

THE HUMAN AGE

ACCELERATING BUSINESS GROWTH

6th EDITION WINTER 2017

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Seeing the Unseen is Humanly Possible

From the rise of automation, AI and robotics; to the emergence of new business models, such as the sharing economy and on-demand employment – technology's impact on work is just getting started.

At such a pivotal time in history, the role of humans has never been more important. Talent continues to be a critical competitive differentiator for organisations. And fully harnessing the possibilities of technology

requires individuals who can augment and align it to business needs.

History has repeatedly proved humans' ability to adapt to change. Nonetheless, business leaders need to act now. True vision is seeing people's full potential. So it's vital that organisations start to anticipate future skill requirements and align their talent development efforts accordingly. Now is the time to see the unseen, and

start to prepare for all future eventualities.

ManpowerGroup is firmly focused on the future of work and on the positive impact of embracing technological transformation. Find out more about how our innovative workforce solutions can help you take an insightful look into your business and ensure your workforce is fully prepared for what lies ahead in the Human Age.



Why working in tech will never be the same again

Martin Ewings, Director at Experis discusses four key workforce trends that are shaping the future world of tech.

It would be hard to deny the rising tide of AI, automation and robotics in the world of work. From e-receptionists to mechanical pharmacists, technology is rapidly changing the work landscape across all industries. As digital technology and platforms continue to evolve, it's clear that tech skills which are highly valuable right now won't necessarily hold the same value in years to come.

While the total impact of this remains to be seen, let's take a look at four key trends which promise to shape the tech workforce of the future:

1. THE GIG ECONOMY CONTINUES TO GROW

Gig working and digital platforms make it very easy for tech professionals to go freelance and for employers to tap into global talent. This trend is only set to rise. In fact, when we interviewed IT leaders to find out what changes they thought were needed to drive business innovation, 69% said they thought they would become increasingly reliant on a contingent workforce.

This presents a number of positive opportunities to employers. Contractors provide businesses with flexibility, a fresh perspective and unique skills. Furthermore, a flexible workforce that can be quickly scaled up or down is attractive for employers, particularly during times of uncertainty. Nonetheless, the best employers aren't just relying on contractors; they're using them as a means to train and up-skill their permanent workforce. Doing so will make them better equipped in the long-term to meet strategic business objectives.

2. SKILLS MISMATCH IS ON THE RISE

Businesses are under pressure to embrace new technologies and ways of working. To achieve this, IT departments need to evolve. No longer can they simply be a technical support function – they need to drive strategic growth, facilitate technological transformation and put digital at the heart of the organisation.

Achieving this is no mean feat, but it starts with

training. By investing in the right training that is tailored to employees and business requirements, businesses can unleash the potential of existing IT teams and encourage them to think creatively about new ways to positively impact the bottom line. Hiring additional contractors who can either immediately fill skills gaps or up-skill existing workers should be considered too.

3. EMPLOYER DEMAND IS EVOLVING

With cyber crime set to become the UK's most common offence, the threat and severity of cyber attacks should not be underestimated. However, while many companies remain underprepared, increasing numbers of high profile security breaches have put cyber security firmly on the boardroom agenda.

As a result, demand for IT security professionals who can respond to, and develop organisational resilience against, hacks and breaches is on the rise. While

this demand shows no sign of slowing down any time soon, it's proving to be extremely difficult to find skilled talent in this area. IT professionals, whether contract or permanent, would do well to up-skill here.

4. CANDIDATE EXPECTATIONS ARE CHANGING TOO

Nowadays, organisations are utilising several different work models to manage their workforce. However, one thing remains consistent across them all – all types of workers are looking for a transparent, trustworthy employer.

Social media and employer review websites, such as Glassdoor, have made it very easy for individuals to broadcast what their experience of an employer has been like. As a result, managing and delivering on an effective employer brand has never been more important. This is the case in all industries, but none more so than in tech, where individuals with in-demand skills often have several job offers on the table at any one time.

Demand for cyber security skills soars

Annual demand for permanent IT security professionals in the UK has increased by nearly 53%, as organisations focus on long-term defence against cybercrime.

At a time when the industry is reporting a widening cyber security skills gap, the latest Tech Cities Job Watch report from Experis shows that companies are prioritising longer-term investment over short-term fixes.

Geoff Smith, Managing Director of Experis UK and Ireland, commented: "In the wake of several high-profile hacks from the likes of Yahoo, the National Security Agency, and the Bangladesh Bank's SWIFT software, and with the European Union's General Data Protection Regulation (GDPR) set to come into effect from May 2018, cybercrime is at the top of the C-Suite agenda for companies of all sizes – not just the big multinational players.

"With business leaders taking cyber security concerns more seriously than ever before, we're starting to see a shift in how they integrate the necessary skills into their workforce. While there's still a requirement for contractor support, employers are now prioritising long-term defence, and are increasingly looking for permanent IT security professionals to do this."

EMBEDDING SKILLS FOR THE FUTURE

This shift is also reflected when comparing permanent salary increases to day rates. Annual IT security permanent salaries climbed by 5% year-on-year, compared to a 0.62% rise for contractor day rates over the same period.

Geoff continued: "With the threat of cybercrime showing no signs of abating, our latest report demonstrates that employers are committed to ensuring IT security skills are embedded into their organisation for the foreseeable future.

"Linked to this is the increased need for internal training and development opportunities. Businesses must foster a culture of learnability and up-skilling to equip existing and new security professionals with the right tools to defend against future attacks.

"Demand for IT security talent is at an all-time high. As our data shows, those organisations that are looking to plug the skills gap are willing to pay more than ever before to bring in the right people with the right experience at the right time to ensure their business doesn't become the next cyber security headline."

The report also found that Security Engineers, Security Consultants, Penetration Testers, Security Analysts and Security Architects are the roles most in demand by employers. Additionally, London remained the dominant force in the country's cyber security frontline defence, with almost three times as many permanent IT security roles advertised in the Capital than in every other tech city in the study combined.

The Tech Cities Job Watch report provides employers with a barometer of the changing workforce dynamics within the technology sector. Five key disciplines are focused on in particular: Big Data, Cloud, IT Security, Mobile and Web Development.

It also puts a spotlight on the emerging opportunities and challenges businesses face in ten UK cities that are rapidly developing reputations as technology cluster hubs – London, Birmingham, Brighton, Bristol, Cambridge, Edinburgh, Glasgow, Leeds, Manchester and Newcastle upon Tyne.

CRUSHING CUBES IS HUMANLY POSSIBLE



Get the right people to work for you, whether or not they keep your hours, sit in your office or even live in the same time zone. Experis™ finds breakthrough talent and applies their expertise to today's flexible workforce model. That's the type of thinking that builds businesses and reshapes entire industries.

Find out how at experis.co.uk



CREATING SUSTAINABLE EMPLOYMENT WORLDWIDE



Clockwise from top-left: ManpowerGroup welcoming refugees in Europe; training graduates in India; and deploying our 'Recruit, Train, Deploy, Manage' programme in Malaysia.

We're operating in a world of constant evolution. Technological, political and structural changes create opportunities, but in many communities people feel disenfranchised and disconnected. As a result, too many individuals look ahead and cannot see how their circumstances will improve.

ManpowerGroup believes businesses have an important role to play in enhancing people's lives. To help keep people employable for the long term and to drive workforce sustainability, organisations need to invest in up-skilling programmes that align with business needs. It's not a nice to have – it's business critical.

IMPROVING WORKFORCE SUSTAINABILITY

This is exactly the foundation that ManpowerGroup was built on. For nearly 70 years, we've led the way in providing meaningful and sustainable employment for millions of people around the world.

We help individuals to up-skill and adapt to new ways of working, so they have broader employment opportunities and can choose paths that create a better life. To do this, we partner with governments, NGOs and our clients. We get people ready for work, help them up-skill, and improve diversity in integrated and inclusive workforces. We don't just do this because it's the right thing to do, but because it increases the success of our clients and accelerates our business performance.

This strong ethical foundation is at the core of all ManpowerGroup operations. It runs throughout every part of our organisation. We invite you to examine a few of the ways we're improving workforce sustainability in all four corners of the world:

READY FOR WORK

Our team in Malaysia has partnered with the Government to train and find roles for over 300 graduates through our 'Recruit, Train, Deploy, Manage' graduate programme.

In Thailand, we partner with more than 30 leading education institutes, the Office of the Vocational Education Commission and the Ministry of Education to help graduates to be employable for the long term.

And in Spain, we're supporting Unilever to pilot their summer youth employment programme, which aims to create a brilliant future for 10,000 young people in Europe.

SKILLING UP

In the US, we're helping our workers earn college degrees, at no personal cost, and while they work. In the last two years, we have helped 122,000 individuals increase their earning potential through our unique combination of on-the-job training and education.

In France, we deliver assessment and training opportunities in high-demand skills for more than 60,000 individuals through our FuturSkill brand.

Last year in India, our Experis brand trained 1,000 graduates in IT skills – helping them to learn the skills we know employers are looking for, including testing, Java and mainframe expertise.

INTEGRATING AND INCLUDING

Through a dedicated refugee programme, our team in the Netherlands offers refugees retraining and long-term employment as interpreters.

ManpowerGroup Brazil filled 15,000 positions for one of the highest-profile sporting events in the world in the summer of 2016. Our diverse workforce included individuals from nearby favelas and more than 150 people with disabilities.

And in the UK, we've helped 180,000 individuals transition into civilian life after leaving the Royal Navy, Army, Air Force or Marines.

In short, ManpowerGroup is developing employability for tomorrow's talent, building new skills for a fast-changing world of work, and nurturing diversity in the workplace, because we believe meaningful and sustainable employment has the power to change the world.



Left to right: Providing a home for local community activities at our global HQ in Milwaukee; offering vocational training and work placements in the UK; and ManpowerGroup CEO Jonas Prising supporting Junior Achievement in the US.

The impact of a Total Talent Management approach

Labour market tension, increasing talent mismatch, and technological disruptions are creating new challenges and opportunities for organisations. This reconfigured labour market requires a new approach to talent. Added to this, skilled talent is increasingly looking for flexible ways of working; the gig economy is gathering pace; and portfolio careers are on the rise.

As a result, progressive organisations are recognising the need to break down the barriers between their permanent and non-permanent workforces. Future workforce strategies will call for enterprise-wide implementation, regardless of what type of contract workers hold. A new mindset of Total Talent Management is emerging, where employers recognise that harnessing a fully blended workforce enhances their competitive edge.

In its absolute form, the entire workforce is united in a fully comprehensive talent management programme. But on the

journey to this target state, adopting a more holistic approach to the workforce can be undertaken with different levels of sophistication; to enhance efficiency, boost productivity and yield cost benefits.

A BLENDED WORKING POPULATION

By taking a more extensive view of their workforce and embracing a truly blended working population, companies can exercise more flexibility and adapt more easily to alternative ways of working to secure the talent they need. Employers can focus on attracting, engaging and retaining the right person with the right skills, regardless of how they need to be employed.

James Hick, Managing Director of ManpowerGroup Solutions commented: "We are proud to be taking a number of organisations on their journey towards Total Talent Management. We're augmenting their approach to talent, and helping them to

achieve an inclusive approach to how they structure and manage their workforce.

"To do this, we've developed a strategic model for evaluating all talent engagement sources, including direct employee, contingent labour, and contracted services. It provides a configurable decision strategy that helps organisations to determine the optimal talent engagement channel for a worker.

"Our process starts with a landscape overview of existing talent management processes. By combining detailed insights and defined processes, we formulate a strategy that aligns our client's workforce with long-term company goals and short-term key initiatives. This will bridge the gap between current-state realities and future-state requirements, and will identify organisational changes that will start their Total Talent journey. From there, we work with clients to map out their short- and long-term journeys towards complete Total Talent Management."

TOTAL TALENT MANAGEMENT INTEGRATES THE STRENGTHS OF HR AND PROCUREMENT

TOTAL TALENT MANAGEMENT KEY BENEFITS



For more information on Total Talent Management and the benefits this approach could realise for your organisation, please contact our Workforce Solutions Director: Jill.Bassett@manpowergroupsolutions.co.uk

TOTAL TALENT MANAGEMENT – THE EVENT SERIES

A calendar of six-monthly private lunch or breakfast events, created for Procurement professionals.

Our interactive events have been designed for a select group of our clients and associates, providing an opportunity to explore the significant trends impacting future talent strategies and address the critical challenges they face.

Guest speakers and industry experts inspire, share their insights and ensure the discussions are practical in their focus.

If you are interested in joining a select community of senior Procurement professionals from across the business world, please email totaltalentevents@manpowergroup.com for further information.



ManpowerGroup
Solutions

The Evolving World of Talent Attraction

With new communication channels emerging every day, today's talent is being bombarded by messages from prospective employers. This is making it increasingly difficult for companies to stand out – but also giving them more opportunities than ever before to tell their story effectively.

These changes mean the importance of an authentic and distinctive employer brand proposition cannot be understated. Even more critically, employers need to think creatively about how they take this message to market and use it to source and recruit the talent they need.

Gareth Vale, Marketing Director for ManpowerGroup, said: "Advances in technology mean the media landscape has become increasingly fragmented. With so many ways to inform prospective candidates about job openings, building a robust talent pipeline has become an increasingly complex task.

"Faced with intense competition for in-demand talent, candidate attraction efforts need to be more targeted, more proactive, and more relevant if an organisation is going to stand out from the crowd. It's clear that the lines between HR and marketing teams are now blurred, and organisations that want to succeed need to embrace this."

A robust candidate attraction strategy starts with understanding the audience. To do this, it's important for organisations to know their ideal candidates inside-out – what drives and motivates them; the best way to inform them about job opportunities; and, of course, the skills and experience they need to possess. From here, a strong attraction strategy can be formed, with candidates truly at its core.

With so many attraction channels now accessible by employers and jobseekers alike, it's important for organisations to utilise a blend of communication channels, with tracking and

analytics embedded deep within each. Doing so allows employers to communicate with prospective employees through multiple touch points, while maintaining clear visibility of channel effectiveness.

VIEWING TALENT THROUGH THE MARKETING LENS

Gareth continued: "Understanding how to reach out to your ideal candidates is one thing – what you reach out to them with from a messaging perspective is quite another.

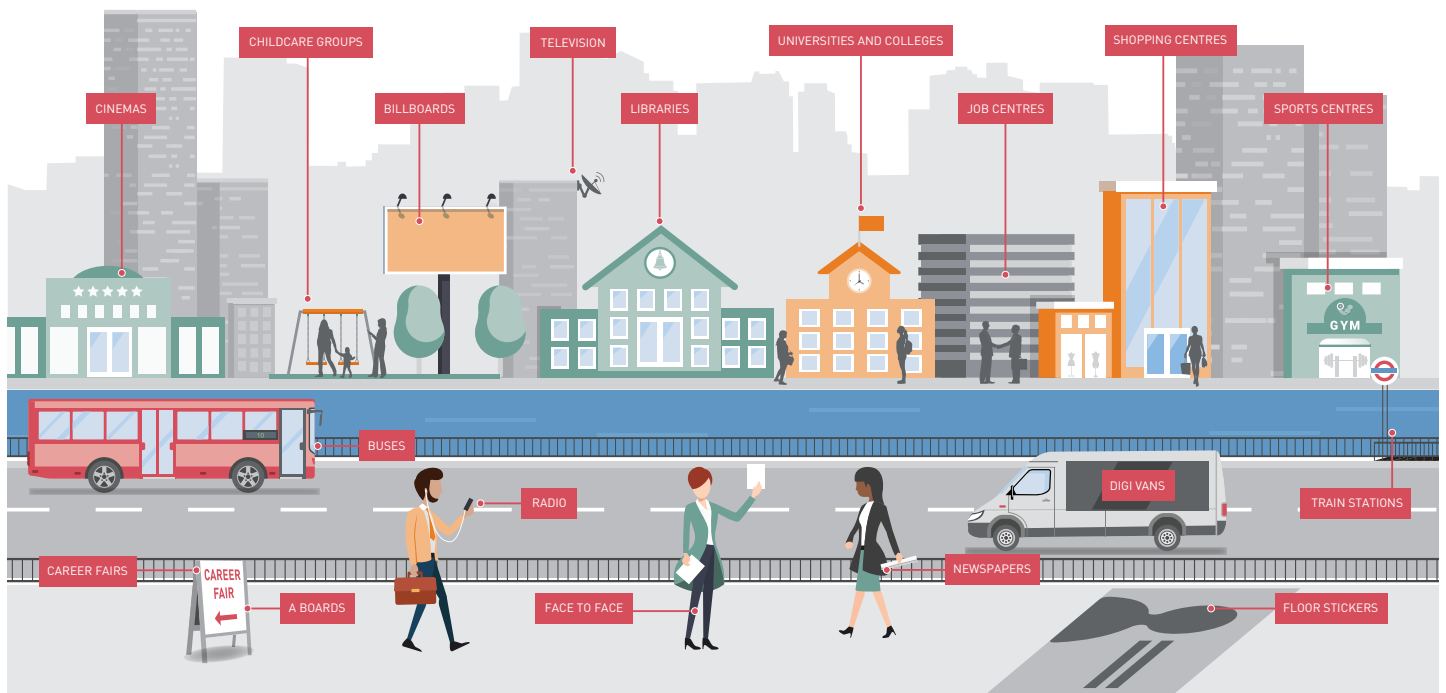
"Today, branding is one of the most important aspects of any candidate attraction strategy. Put simply – all companies must have a proactive employer brand strategy that positions your organisation as an employer of choice.

"To build healthy talent pipelines, HR professionals need to build and reinforce a compelling, candidate-centric dialogue with employees and potential employees. They need to tell their story of what it's really like to work there, and share this across relevant communication channels.

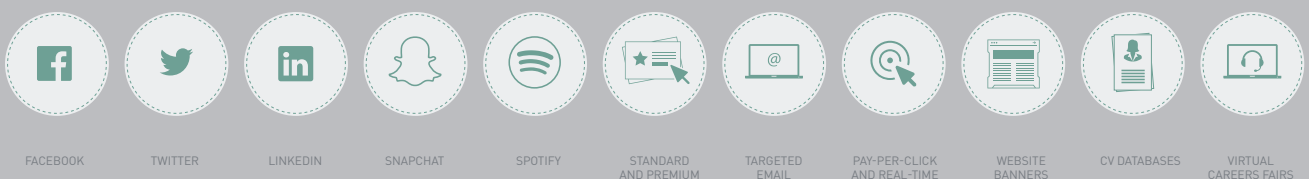
"For those companies who have not looked at their brand through a talent recruitment and retention lens, this requires new strategies and practices to deliberately enhance the brand promise and its potential to inspire talent to engage with the organisation."

At ManpowerGroup, we're increasingly combining recruitment workforce solutions with employer branding and talent attraction. Our capability spans every touch point: media channels specific to a company's target audience; attention-grabbing creative adverts; compelling messages that encapsulate a company's offering; and an engaging, seamless web experience with relevant, inspiring content.

▼ OFFLINE CHANNELS



▼ ONLINE CHANNELS



Legislation Briefing: IR35

Preparing employers for what's next

With changes to IR35 set to go into effect in April 2017, the private sector can take lessons from the public sector approach, to stay ahead of potential future changes that could impact them.

We spoke with **Dave Hannah, Operations Efficiency Director, Experis** about the upcoming changes, the business risks involved, and the steps organisations can take to prepare for its impact.

What are the upcoming changes and what is the objective of the changes?

The main change to IR35 proposed by the Government is to shift the responsibility of ensuring individuals are paying the right tax to the entity paying the personal service company (PSC) ('the fee payer'). The objective is to make it harder for individuals to falsely operate as a PSC in order to reduce their tax liabilities.

Who will be affected by the legislation?

For this round of changes, the legislation will apply in any instance where the end client is a public sector body. So, whether you're a public sector body who works with contractors or a third party organisation who provides contractor support to the public sector, you need to pay close attention to the changes and how they might impact your organisation.

The changes will not impact private sector 'engagers' at this point, providing that they are not supplying contractors to the public sector. It is our belief, however, that similar provisions will be rolled out to the private sector in the future.

For those private sector clients who are providing services to the public sector, the position is a bit less clear. According to the legislation, if the private sector entity is clearly providing outsourced services, then the PSCs they use to deliver that will be deemed out of scope. However, it will require a case-by-case basis review of the contract that the private sector entity has with the end public sector client to make that final decision.

What are the risks employers should be aware of?

The Government estimates that only circa 10% of PSCs are currently complying correctly with the intermediaries legislation. As such, the application of the proposed legislation carries significant risk of disruption to businesses using PSC workers to deliver services into the public sector.

Several of the key areas employers should consider are:

CONTINUITY OF SERVICE

The Association of Independent Professionals and the Self-Employed (IPSE) suggest that 54% of the 26,000 PSCs currently providing services into the public sector will seek to stop providing those services if the engager is permitted to deduct tax and National Insurance Contributions (NICs) on their behalf.

PSCs will inevitably seek opportunities in the private sector to avoid the legislation, not only disrupting in-flight public sector projects, but also driving up rates in the public sector through deemed risk premiums.

The risk of 'brain drain' in the public sector and organisations that primarily work with the public sector is significant. This may cause a number of projects to be severely affected until

they can find talent willing and able to work in this capacity.

We anticipate that the majority of engagers will take a cautious approach and determine as default that the PSCs are in scope and, therefore, deduct tax and NICs at source.

FAILURE TO ATTRACT TOP RESOURCES

Unless a clear strategy is in place to continue the use of PSCs on existing terms, clients risk losing resource to competitors/less risky projects.

As no one party in the contracting chain will have all of the information to make the decision, with regard to the services being carried out by a PSC worker, a clear process will need to be agreed to facilitate the review process and prevent losing resources through delays.

COST INCREASES

It's important to remain aware of potential cost implications. For example, Deloitte has estimated that the average reduction in net pay to a PSC would be 13%. And IPSE predicts 40% of public sector PSCs will seek an increase in their rates to compensate for any additional tax liabilities.

How can organisations prepare for changes to IR35 to mitigate the risks and optimise their use of talent in the long term?

There are already a number of options that organisations should consider deploying now in order to mitigate some of the potential risks.

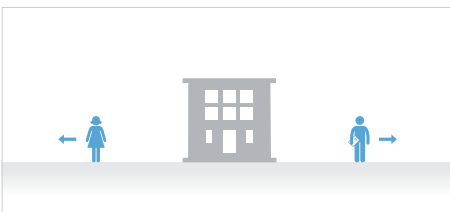
EMPLOYED CONSULTANTS – As payrolled employees (employed permanently by an external agency), Employed Consultants (ECs) are already outside of the scope of the new legislation and, therefore, would represent a steady investment for any project – as well as the cost savings and flexibility ECs can already offer to organisations. ECs could either replace your existing contingent workforce, or your existing contractors may consider becoming ECs.

STATEMENT OF WORK PROJECTS – If developed correctly, deliverable or outcome-based solutions will ensure that all PSC work can meet IR35-compliant requirements.

MANAGED SERVICE – If organisations have a significant number of contractors, the likelihood is that the new regulations will significantly increase the time required to process these individuals, as well as increasing financial risk for an organisation. By implementing a Managed Service, employers can avoid this by transferring all of the administration and risk to a master vendor. In addition, this model will also create a standardised application of the new regulations. This will prevent discrepancies in the supply chain which could produce significant reputational and logistical risk if left unchecked.

Experis is committed to helping smooth the process as companies prepare for the IR35 changes. We are working closely with our clients on an individual basis to understand the true nature of the services being provided; the most effective channel in which to provide them; and then working with them to proactively communicate options to their PSC base.

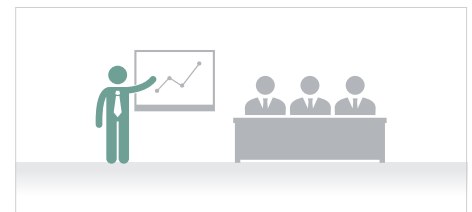
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CONTINUITY OF SERVICE

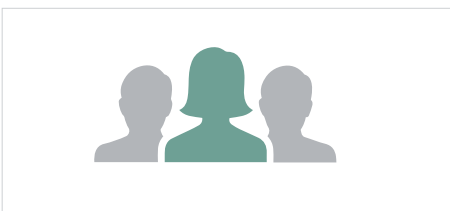


FAILURE TO ATTRACT TOP RESOURCES

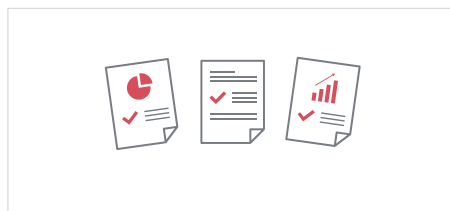


COST INCREASES

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EMPLOYED CONSULTANTS



STATEMENT OF WORK PROJECTS



MANAGED SERVICE

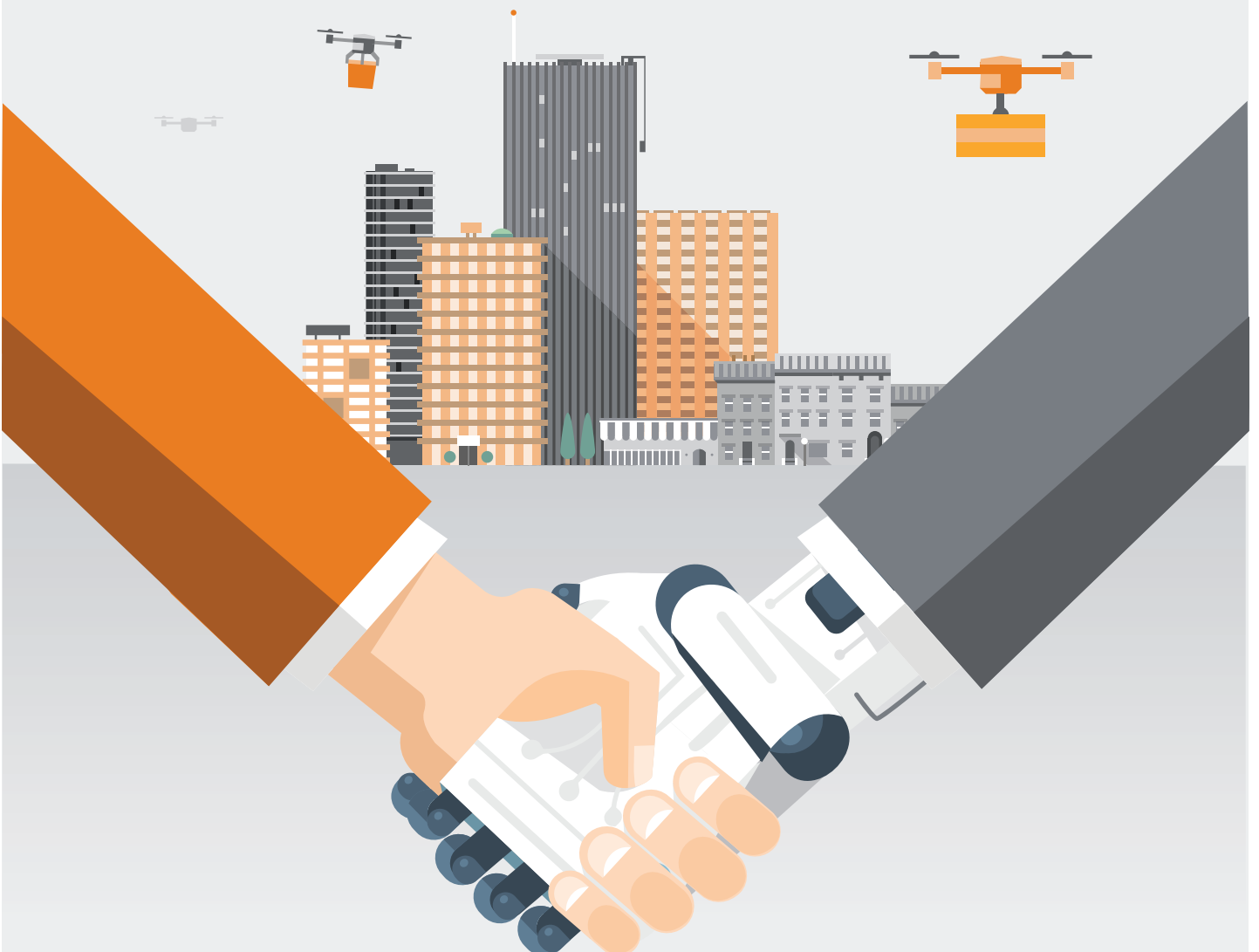
DIGITISATION AND THE FUTURE WORKFORCE

Technology is re-shaping the world of work. No longer the realm of science fiction, it's clear that technological advances will impact not only the world of work but society in general in a manner that is far more wide-reaching than we may currently be able to comprehend.

The future impact of digitisation on the world of work has already gone up the business and political agenda. While not minimising the concerns that exist, we must not forget

the potential and opportunities digitisation offers.

While the true impact that digitisation will have on the shape of our society in five to ten years' time remains to be seen, what is apparent is that the future world of work will be fundamentally different to that of today. Our supplement aims to examine the issues in more detail, with particular focus on the impact on the future workforce and HR leaders and their organisations.



/ DIGITISATION AND THE FUTURE WORKFORCE /

THE DEFINING CHALLENGE OF OUR TIME

Rarely a day goes by without news of digitisation, artificial intelligence and virtual reality impacting the workplace. Our recent research found more than 90% of employers expect their organisation to be impacted by digitisation in the next two years. Business leaders, politicians and economists want to quantify technology's impact on employment - but no one knows for sure what the outcome will be. Plenty has been written predicting the future: more jobs, different jobs, less jobs, even no jobs. Few are telling people that they will need new skills and they will need them more often to stay employable for jobs we may not even have heard of yet.

WHAT LIES AHEAD?

We are seeing the emergence of a Skills Revolution. During this period of change, helping people up-skill and adapt to the fast-changing world of work will be the defining challenge of our time. Added to this, learnability – the desire and ability to acquire new skills to stay employable – will be more important than ever. People will need to learn, apply and adapt throughout longer working lives to stay relevant for a rapidly changing world of work.

On the whole, technological advances are a positive evolution. Although some may associate the terms 'AI' and 'automation' with a negative impact on the workforce, ManpowerGroup believes the future of work is bright and that, in the end, more jobs will be created than destroyed.

Digitisation and growth in skilled work will bring opportunities. Technology will replace both cognitive and manual routine tasks, so people can take on non-routine tasks and more fulfilling roles. Skills that tap human potential, such as creativity, emotional intelligence and

cognitive flexibility, will allow people to augment robots rather than be replaced by them.

Although the impact of AI will vary from industry-to-industry, our belief is that changes will be incremental. This period of transition will take considerable time to work through – therefore, organisations and individuals should take action now and use this period of time to prepare for what lies ahead. With purposeful planning and a clear awareness of what's coming, companies will be able to navigate through this.

WHAT NEEDS TO HAPPEN?

Organisations and policy makers cannot afford to ignore the implications of digitisation on the world of work. The fact is, the way work gets done is likely to change substantially, and aggressive workforce development is needed to help our future workforce make the transition and develop the necessary skills and learnability.

Companies need to tighten the alignment between their workforce strategy and their business strategy. As employers, we want to help individuals navigate the changes – from a financial, security and a training perspective. Businesses should ask themselves – how are we ensuring our workforce is agile enough so we can continue to compete?

We can't slow the rate of technological advancement, but we can invest in our employees' skills to increase the relevance and resilience of our people. Employability – the ability to gain and maintain a desired job – no longer depends on what you already know, but on what you are likely to learn. The future of work will require different skills and employers will need to focus on re-skilling and up-skilling people more than ever before to address today's

talent shortages and anticipate the demands of tomorrow.

We need to shift our focus from job security to career and employment security. Policy makers must think about how they ease the transition we'll be going through and how they can help support individuals. For example, what are the changes that need to happen within education? At the same time, we must acknowledge that while education is important, it does not hold all the answers, and time is required for this to impact the talent pipeline. It's, therefore, crucial that employers are proactively involved in this transition.

THE VALUE OF HUMAN CONNECTION

Now is the time for leaders to be responsive and responsible. Employers, governments and employees must work together to be part of a long-term solution and be an active voice in that process.

We should not underestimate the value of human connection. Transformation of work need not be a battle of human versus robot. Although digitisation and automation will ensure our future workforce will look very different to how it looks today, smoothing this transition, in whatever way we can, is part of ManpowerGroup's work with more than 400,000 clients and 3.4 million people every day. This is what gives us a unique employer and employee perspective.

We believe meaningful and sustainable employment has the power to change the world. And we are passionate about helping people and employers better navigate the impact of technology today and tomorrow as we adapt to the changing world of work.

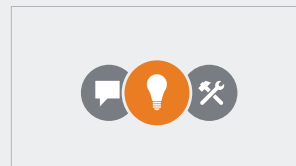
Jonas Prising, Chairman & CEO ManpowerGroup

WHAT LIES AHEAD?

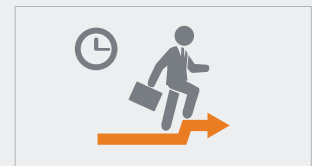
THE EMERGENCE OF
A **SKILLS REVOLUTION**



TECHNOLOGICAL ADVANCES
ARE A **POSITIVE EVOLUTION**



DIGITISATION WILL
BRING **OPPORTUNITIES**



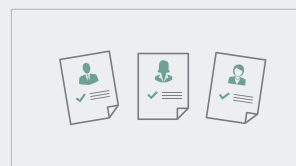
CHANGES WILL
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WHAT NEEDS TO HAPPEN?

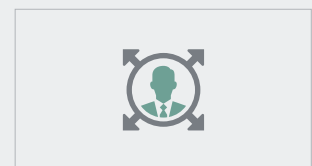
AWARENESS OF DIGITISATION'S
IMPLICATIONS ON THE WORLD OF WORK



TIGHTENING THE ALIGNMENT BETWEEN
WORKFORCE AND BUSINESS STRATEGY



INCREASING THE RELEVANCE AND
RESILIENCE OF PEOPLE BY **INVESTING
IN EMPLOYEES' SKILLS**



SHIFTING FOCUS FROM **JOB SECURITY TO
CAREER AND EMPLOYMENT SECURITY**

/ DIGITISATION AND THE FUTURE WORKFORCE /



Artificial intelligence: the future outlook

In light of the significant impact artificial intelligence [AI] is set to have on the future world of work, we frequently speak with our clients and associates to compare viewpoints and find out how they are preparing for the changes ahead.

We recently spoke with **Michael Rendell, Partner and Leader of Global HR Consulting Practice at PwC** and **Dr Nicola Millard, Head of Customer Insight & Futures** in the **BT Global Services Innovation Team**. We've shared excerpts and highlights from their interviews below.

What is your view on AI/automation and the likely effect this will have on the future world of work?

Michael: AI and automation has the potential to make every worker 50% more efficient – achieved through simplifying repetitive types of tasks.

This will touch all industries and professions and will impact on all elements of the value chain. The effect will be most profound on 'white collar' jobs – the 'privilege of expertise' is under threat and with the democratisation of knowledge, the focus shifts to how experts add value through judgement rather than as a simple consequence of technical knowledge.

This shift has the potential to make the world of work much more satisfying and rewarding – as 'intelligent machines' augment human activity and lift the burden of uninteresting and repetitive activity.

Collaboration between artificially intelligent machines and humans is the key, as we will also see the development of more shared roles – partly carried out by a person and partly by an intelligent machine.

Nicola: Having more intelligent technologies that take away the so-called 'dull, dirty and dangerous jobs' are potentially an amazing boost to productivity. We probably overestimate the capabilities of these technologies (at least in the short to medium term) to eliminate entire jobs. There are jobs that are certainly at risk and there is precedent for job categories to be eliminated but they are likely to be in a minority.

The more likely consequence is tasks will start to be eliminated. This leaves us humans to do the more

complex, emotive and empathetic work – skills like negotiation, innovation, creativity, manual dexterity and caring become more valued than they may be today.

These are hard to codify into a machine – and AI is only as good as the data that is available to it. The explosion in data, coupled with deeper learning capabilities, means that AI has a lot to work with, but it doesn't have all the puzzle pieces. The puzzle is completed by human intelligence.

In short, these technologies make us value what it is to be human.

As the impact of AI on the workforce increases, what key factors will be critical to the success of both individuals and employers alike?

Michael: Adaptive resilience – accepting the changes, while maintaining fallback arrangements that ensure critical processes can continue if the AI falls to deliver. For individuals that will mean a period of dual skills – maintaining skills needed for the old ways, while developing skills needed for the future.

The key will be a clear understanding of what adds real value and which components are best performed by their employees (judgement, relationships, creativity, innovation, etc.) and by intelligent machines (faultless reputation, large data set analysis and pattern spotting, etc.). Get this combination right and enterprises will thrive. The goal will be achieving the right staff mix, and

continually adjusting that mix.

Nicola: One of the more challenging issues is the trend towards wage polarisation, which AI has the potential to push further. Individuals who have the skills that are valuable are likely to be reaping the rewards; whilst those without the skills or the ability to adapt may have fewer opportunities. This causes a 'hollowing out' effect that is extremely undesirable.

Another thing to consider is whether AI can start to provide employers with support for scarce skills, especially in science, technology, engineering and medicine. Simply importing these skills from other countries is likely to become increasingly difficult.

Smart people partnered with smart machines have the potential to superpower us, if the combination is right.

As we adapt to new ways of working, what responsibility do employers have to ease the transition for employees?

Michael: Employers will need to alter their resourcing models. The most critical part of that will be retaining experienced staff through re-skilling for the period of transition – which could last ten years.

Enterprises in segments where AI will eliminate many roles have an obligation to explore how they turn their financial capital into social capital and find new ways of adding value to all their stakeholders (including the communities they support). This represents the biggest opportunity and challenge of the next 15 years.

Nicola: For individuals whose jobs are largely eliminated, there may be skills they can be trained to do – but it requires investment from the employer and a willingness to learn and adapt from the employee.



“ THE KEY WILL BE A CLEAR UNDERSTANDING OF WHAT ADDS REAL VALUE AND WHICH COMPONENTS ARE BEST PERFORMED BY EMPLOYEES AND BY INTELLIGENT MACHINES. GET THIS COMBINATION RIGHT AND ENTERPRISES WILL THRIVE. ”

Michael Rendell

PARTNER AND LEADER OF GLOBAL HR CONSULTING PRACTICE



“ SMART PEOPLE PARTNERED WITH SMART MACHINES HAVE THE POTENTIAL TO SUPERPOWER US, IF THE COMBINATION IS RIGHT. ”

Dr Nicola Millard

HEAD OF CUSTOMER INSIGHT AND FUTURES, BT GLOBAL SERVICES INNOVATION TEAM



/ DIGITISATION AND THE FUTURE WORKFORCE /

Learnability – the only way to stay relevant in the future workforce

While the full picture of the future workplace remains unclear, we can be certain that many of today's skills will quickly become outdated. As technology continues to develop and reshape the world of work and society in general, even new skills acquired may only be relevant for a limited time period.

Going forward, the ability for individuals to re-skill and re-educate themselves will be critical. Learning and continually developing in-demand skills is the best way for individuals to remain relevant in the workplace of the future. At ManpowerGroup, we call this

'learnability' – the desire and ability to continue to learn and remain employable in the long term.

NURTURING 'LEARNABILITY'

For employers and educators, this shift in the relevancy of skills means it will soon become more important to teach individuals *how* to learn. Building a lifelong learning mindset will allow individuals to remain competitive and highly employable throughout their working life, regardless of how their careers

are later affected by technological developments.

Employers who actively nurture the desire and ability for individuals to grow their skillset won't just be helping the individual though – it's a sure-fire way to make companies more attractive places to work too.

Learnability is going to be one of the greatest predictors of career performance, career success, and the ability to have sustainable and meaningful employment.

NURTURING LEARNABILITY: Recommendations on how to support learnability

Understanding a person's learnability potential is a key indicator of what they will need to succeed. Nonetheless, there are varying degrees of desire, capability and commitment to learning, and this needs to be taken into consideration when building development strategies.

HIGH LEARNERS



WHO ARE THEY?

- Optimistic about job prospects
- Confident about their ability to get another job
- Willing to spend their own time and money on training
- Willing to move jobs for skills training
- Intellectually curious and determined to up-skill no matter the cost
- Independent, resilient

ACTIONS FOR EMPLOYERS:

- Keep High Learners engaged. Their desire and drive to learn will propel them forward and make them more valuable. They will find ways to up-skill regardless of the level of support offered.
- Employers should focus on retaining this group through updated people practices that create opportunities and drive engagement.

POTENTIAL LEARNERS



WHO ARE THEY?

- Willing to spend their own time and money on training
- Lower confidence
- Fewer opportunities for advancement

ACTIONS FOR EMPLOYERS:

- A huge opportunity exists to develop and engage Potential Learners. They need to be inspired and see the connection between development and career success.
- Assessments are a good starting point to identify brightness, talent and skill adjacencies.
- Offering safe learning environments and regular career conversations can help such individuals map out attainable development goals with clear pathways and outcomes.

LOW LEARNERS



WHO ARE THEY?

- Little or no appetite for learning
- Unwilling to spend their own time or money on training
- Unwilling to train using the employer's time or money

ACTIONS FOR EMPLOYERS:

- Given this group's low learnability - both in terms of ability and desire to learn - it may be a challenge to move this group up.
- Employers should assess learnability factors early-on and make them a part of the initial hiring discussion.

For more information, visit manpowergroup.co.uk/learnability



DOER



EXPLORER



FREE SPIRIT



PLANNER



INNOVATOR



SCHOLAR



TRADITIONALIST



THINKER



THRILL-SEEKER

WHAT DOES YOUR LEARNABILITY SAY ABOUT YOU?

As technological innovation accelerates the pace of change, there is growing awareness that individuals who seek learning opportunities will be better positioned for career growth.

The future of work will require different skills, and those who continually focus on re-skilling and up-skilling will be best positioned to meet the demands of tomorrow.

In partnership with Hogan X, the leading provider of personality assessments, ManpowerGroup has developed the Learnability Quotient™ - a web-based visual assessment. This represents a new way for users to assess their learning styles and receive recommendations and resources to aid future learning and engagement.

For employers, the Learnability Quotient provides validated, data-driven insights. As organisations seek to invest and develop their employees, having insight into these metrics will provide guidance on how to best enable performance and make better decisions on how to motivate their workforce.

To take the test, please visit: learnability.com



Unlocking the potential of the Apprenticeship Levy

In April 2017, the new Apprenticeship Levy will come into force. This presents employers with an excellent opportunity to bring in new talent or up-skill their current workforce through apprenticeships – yet many employers continue to struggle with how best to integrate this into their wider workforce and business strategies.



As part of the Government's aim to introduce three million new apprentices by 2020, the Apprenticeship Levy will see all UK employers with an annual pay bill of more than £3 million required to pay a Levy of 0.5% based on their PAYE bill. They can then use this Levy to pay for the training costs of apprentices.

It is a major legislative change, and informed employers are using this as a catalyst to review their entire workforce planning process afresh.

Jeremy Hay-Campbell, Head of Corporate Affairs at ManpowerGroup, said: "The Apprenticeship Levy provides an ideal opportunity for businesses to maximise and invest in the training of their future workforce.

"Going forward, there will be no restriction on the age of apprentices. There will be few restrictions on the previous qualifications an apprentice can possess. And, with more and more qualifications

being mapped to the apprenticeship system, they now cover the full range of qualifications – from school leaver to degree level.

"In essence, for the first time, there will be an apprenticeship qualification to meet almost any skills gap within an organisation. This will be fully paid for via the Levy – whatever the level of qualification, and no matter the age of the apprentice. And where the employer either doesn't pay into the Levy or has used up their contribution, the Government will pick up 90% of the outstanding cost.

"This all presents employers with an excellent opportunity to bring in new talent as an apprentice – or to up-skill their current workforce, by converting existing workers into apprentices."

THE NEW WAR FOR TALENT?

When the Levy is introduced in the spring, the challenge for

employers will be competition for talent. Many organisations will use their Levy to recruit additional workers to join their company as an apprentice. Making your apprenticeship proposition as compelling as possible for prospective candidates will be crucial, in order to stand out from the crowd.

Jeremy continued: "We expect the number of apprenticeships on offer to dramatically increase. With so many employers fishing in the same talent pool, it's important that they understand what motivates and appeals to their ideal candidates, and tailor their attraction strategy accordingly.

"Getting the selection element of your strategy right will be crucial too. The very nature of apprenticeships means you can't judge someone by their existing skills and experiences. After all, you're looking for a blank canvas that you can nurture. Building a hiring process that unlocks an individual's hidden potential will be vital."

At ManpowerGroup, we can help organisations to navigate these new, uncharted waters. We'll help you to unlock the potential of your Levy pot, by advising you on how the Levy can be used to support your wider talent strategy, providing advice on the training partners and qualifications available, and different employment models, where appropriate.

To find out more about how we can support your organisation through the introduction of the Apprenticeship Levy and beyond, visit: manpowergroup.co.uk/apprenticeships

Attracting, retaining and developing Millennial workers

Being the boss is a low priority for UK Millennials – they are more motivated by the pursuit of purpose, according to ManpowerGroup research.

When we interviewed 19,000 Millennials globally and asked them to name their top career priority, just 5% of UK respondents said 'to get to the top of an organisation'; compared to over one-fifth who said 'make a positive contribution'.

Mark Cahill, Managing Director for ManpowerGroup UK, commented: "In all areas of the workforce, integrating the motivations and preferences of the people you want to attract into your talent strategy really is pivotal to business success.

"When it comes to Millennials, our research found they're more motivated by the pursuit of purpose, over and above becoming leaders of tomorrow. They know they will have longer careers than any generation before them, so want to know that their time is being well spent.

"That's not to say that becoming a leader isn't on their list of career ambitions. It may be on their wish list, but doing work they believe in is more important. They don't want to be just another cog in a corporate machine – they want to be part of something worthwhile, where they can make a positive contribution, work with great people, and be recognised for their expertise."

MILLENNIALS: BUILDING A 'CAREER FOR ME'

The time is ripe for employers to take a fresh look at their people strategies, in order to better attract, retain and develop the next generation of workers.

Mark continued: "Millennials are focused on building a 'career for me' through worthwhile roles that offer development and variety. Employers simply can't afford to not appeal to Millennials, so ought to look for ways this can be facilitated.

"We encourage our clients to consider building opportunities for Millennials to move around the organisation and work on different projects with different teams. Maintain a high-touch approach, by offering frequent face-to-face affirmation and feedback on their contributions. And remain open to alternative work models that offer greater flexibility in where, when and how they work.

"Changes like this will not only make organisations more appealing for Millennials, but for the rest of the workforce too."

NURTURE YOUR LEADERS OF TOMORROW

To cultivate the next generation of leaders, organisations need to align their employer brand and overarching workforce strategies to the unique preferences and motivators of Millennials.



Visit our website for a detailed look at how different Millennials are – and aren't – from the rest of the workforce: manpowergroup.co.uk/millennial-career-for-me

HOW IS YOUR ORGANISATION EMBRACING GENERATIONAL DIVERSITY?

Despite increased awareness and numerous legislative protections, ageism remains an often undiscussed problem for multinational corporations. In fact, more than one-third of workers globally consider ageism to be one of their biggest career challenges, according to research from ManpowerGroup Solutions, the world's largest Recruitment Process Outsourcing (RPO) provider.

As the war for talent intensifies, organisations that want to maintain competitive advantage must embrace generational diversity. It's not just the right thing to do – it makes clear business sense.

One talent pool that's often underutilised is Boomerang Workers – retirees who later return to the workplace. Whether motivated by financial needs or a desire to be

intellectually stimulated, more retirees are returning to work than ever before – yet many organisations don't have strategies in place for cultivating this large and highly skilled talent pool.

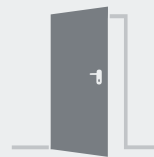
From providing unique skillsets to meeting just-in-time staffing needs of companies, Boomerang Workers are an economical, loyal and dedicated pool of talent that organisations should embrace to help fill skills gaps.

'Un-retirees' are an underdeveloped talent pool, and Human Resource professionals who resist the impulse to take a one-size-fits-all approach to talent and build hiring strategies that embrace generational diversity will have the competitive advantage in today's global marketplace.

SEVEN STRATEGIES

FOR BUILDING A TALENT POOL OF BOOMERANG WORKERS

1. OPEN THE DOOR BEFORE THEY WALK OUT OF IT



While current employees may be eager for retirement, employers who plant the seed for future part-time work can put their company at the top of the list for returning talent.

2. OUTSOURCE IT



Retirees may not be found in some of the places recruiters usually look; outsourcing to specialists who know how to tap into retiree talent communities can be invaluable.

3. ALIGN REWARD STRUCTURES AND EMPHASISE FLEXIBILITY



One of the greatest benefits of retirement is freedom to pursue hobbies and other interests; integrating flexibility into your compensation and reward structures for Boomerang Workers is highly important.

4. LEVERAGE REFERRALS



Experienced workers often have strong professional networks within an industry that can result in broadening the talent pool beyond company alumni.

5. TARGETED OUTREACH



Enhance the reach and effectiveness of your attraction strategy by partnering with retiree-related job boards or community partners who have an existing network you can tap.

6. TRADITIONAL INTERVIEW FORMATS



Our research found that those who perceive ageism as a top career challenge also prefer phone or in-person interviews over video interviews – focus on more traditional interview formats whenever possible to allow these candidates to shine.

7. SCREEN FOR TEAM PLAYERS



Hiring managers seeking to leverage un-retirees and Boomerang Workers should seek out candidates who are open-minded, believe in ongoing learning and are willing to work as a team.



THE FUTURE OF WORKFORCE ANALYTICS: IS YOUR COMPANY PREPARED?

Employers are becoming increasingly dependent on contingent labour. As a result, future success relies on the ability to strategically integrate non-permanent workers into the wider workforce strategy.

With this in mind, it comes as no surprise that expectations for improved workforce analytics are increasing. Forward-looking companies don't want to reflect on success any longer – they want analytics that allow them to predict potential.

Yet, while there is a universal business desire for more predictive, insightful analytics, few organisations have been able to implement it.

Chris Arthur, Operations Director at TAPPIN – ManpowerGroup Solutions' Managed Service Provider – said: "Evolving reliance on contingent workforces, combined with a persistent global talent shortage, is driving the need to make informed workforce decisions to better serve an organisation's short- and long-term needs.

"Employers want to access analytics that allow them to predict potential. They want to know what limits it, what nurtures it, and what makes that potential thrive.

"Despite this, many organisations continue to rely on transactional-level data that provides metrics on what is happening – but not on why or how."

ACTIONABLE BUSINESS INTELLIGENCE

The journey to better analytics is evolving. However, there are steps

that organisations can take to increase their ability to generate more meaningful insights.

Chris continued: "The fundamental aspects of workforce decision-making – who, what, when, where, how and why – have remained relatively unchanged over recent years. What has changed, however, is the sheer volume of information at organisations' fingertips.

"It's vital that businesses filter out the noise and focus on measuring and benchmarking what really matters. Understanding what is actionable, what drives decision making and what has an impact on your business enables the shift from measuring what is 'good to know' to what you 'need to know' in a meaningful way.

"Furthermore, often in-house data is based on a company's own definitions of metrics and measurement. This allows them to measure internal progress over time, but it doesn't take into account shifts in the wider competitive environment. Standardising definitions and data in line with industry standards enables benchmarking for more meaningful 'apples to apples' comparisons.

"Improving your approach to data analytics in this way will provide actionable business intelligence. It enables businesses to seamlessly integrate contingent workforce planning into their wider talent strategy – inevitably leading to significant competitive advantage."

ENABLING THE JOURNEY TOWARDS WORKFORCE ANALYTICS 2.0

TAPPIN has demonstrated proven ability to drive strategic improvements through customised workforce and talent analytics. As organisations demand more sophisticated, relevant insights into their workforce, TAPPIN's capabilities include:

- Reporting and Analytics Engine**
 Through the Reporting and Analytics Engine (RAE), TAPPIN draws on multiple client data-sets and sources to standardise data in a way that allows for benchmarking across industries, regions or companies with comparable workforce needs. It also enables the creation and calculation of insightful metrics that have a more relative impact on the overall cost and productivity of a workforce.
- Contingent Workforce Index**
 TAPPIN's Contingent Workforce Index (CWI) compares more than 50 key data points around the availability, cost efficiency, regulation and productivity of contingent workforces in 75 countries. It provides a comparison of the relative opportunities of entering one labour market over another, and allows an organisation to weight factors based on their strategic priorities.

[For more information on our ability to turn insights into actionable recommendations, please contact solutions@manpowergroupsolutions.co.uk](mailto:solutions@manpowergroupsolutions.co.uk)

ManpowerGroup Solutions' named MSP leader for third consecutive year

TAPPIN, ManpowerGroup Solutions' Managed Service Provider (MSP), has once again been named a leader among MSP service providers by top industry analyst Everest Group.



Everest Group's Service Provider Landscape with PEAK Matrix™ assessment reviews market success and overall delivery capability of global MSP providers. It analyses and tracks the changing dynamics of the MSP landscape by evaluating providers on seven categories: scale, scope, technology solution and innovation, delivery footprint, buyer satisfaction, market success and overall performance.

With strong rankings across all evaluation categories, TAPPIN has secured its place as a clear MSP leader for the third year in a row.

Arkadev Basak, Research Practice Director at Everest Group, said: "As one of the largest MSP providers, TAPPIN's flexibility, strong understanding of business models and willingness to explore new opportunities were cited as key strengths in this year's report.

"With expertise in all aspects of talent management, TAPPIN is

one of the few providers that can offer Total Talent Management solutions to clients."

Jamiel Saliba, Vice President and General Manager for TAPPIN Global, said: "Employers look to us to create an integrated talent strategy to lower their risk and realise untapped value across their Total Talent investment.

"This accolade is a welcome testament to the great work our people deliver consistently around the world. We're pleased to once again be named a leader by Everest Group."

DELIVERING INNOVATIVE WORKFORCE SOLUTIONS WORLDWIDE

In addition to this accolade, Everest Group has also named ManpowerGroup Solutions' RPO offering as being a clear industry leader, for six consecutive years.

As well as ranking us highly across all four evaluation categories in their RPO Service Provider Landscape with PEAK Matrix™ assessment, they also recognised us as being a Star Performer in RPO. This is a designation for providers that demonstrate the strongest forward movement over time on the comprehensive PEAK Matrix™ evaluation.

The global services market continues to expand and become more complex. As new providers enter the market, ManpowerGroup Solutions continues to build innovative, new capabilities to better serve our clients. We take deep pride in being frequently recognised as a global leader in delivering innovative workforce solutions.

For more information on ManpowerGroup Solutions' extensive RPO and MSP capabilities, please visit: manpowergroupsolutions.co.uk/solutions

New Digital Platform RightEverywhere® – Combining Tailored Career Advice with Market-Leading Technology

Right Management has launched RightEverywhere®, a cloud-based career development platform that supports the firm's one-to-one candidate coaching experience.

RightEverywhere®, the new online career marketplace that blends cutting-edge technology with expert career coaching and outplacement services, is now live in 48 countries across 15 distinct languages. Launched by Right Management, ManpowerGroup's global career experts, this new, upgraded digital platform helps individuals take the next step on their career journey – whether that's back to school, starting a business or landing that next great job.

RightEverywhere anticipates the fast-growing demand for innovative technological solutions to career development, and is delivering a suite of carefully curated best-in-class tools and services tailored to both individual and company needs. With easy-to-use new features that are all fully mobile enabled, users can create a personal website, practice interview techniques, and be matched with better jobs that accelerate their career paths; all through the use of advanced artificial intelligence technology.

Mara Swan, ManpowerGroup's Global Brand Leader for Right Management, said: "With RightEverywhere we're balancing high-tech industry-leading innovation with bespoke, expert advice and coaching. We collect more data on the way companies and individuals develop their workforce and careers than anyone else in the market, and we've used this insight to create a best-in-class, dynamic platform that is continually evolving to anticipate user demand.

"Our platform is informed by artificial intelligence and proprietary technology, ensuring that we always deliver a tailored experience. We're helping people learn, apply and adapt to skills needs of the future, so they can achieve their next career move."

As the most comprehensive platform on the market, RightEverywhere provides ubiquitous applications and services to businesses across

the world. It offers a standardised method of delivering best-in-class outplacement, career management and talent development that can be tailored to local needs.

Ian Symes, Operations Director, Europe & Africa and General Manager UK, said: "RightEverywhere is a revolutionary new platform that allows employees to take ownership of their careers and accelerate them, while matching their employer's ambitions at the same time.

"It's never been more important to learn, adapt and apply new skills for roles of the future, and our platform allows individuals and organisations to do just that. As the new industry-leading career marketplace, RightEverywhere will help people nurture their desire and ability to learn, preparing individuals for the roles of the future."

RIGHTEVERYWHERE'S KEY FEATURES INCLUDE:

SELF DISCOVERY AND APTITUDE TESTING



A collection of the world's best assessments designed to: find out what makes individuals tick, identify key strengths, and pinpoint personal and professional priorities.

CAREER PLANNING



Proven methodology and tools to help create a career map that meets career goals.

PERSONAL BRANDING



Tools to help people showcase skills and abilities in the best possible light: how to create best-in-class CVs, the opportunity to practice interviews and create personal websites.

JOB SEARCH



For those seeking new opportunities, the platform uses artificial intelligence to find the perfect match.

CLOSE THE DEAL



Interviewing and negotiating tips to help earn more and get ahead.

LEADER DEVELOPMENT



For those who have got what it takes to lead, this tool identifies those traits and helps take them to the next level.

Learn more by visiting: rightmanagement.co.uk/righteverywhere

MANAGING TALENT IN THE HUMAN AGE

In the Human Age, four key global forces – technological revolution, shifting demographics, the rise of individual choice and client sophistication – are challenging companies to rethink how they manage talent and fill their leadership pipeline.

As the workforce changes and talent continues to become a key economic differentiator, employers need to focus on creating strategies that promote talent agility to gain and sustain a competitive advantage in an increasingly dynamic market. Employers who recognise and adapt to today's global forces will be tomorrow's market leaders.

Right Management's e-book explores how companies are using the four future forces to attract and manage talent.

rightmanagement.co.uk/managingtalent

See Opportunity



No matter what your business needs, Manpower can provide you with passionate, reliable people to help your business grow like never before.

But the skills required in today's world of work are changing faster than ever before. So we harness our free online platform powerYOU to help candidates continually hone their abilities, through a choice of 4,500+ training and development courses.

After all, we don't just see a job opening – we see an opportunity to unleash the power of people, and drive your business forward in ways you never thought possible.

Visit our website to find out more: manpower.co.uk

