



# All-Party Parliamentary Group on Modernising Employment

ONLINE MEETING MINUTES 5<sup>TH</sup> September 2023

- 1) Introduction: Keith Rosser of Reed introduced the meeting and the speakers from Arla Foods, a large private sector organisation and from Clu who specialise in diverse hiring.

The first session was a face to face event in Parliament in July. Thank you to those of you who contributed and attended. Very pleased to say that following that successful event, the proposals by the APPG to make UK hiring the fastest globally have been submitted to four different ministers / civil servants and they have been briefed on those proposals. So a very good start to life as the APPG. Today's second session is about getting people into jobs and there will be similar follow up after today as well.

Following today's session we've got a face to face event on the 5<sup>th</sup> October in Hull on "Work anywhere, anytime, looking at the regionality and flexibility of jobs". Following that there will be another virtual event in November which will be looking at international recruitment. Many Better Hiring Institute members and lots of you in this audience have talked about reforms around international recruitment, whether that's the sort of process of people getting jobs or the process that people go through to get sort of work visas, etcetera. So please do join that session at which we will be debating all the necessary reforms to make life easier for employees and employers.

Lord Lucas welcomed everyone to the call to address this extremely important subject. Need to make sure that the Govt and the Opposition understand our topic and work it into their plans.

- 2) Present: Lord Lucas of Crudwell, Emma Hardy MP,

Andrew Henderson and Keith Rosser (Secretariat) Victoria Bryant and Melanie Williams, Arla Foods; George Warrington and Calum Wright, Reed; Joseph Williams, Clu; Christine Morton; Dan Boneham; Ann-Marie Gothard; Ahmad Ali; Ahshan Habib; Babar Ali; James Burch; Jessica Denny, HMPS; Yu Fu; Sarah Easton;

- 3) Speakers:

*a) Melanie Williams and Victoria Bryant from Arla Foods. Melanie is the head of UK talent acquisition and has nine year's recruitment experience across several sectors and disciplines, leading a strong team of seven talent partners who recruit for Arla's sites within supply chain and head office functions. Melanie is a well-respected recruitment expert within the FMCG industry known for passion and drive towards inclusive recruitment. Melanie is continuously driving innovation solutions to support Ireland's talent skill shortage and is on a continuous journey to break the stigma around women within manufacturing and creating opportunities for younger people.*

*These are two groups, we're particularly wanting to two target as part of today's session. Empowering the next generation to have a career within the FMCG industry is crucial for addressing the industry talent shortage. Victoria joined Arla Foods in 2022 to head up their UK employee relations function following a successful HR career spanning over 20 years in retail and manufacturing. Victoria's key expertise and passion lies in driving employee engagement and improving the employee experience. Victoria's previous roles included Head of HR and People*



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*planning at IKEA, meaning Victoria has got a unique insight into how different staffing models and flexible working can meet individual needs, which is another key part of today's session: the idea of greater flexibility.*

Vicky Bryant – I will start by talking about some of the challenges that we have at all and then I will hand over to Mel, who's going to talk about some of the initiatives that we've taken.

Slide 2: Introduction to Arla: uniquely we are a dairy cooperative owned by farmers, part of the wider Arla group, which is a global company based in Denmark. The overall group is owned by 9000+ dairy farmers and the UK business by over 2000 British farmers. All of the profits go back into the dairy farmers that supply our milk. In the UK we supply dairy products to many of the big supermarkets as well as our own private label branded products. There are 9 production sites across the UK, very often in rural location. This can make it quite challenging for recruitment for our employees to actually get to sites. We have a beautiful manufacturing site in Settle, but as you can imagine, whilst the location is amazing, it's quite difficult for people to get there. We have 6 logistics hubs bringing milk from the farms, 2 warehouses and a head office in Leeds.

Slide 3: we have 3700 colleagues and 60% of those are in front facing roles based at sites and for those colleagues, we have a collective bargaining agreement in place with the unions. We work in very close partnership with three unions, USDAW, Unite and GMB. The remaining 40% of our colleagues are in non-negotiated managerial or support roles in sites and head office and like most manufacturers, we don't have an equal gender split. Overall we are 80% male, 20% female. In the front facing roles is more like 85% male and 15% female, whereas in managerial and support roles we've got far more of a 50/50 gender split. Our workforce is ageing so the average age of employees is 44 and we've got 20% of colleagues over the age of 50 with 71 colleagues over the age of 65. Our oldest employee is 75 and our longest serving employee has 52 year service. These employees have got the real technical skills and fantastic experience which we're really struggling to replace and we face a huge challenge in attracting the younger generation into manufacturing, particularly GenZ. We have a very high level of turnover with those aged under 25 and attrition in our first year is very high at 44%.

By far our biggest skill shortage is an engineering. And over the last two years we've sponsored 17 non UK nationals into relatively junior engineering roles, which previously would have been unheard of. We would only be sponsoring people into senior roles, but we're now finding that we're having to do that into quite junior roles.

Slide 4: It is important to Arla to remove the barriers. 57% of our farmers say that they're having huge difficulty in attracting staff into the business compared to 2019. We have conducted some research with our farmers that shows that young people have got a really limited understanding of what modern farming involves. 54.8% of our farmers have said that few or no applicants for jobs have the right level of skills or knowledge about farming, which shows an acute need to educate, inform and upskill in this area.



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Our farmers are also reporting that because of the severe talent shortage, they've had to increase wages by over 22% since 2019. Now this will inevitably lead to an increase in food prices or even farmers choosing to leave the agricultural industry.

The type of manufacturing roles needed have changed dramatically as we introduce more automation and digitalised technology. Going forward there's going to be far fewer manual roles and more technical skills required with an increasing need for engineers as we introduce more technology. With an ageing workforce, we know we're going to lose some of our more experienced colleagues who have years of practical technical knowledge. We know now that we have a very urgent need to attract a more diverse workforce so that we've got succession planning in place for those skills.

Slide 5: How do we challenge perceptions internally and externally so that we can start to drive change? Keith mentioned at the beginning that I was a really passionate advocate for flexible working and we do already offer flexible working at our head office and for support staff. But we really need to think of ways that we can offer flexible working for frontline staff too. Many people when they think about flexible working, automatically think it's working from home. But it isn't. There are many other ways to enable flexible working, and we might need to challenge ourselves to look at what we need to do differently to ensure that our front facing colleagues also have the opportunity to work flexibly.

Manufacturing traditionally involves 12 hour shift work and unsociable hours and the majority of our front facing colleagues today are in full time roles. But we know that we have parents, carers and existing colleagues are moving towards retirement that need the flexibility to be able to work shorter shifts, different start times and more flexible contracts. We need to challenge the way we think about it if we want to attract a more diverse workforce and retain the talent that we have, I think generally the manufacturing industry needs to look at how we can introduce new working patterns and move away from doing things the way that we've always done them.

I've actually got an 18 year old son who's looking for a career at the moment and he wouldn't even consider going near manufacturing. I'm desperately trying to inspire him with different careers, but he has a preconception of very long hours, unsociable shifts and physically demanding work. So I think there's a real need to engage young people and challenge those misconceptions and showcase what a career within manufacturing or agriculture actually involves and the different roles and skills which are needed. There's a huge potential for us to work with schools and colleges to educate young people about how much manufacturing has changed.

And then finally, we need to make sure that we keep our existing colleagues and trade unions engaged and involved with any new ways of working. We really believe in a partnership with our trade unions and they give us an awful lot of insight about best practice. We want to ensure that we work together as we start on our transformation journey.

Melanie Williams:



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Slide 6: I am going to share with you our journey so far and some of the initiatives which we've put in place. Recently we've made a commitment to become more disability confident. And so we're on a journey to providing our employees with the knowledge, the skills and the confidence that they need to attract, recruit and retain disabled people in the workplace. We've also got an age friendly pledge which shows that we've taken the first steps to publicly show that our commitment to older workers and the advantage of being an age friendly employer. We also run campaigns to raise awareness in a diverse workforce and advertise our jobs on that platform which Vicky referenced earlier. We are looking at how we can support the ageing workforce, so whether that's job shares, preparing for phased retirement, reduced hours, looking at the shift patterns, there isn't one shoe that fits all. We have also signed the pledge for the wellbeing of women.

We've got a big drive at the moment to be present at careers fairs and partnering with local educational organisations to promote careers specifically within manufacturing and the farming industry. Given that it is a skill shortage area we can't do it alone and the sites that we've been working with have been fully supportive, thus helping to drive that which has had a huge impact. We currently offer two different apprenticeship schemes: One within engineering and the other as a dairy technologist.

Every year we recruit about 20 new apprentices, it is a source of pride that 52% of our graduates within dairy technology are women engineers. There is a long way to go as we are at 6% overall.

We've also partnered with an actress to support us with the recruitment of our graduates for marketing, sales and finance. We actively support students and young people across the country to gain employability from a range of backgrounds. We have students who lead on sustainability projects within university teams linked to the dairy industry. Students are not from a white background, so we're hoping that this partnership will support attracting more diverse applicants.

We offer open Farm Sunday, which runs yearly, and it's an incredible opportunity for the public to come and spend time and meet with the Arla Farmers and cows and it's just an amazing way to showcase to the younger generation, the farming life. We've also launched an enhanced market leading maternity policy.

Slide 7: Women in manufacturing - personally this is a real passion of mine and I'm a huge advocate for increasing the representation of women in manufacturing careers. Together I do believe that we can create a more diverse and equitable manufacturing industry which will highlight the opportunities for women.

We have a gender strategy to attract, retain and develop more women into the industry. We have run 100+ focus groups for women across all sites, within supply chain. Thus we can understand women's unique experiences and how can we remove the obstacles that women face. There will be an increasing need for engineers as the industry automates. Need to put in place succession planning as well.



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Also this year, we partnered with ITN and we featured in the Global Game Changers Video for International Women's Week. The video included interviewing female farmers who are directors and vice presidents. We also ran a STEM event where we had 100+ girls attending from low income backgrounds. We collaborated on producing a TikTok video at our house and this reached over 600,000 views.

Slide 8: what are we doing to support reducing the barriers? We made the decision to remove the education requirement from job adverts so that we could be more inclusive. We review job adverts by the gender decoder. Linguistic gender code shows up in job adverts and the research has shown that it can put women off applying for jobs that are advertised in a masculine coded language.

We also roll out unconscious bias training to our hiring managers. Fairer hiring also looks at how to word advertisements so that you get rid of unconscious bias.

We have looked at how to appeal to a multigenerational workforce to retain current employees and attract future talent, specifically focusing on Gen Z and Gen Alpha. We are working with the NUF / DWP and are looking at how we can spread knowledge from the older to the younger generation and conducted a gap analysis.

We also have a gender strategy to engage and develop more women in the industry. We are on a continuous journey to reducing barriers and creating fairer hiring within our fields.

*b) Joseph Williams*

I have spent 20 years working to create technology that is inclusive of everybody.

Slide 2: The working world is going through a rapid and long period of transformation. Big brands and competitive salaries are no longer enough to retain good people, especially those in high demand. Recent figures from Gartner have shown that around 10 million people of working age are currently excluded from meaningful work and employment in the UK. We all know that having a diverse workforce gives an organisation competitive advantage. The returns on diversity are tangible, especially regarding innovation and engagement. Humans are inclined to bias and are gregarious by nature. The way we recognise and understand talent remains a game of probability over compatibility, as compounded by a recent study of hours where we spoke to 800 hiring managers and only 4% could articulate the skills for which they were hiring.

Take this data and layer it alongside another Gartner report that found over 70% of people don't have the right skills for their jobs currently, and LinkedIn's own findings that you're as likely to leave a job now within 18 months as you are to stay. It all paints a picture of a system that isn't really doing what it's meant to do. I want to start today by just exploring a little bit around where we think it all started going wrong.

Slide 3: There have been 3 shifts in recruitment: firstly ad based recruitment, secondly Edison who used degree certificates to prioritise recruits and in the 2010s volume advertising. In our lifetimes the



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CV became the pivotal tool to find work. Only 15% of the data on CVs can be relied on as impartial and very little can be automatically read because people lack the knowledge to structure their CV for automated reading systems. This introduces bias into the process.

Slide 4: have been building purpose based and ethical hiring using AI. We have learnt a lot about bias and will share key learnings.

For the last five years we've analysed north of 50 million job adverts and are running an ongoing study with 250 k job seekers to understand where the break points are in recognising and championing talent in a process that can set equitably set everyone up for success. We have also learnt a lot about the future of AI and recruitment, particularly around skills gaps, sustaining pipelines and correcting the really problematic legacy of bias.

The first lesson is all around subsisting: I think that the CV is really no longer fit for purpose at all. The traditional hiring process of scanning and tossing out CVs is one of the biggest barriers to entry for diverse talent. Many vendors are now touting processes to overcome bias and boost representation via smart CVs sifting or blind CVS. But there are two really important problems with this:

- 1) CV sorting fundamentally misses the point of inclusive hiring;
- 2) CV sorting builds in bias into digital processes. It doesn't remove it. Thus anyone can apply for any job.

The trauma of rejection faced by candidates and overall talent experiences is palpable. As well, we continue to spend millions each year encouraging people to apply for opportunities they don't actually stand a chance of being hired for which is a big ethical problem. The focus on quantity not quality creates a huge on recruitment teams. Whilst other business lines have learnt that more is not actually more, in recruitment, we continue to buck this trend whilst making sure that algorithms are learning to allow more of the wrong people into our pipelines. This is not only affects the performance of current hiring tools, because they don't learn properly from correct data, but also results in huge costs in filtering the top of the hiring funnel. This takes away vital funds from people's experience, learning and development.

When we apply AI within a thoughtful context, fully understanding how hiring inaccuracy occurs and can be reduced, we can then start structuring new data sets. We can also begin to challenge the legacy parameters with quantifiable analytics, not just doing the right thing.

Slide 5: AI will not improve diversity. Ramping up efforts to increase the representation of certain groups will all be for nothing if these individuals have a poor experience in your hiring process, have worse outcomes, and CV sorting introduces bias into a process. It is unethical to encourage people to apply for jobs for which they are not suited.

Current hiring tools are not learning from correct data hence there is an issue. When we apply AI thoughtfully we can begin to challenge the legacy parameters with quantifiable results.





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Slide 6: Next point is that AI will not improve diversity unless it matures internally. You need to deal with diversity offline. The algorithms are always learning and if diverse people are always failing, the AI will work out why this is happening. Russell Reynolds found that only 35% of diversity offices are currently tracking diversity data in a meaningful and kind of like manageable way. By using this data we can build a market in which anyone stands a good chance of getting the right job. We can lift the blinds on whatever happens in the interview process.

Slide 7: Many job seekers, rich in transferable behavioural, technical skills, are exited from processes because current systems don't recognise the correct keywords. Years of experience, job titles in their CVs. AI can create a universal way for us to recognise and start recognising skills and even elevate high potential job seekers who don't even know how to formulate their CV. These people can then start prioritising the opportunities for which they are best suited. We must focus on improved ontologies, recognising job titles for instance. We can remove legacy barriers to entry such as years of experience or job titles.

Slide 8: AI depends on human interaction. The most significant oversight is the assumption that people know what they are looking for in the job or the candidate. This deepens the trust deficit between companies and employers. We can shift matching up candidates and jobs by 60% in a positive direction. The focus on reach over accuracy is deepening the trust deficit between talent and employers with larger organisations.

Slide 9: None of the above works if we stick to old, reckless ways of working. We have lived in an age of personalization and micro targeting for decades now. However, volume and reach are still the comfort mechanisms we use as measures. We must improve accuracy and experience so set everyone up for success and start looking at medium long term outcomes. And so our vision for Clu is to build a talent life cycle that sets everyone up for success by improving accuracy. Candidates should experience inclusion at every single touchpoint from the beginning all the way through and including employee experience and development.

Slides 10 and 11: Shift cost from the top to the bottom of the funnel by saving hours in terms of recruiting. Key word centric programming does not work. If we not use the power of technology and return to first principles about what recruitment is meant to be doing, we will miss out on a massive opportunity to bring the best together. The future ultimately is actually potentially really great if we continue to make some of the advancements that we're starting to see despite hypercritical press speaking about current solutions.

AI is not the end of jobs, when you enhance data and CVs, your performance thrives as a recruiter. We can learn to create a more ethical, hiring machine for the future. We found that when you enhance these CVs not only does the performance of your hiring function thrive, but the demographics, engagement, culture, and retention of your organisation do as well.

4) Open discussion and questions



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KR: Today's theme is about getting people into jobs. Many sectors have been turned upside down by Covid. Thanked the APPG for their ground breaking work to get messages in front of Ministers and the BHI for driving the plans for reform. On Friday the DoFE launched their hiring guidance including our ten points. My thanks also to Lord Lucas for his support over many years and to the hiring experts in the room today. Together we can move this forward.

Three points on which to focus: hiring crisis, reforms and the new horizon for hiring.

Crisis – since the end of lockdown we have been consistently over 1M in vacancy terms. We have 10m inactive in the UK, 1 in 4 of the UK working age population are inactive. 5m of those 10m are either long term sick or studying, 1.7m have got full time caring responsibilities 1.2m are retired and a million are unemployed. A BBC study estimated that 1.5m want to be in work out of the 10m.

Reforms: Previous speakers have picked up on these themes. Flexibility in where and when people work as well as how we recruit. For some face to face is mandatory but for many they are fixed on 9 to 5 when they could be done flexibly.

New horizon: Calling for consistent decision making and increased flexibility not carrying forward bias or changing corporate rules to help diverse groups so that they are not inadvertently filtered out. We did a study last year looking at how many withdraw during the hiring process because the job was not what they expected or the requirements were not clear. Want to change how employers view experience. Why do employers ask for certain levels of experience when trying to recruit youngsters?

Calling for better flexibility not just in hiring people digitally, but in where and when people work. There are limitations for some face-to-face industries, but there's many, many industries right now who are advertising jobs that remain quite fixed on 9 to 5/in person roles. This will be the theme of our next APPG session on the regionality and flexibility of work coming up in October. But right now we're calling for increased hiring flexibility and work anywhere, anytime. UK red tape needs to be removed. It makes life more difficult for employers or individuals. The NHS insists on right to work checks in person for instance, this could be done online.

We're calling for consistent decision making as Joseph touched on his speech. Hirers carry forward bias such as how people with criminal records are treated. We also want to see better hiring for diverse groups, and Joseph covered a number of these topics. How could the hiring process be reengineered so that it isn't inadvertently filtering out people from the process? Joseph said this far better than I ever could, but how could we redesign hiring to make it fully democratic to reduce the bias and, and most worryingly, reduce the amount of people that actually aren't going forward into the hiring?

We did a study in 2022 to look at the number of people that apply for work versus the number that pull out during the hiring process and the results were staggering. Many withdrew during the hiring process for non-obvious reasons: because the job wasn't quite what they expected or the





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requirements that were needed weren't set out clearly up front and people felt they could no longer go forward in the application.

What can employers do with mental health support policies to help those who want to work? What is the new horizon? 20 key areas which we are calling on employers and Government to support. We agree on digital first but how does this include those who are digitally poor? How do we ensure that the tools which we use are inclusive. What about the role of humans in the process? Who makes the decision on hiring: people or AI.

Interested in the review of the apprenticeship levy. Finally, how do we look at the skills picture so that it is clear to work seekers what skills they need?

We're calling for a change in the way employers are looking for experience or qualifications, and I think Victoria and Melanie made this point. Why are employers asking for levels of experience, particularly for young people, who will be new to the jobs market? Why are we asking for certain qualifications if they're not entirely 100% necessary?

We are asking for a clearer picture on skills. There are some skills taxonomies in place which cover industry levels, the types of skills that should be expected at various different levels of role and types of job. But employers don't use skills taxonomies, meaning it's confusing for work seekers who might be asked for certain skills in one equivalent job with one employer that won't be asked for the same skills at another. The skills taxonomy is how we bring that together, so there's a clear pathway for people to know the types of skills they're likely to need through their career. Moreover, we would like job adverts to be standardised. Job adverts are not clear enough.

The UK, unfortunately, has a long tradition of recruitment red tape. This does not add to safety or security, but actually makes things more difficult for employers or individuals. We've spoken quite a lot lately about institutions like the NHS, which insists on right to work checks being done in person, even though for a year these have been allowed to be digital. That is just one example, there are many more, so cutting red tape is essential.

We are calling for a mental health rethink. What can employers do? We recognise there is a big role here for government but equally what can employers do to have the right sort of mental health support policies in place to help those who do want to work?

In sum, the new hiring horizon is contained within the two 10 point plans. There are 20 key areas that we are calling on either employers or government to take forward so we can help move towards the more democratic future outlined by Joseph. Whilst we agree on digital first, it has to be inclusive. One in five of the population live in digital poverty.

Thus where we advertise jobs, how we advertise jobs, how people are able to apply for those jobs is critical. The tools that are used through the hiring process, from video interviews to sifting and other technologies are also critical. How do we ensure that those are fully inclusive and people are able to



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navigate through that process in an equal way? What about the role of humans in the hiring process? Joseph talked about AI and he talked about human decision making.

Consistent and fair decisions are the key. We found that 30% of employers would reject people with criminal records. We've heard that 50% of people with disabilities are concerned about how they would declare those disabilities. Equally they told us how employers are asking about those disabilities and in not in the most optimum and fair way. We need to cut recruitment red tape. We need to reform international recruitment, which will be the topic of our November meeting.

We are interested in the review of the apprenticeship levy, which some people in the chat have already picked up on. How could the apprenticeship levy be developed to better support employers? And finally, as I've mentioned briefly already, how do we look at the skills picture so that it's clear to work seekers what type of skills they'll need through their chosen industries and careers? And it's also clear to employers what are the sort of skills they should be asking for so we can focus on those.

I noticed that in the chat Ann-Marie made a point about one year attrition being higher than ever before. Managing the future of work is another scheduled APPG topic that we have next summer. So we will be exploring that in detail.

Ann-Marie Gothard – commented on early stage attrition. 40% leave in the first year of work so the problem clearly lies between recruitment, pre and on-boarding of new staff. Year one is crucial for keeping staff. You have to the expectations correctly and explain the rules to people.

Ketan Dettani – need to address middle and senior level management with unconscious bias training. And I think a lot of people are very reliant on them now in terms of assessing DNI. There's a big focus on visible and invisible diversities, but what about diversity of thought? How do we assess for that?

JB – Psychology is an art. Trying to assess people will generate different results in different context thus situational based tasks are good for people to show skills. Cognitive diversity is the driving force. Fallen into the trap of thinking that CD is purely behavioural.

In terms of workshops, behaviour change inertia is almost impossible to work through. This can be a brick wall. Build tech that does things in the old way but has some bits that people do not see which re-draws the result.

Just put out a report on skills-based hiring. Companies that offer internal mobility (understand what someone can do, what they need to do better and how to make that happen) find that people say 2 or 3 times longer. Skills is such an incredible way of unlocking things.

KR – lets think about the 2 or 3 things that we can do.

Migrants at work – we do not talk about the presentation of people. Problem with Trade Unions is that they do not understand the issuers around trafficking and lived experience. There is a gap between the Unions and those tackling modern slavery as no-one on the Union side has lived



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experience of this. We need people with lived experiences of modern slavery or AI to bridge the gap. How can businesses include people?

KR – November session will look at this and we also plan to look at modern slavery in 2024.

VB – cannot answer for Unions but as a business Arla works with Stronger Together and the have signed up to the Modern Slavery Toolkit. Happy to discuss this further and explore working with people with lived experience.

KR – standardisation of job adverts – Ann-Marie has asked that salaries are made clear on the advert.

Looking at the requirements that people need to get a job, Barbara has made a point that those in the middle of their careers are not expanding their skills to help them move forward. How can work seekers be better trained?

Liked Joseph's point that hiring technology is designed to get volume of responses not necessarily the right ones.

Are CVs the best way of finding work? Sophie made some good comments on this. Good ideas about work credentials to replace CVs and more cognitive developments. Interested in these comments.

Barbara – many of those who help people find work are untrained. Jobseekers are put in a tricky situation. There is no measurement for what works or does not. Great the employers want to attract people, but we need to look at those in the front line at Job Centres. If you are unemployed it is down to luck if you find a decent advisor.

Also need to teach people how to look for jobs, it is a fundamental life skill. Many are stuck either in a job they do not want or simply sign on again as they do not know how to look for a new job.

KR – this needs to be taken away as part of the final cut of the ten point plans. Good way of describing the problem.

Hannah Garner, Artic Shores – works with many companies who want to replace the use of the CV with technology. Find that in many roles with skills shortages, there is an angle to skills based hiring that you are looking for both soft and hard skills. For those in mid-career, if you have a small talent pool then you might find that people can upskill themselves with the right conditions. CVs do not put you in the correct frame of mind to look for these types of skills. Finally there has been a good discussion on training, we need to link up talent teams with their learning colleagues to help fill roles.

KR – don't like CVs, need something better; challenges around the human decision making process; tech in hiring is growing; how can we make this inclusive?

Christine Morton – number of apprenticeships has gone down and £billions wasted.



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## Conclusions

Lord Lucas – thanked the meeting. My takeaways are the willingness of an employer to change the ways of doing things will be key. For example, do you need engineers on site when surgeons operate remotely? We are seeing this as a big problem. It would be helpful to get a few pilots going so that everyone can understand what is needed. Small schemes work well.

Micro-qualifications – huge role for the small things that people can do to help with employability.

Have a standard way of demonstrating your capabilities so that you only do it once seems to be a good thing to me.

Difficult to get students to focus on understanding how to find jobs. Hard to train people up to educate on this as the market is changing all the time.

Emma Hardy MP – some very interesting comments, very pleased that we are doing a session on international recruitment. Agrees with comments on the apprenticeship levy. It is not fair that career choices are down to luck, supports better job adverts, putting salaries etc.

Looks forward to seeing as many as possible in Hull in October.

KR – plenty of practical steps here with Government and Industry for the APPG to move forward on.

If you are based on the North, please do attend our Hull meeting on the 5<sup>th</sup> October.

More details of our meetings are on the website.

Thanks to the speakers, we will be back to you to finalise recommendations.