. While each brand has an individual character relevant to its sector and country of operation, the common elements that define a Vedior company are quality of service and specialisation.

*See inside back page for Vedior's global network.*