



FOCUSING ON **EMPLOYMENT** **INEQUITY**

HOW WE CAN HELP



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We have done our best to use the most globally inclusive terminology possible, but recognise that there may be other appropriate and acceptable terms that are used locally.

The analysis for this report was completed in late 2021 and the report was released in March 2022.





We realise that not everyone always has the same opportunities to enter the workforce and, once in employment, succeed. **This is why Hays wants to help.**

HELPING FOR YOUR TOMORROW INTRODUCTION

Our purpose is that “We benefit society by investing in lifelong partnerships that empower people and organisations to succeed”.

At Hays we know that in order for organisations to thrive they have to go beyond working only for profit. Organisations large and small are in a unique and privileged position to make a difference and harness the skills, expertise and resources they have to give back to society. We believe that we have broader responsibilities to our stakeholders, and these include the people in the communities in which we are based. One of our company values is “do the right thing”. We believe that involves sharing our knowledge and expertise from the world of work and giving our time on a voluntary basis to help people who may not have had the same employment prospects as others in order to help improve their employability opportunities.

Our core business is focused on helping people to find fulfilling work in jobs they enjoy – simply finding the right person for the right opportunity. We are firm believers too that organisations make better decisions and are more sustainable when they embrace equity, diversity and inclusion. People employed from varied backgrounds and cultures bring different insights and thinking and can help an organisation to flourish. However, we realise that not everyone always has the same opportunities to enter the workforce and, once in employment, succeed.

This is why Hays wants to help.

For many years, Hays' employees across the globe have been giving their time and raising funds to help good causes and support people in the communities in which we operate. However, going forward, we want to harness our collective efforts and core skills, and channel our work and commitments in a more focused way. To this end, we created 'Helping for your tomorrow', a much bigger global framework under which all our volunteering and charitable work will sit and with the following aim:

"The Helping for your tomorrow programme has been established to focus and align all of Hays' global volunteering and fundraising activities with the aim of ensuring we support the communities and societies we serve, by both lifting the employability of people who may not have the same opportunities as others, and protecting the environments in which we are based, in order to create a more sustainable future world of work."

This framework has been designed to capture all of Hays' volunteering and charity efforts and channel it into areas aimed at improving the employability of people who may not have started with the same employment opportunities as others. By using our experience as recruiting experts, we want to help people to better realise their potential, unlock new possibilities and support them in improving their lives and enhancing their prospects in the world of work. In addition, we will be participating in activities that protect the environments in which we operate. In recognition of their passion and the important role our employees play in helping to realise the goals of Helping for your tomorrow, we have entitled and empowered every Hays employee across the world to take at least one paid Volunteering Day each year to help people and causes aligned to Helping for your tomorrow – this amounts to potentially over 13,000 days of time per year that Hays is giving to help the societies in which we are based.

In order to align our efforts and support the communities in which we operate across all of our regions, we are linking our support to four of the UN Sustainable Development Goals (UN SDGs), which are globally recognised as key areas to address. These are Quality Education, Gender Equality, Decent Work and Reducing Inequalities. Helping for your tomorrow aims to benefit people within local communities and wider society in different ways to ensure that they have the opportunity to develop and enhance their employability through education, increased skills and reduced inequities.



The six sectors of society we feel our organisation can have the biggest impact on are:

- **Workers living with a disability** – we want to facilitate a level playing field for those living with a disability when it comes to creating opportunities in the world of work.
- **Ethnic minorities** – we want to improve the opportunities for ethnic minorities in the workplace.
- **Members of LGBTQ+ communities** – we want to support people in these communities to overcome prejudice and bias and improve their opportunities in the world of work.
- **Underutilised talent** – we want to identify and develop the pool of talent that may not be considered in the workplace for a range of reasons e.g. bringing talent out of poverty, supporting informal carers in their careers.
- **The mature-aged workforce** – we want to support this demographic to either upskill/reskill to help them to stay in the workforce or to re-enter the workforce where there is a skills shortage.
- **Youth engagement** – we want to work across the education sector to support and build skills at all levels from school to trainees.

We have chosen these sectors of society because it is evidenced that some members of these groups find it harder to get into the workforce and to progress in their careers and that, as a result, organisations and economies miss out on the benefit of their talent.

We of course acknowledge that many people in these six sectors of society have very successful and rewarding careers. However, research shows that those within these groups tend to achieve poorer labour market outcomes than other segments of society, which this report explores. Using our core business skills, we hope to help them lift their employability chances and opportunities.

With the help of Oxford Economics, this report has been written to underpin our Helping for your tomorrow work and to demonstrate, to the extent we are able, the real hard facts and work-related issues facing many of the people in the sectors of society we want to help. We are also aware that, in certain locations around the world, it is even harder for some people to achieve their working goals than is shown in this report, due to political circumstances or local laws. We are sensitive to the fact that there are people who face further work and life challenges due to discrimination in one form or another.

We believe that by trying to help those less advantaged into the workplace, we are helping them to support themselves and their loved ones, giving them more financial security, stability and dignity and, in turn, the chance to pass forward their own experience to others. Ensuring their talent is fully utilised also benefits their employers and improves the economies in which they work and live. Finally, the people we help are potentially every organisation's future stakeholders. They may become our future clients, candidates, employees, suppliers, shareholders and the consumers of our products and services, thereby contributing to our future business sustainability and success.



HELPING FOR YOUR TOMORROW
THE LABOUR MARKET
OUTCOMES OF
DISADVANTAGED
MEMBERS OF SOCIETY

HELPING FOR YOUR TOMORROW THE LABOUR MARKET OUTCOMES OF DISADVANTAGED MEMBERS OF SOCIETY

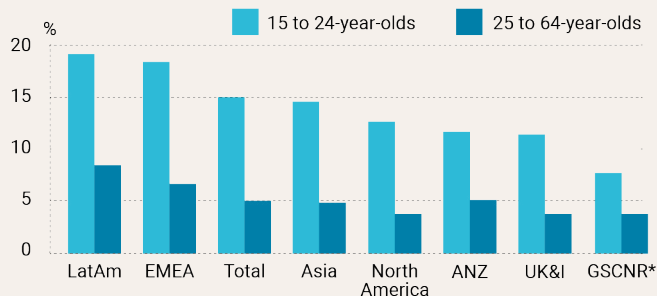
While there are many differences in the labour market experiences of those who are disadvantaged in the six sectors of society Helping for your tomorrow will support, on the whole they share common outcomes. They can be impacted more negatively than other participants in the labour market and face more challenges than those who have had greater opportunities in the world of work.

HIGHER UNEMPLOYMENT RATES

The disadvantaged individuals from the groups Hays is focusing on all have higher unemployment rates than other sections of society. This means that a far greater proportion of each of the groups are likely to be unemployed, with the consequences that entails for incomes, dependence on benefits, the erosion of their skills, and other aspects such as mental health. For example, across our 33 countries, young people were nearly three times more likely to be unemployed than other people of working age (Fig. 1).

1. THE UNEMPLOYMENT RATE OF DIFFERENT AGE GROUPS IN HAYS' REGIONS, 2019¹

Source: Eurostat, National Statistical Offices

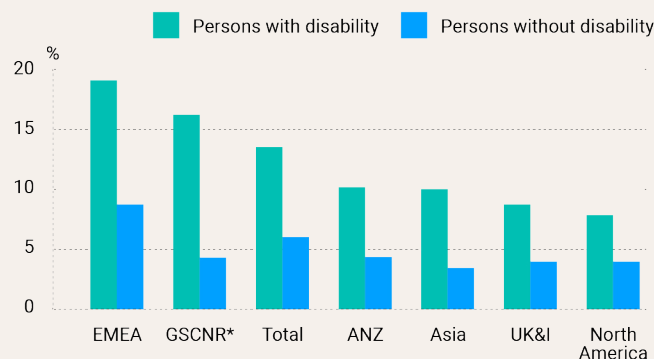


* German Speaking Countries and Nordics

Likewise, people in the labour force with disabilities are much more likely to be unemployed than those without disabilities. In total, the unemployment rate for people with disabilities (13.3%) was 2.3 times higher than non-disabled people (5.9% (Fig. 2)).² In Hays' German Speaking Countries and Nordics division (GSCN), the difference was 3.7 times.

2. UNEMPLOYMENT RATES FOR THOSE WORKERS LIVING WITH A DISABILITY AND NON-DISABLED WORKERS BY HAYS' REGIONS, 2012 TO 2019³

Source: ILO, National Statistical Offices, Oxford Economics



* German Speaking Countries and Nordics

¹ Data from the 33 countries in which Hays operates.

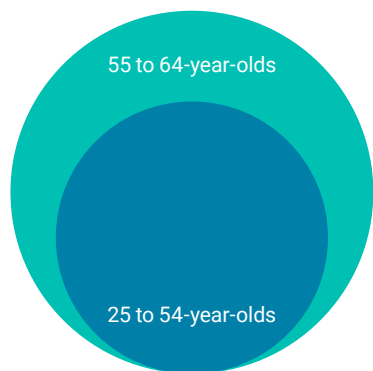
² Data sourced from: Eurostat 'Unemployment Rate: 15-24 Years'; World Bank 'Unemployment, youth total (% of total labor force ages 15-24) (modelled ILO estimate)'; and the national statistics offices of Australia, Brazil,

Canada, Hong Kong SAR, Japan, Malaysia, New Zealand, and USA.

³ Data from: Australia, Austria, Belgium, Chile, Czech Republic, Denmark, France, Germany, Hungary, Italy, Luxembourg, Netherlands, New Zealand, Norway, Poland, Romania, Spain, Sweden, the UK, and USA.



“European **young** workers (15 to 24 years old) were **4.4 times** more likely to be in **temporary roles** than **25 to 64-year-old workers**.”



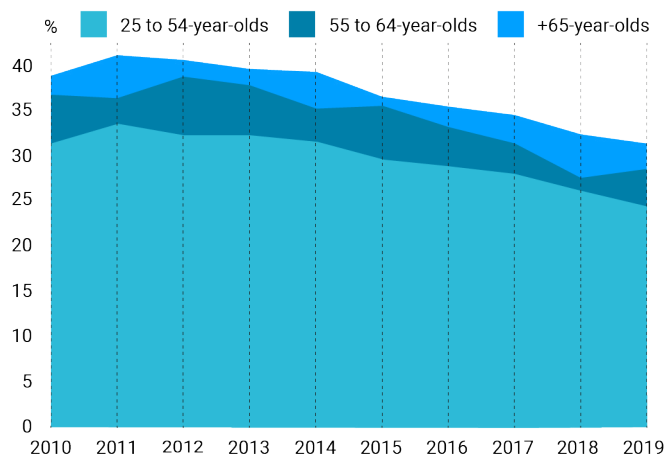
Older people (55 to 64-year-olds) who are made unemployed are a third more likely to be unemployed for at least a year than 25 to 54-year-olds.

MORE LIKELY TO BE LONG-TERM UNEMPLOYED

Members of the six disadvantaged groups are more likely to be long-term unemployed. When they lose their jobs, these people are more likely to remain out of work for a longer period of time and this can have a lasting adverse impact on their ability to gain work again, as well as their future earnings. Long-term unemployment erodes people's skills, has negative effects on motivation, or can send a negative signal to future employers. For instance, mature-aged workers are more likely to be long-term unemployed than other working-age individuals. In 2019, 31.6% of the unemployed aged between 55 and 64 years old had been unemployed for at least a year; this compares to 29.6% for those 65 years old or more and 24.5% for 25 to 54-year-olds (Fig. 3).

3. PERCENTAGE OF PEOPLE UNEMPLOYED FOR OVER A YEAR BY AGE GROUP, 2010 TO 2019⁴

Source: OECD

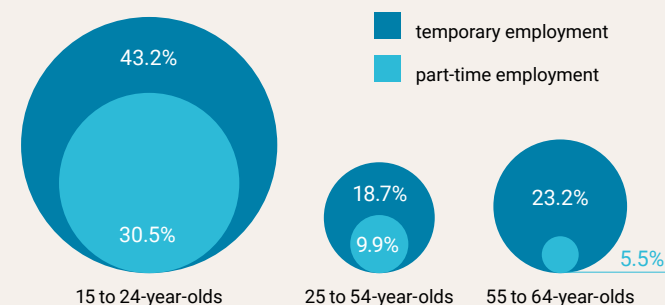


HIGHER PREVALENCE OF TEMPORARY AND PART-TIME ROLES

If employed, members of the disadvantaged groups are more likely to be in temporary or part-time roles. These jobs may have lower wages and fewer benefits, but also may have less secure contracts and working arrangements. This means these people are often the first to lose their job during economic downturns. Young people in Europe were four times more likely to be employed in temporary roles, and 1.6 times more likely to be in part-time roles than workers aged between 25 and 54 years in 2019 (Fig. 4).

4. TEMPORARY AND PART-TIME EMPLOYMENT AS A PERCENTAGE OF EMPLOYMENT BY AGE IN EUROPE, 2019⁵

Source: Eurostat



⁴ Data from: Australia, Austria, Belgium, Canada, Colombia, Czech Republic, Denmark, France, Germany, Hungary, Ireland, Italy, Japan, Luxembourg, Mexico, Netherlands, New Zealand, Poland, Portugal, Romania, Spain, Sweden, UK, and USA.

⁵ Data from: Austria, Belgium, Czech Republic, Denmark, France, Germany, Hungary, Ireland, Italy, Luxembourg, Netherlands, Poland, Portugal, Romania, Spain, Sweden, Switzerland, and UK.

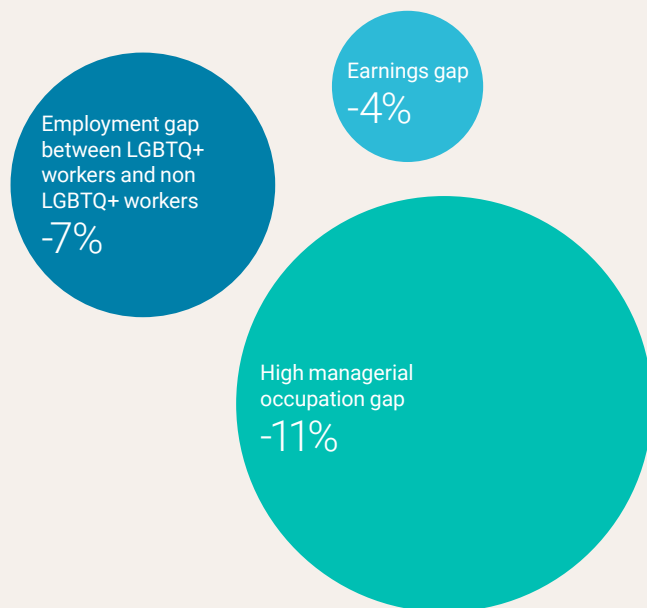
HELPING FOR YOUR TOMORROW THE LABOUR MARKET OUTCOMES OF DISADVANTAGED MEMBERS OF SOCIETY

REDUCED EARNINGS

Members of the six disadvantaged groups who are employed are paid less, on average, than their counterparts. For example, members of LGBTQ+ communities in 11 countries earned 4% less than their heterosexual counterparts.⁶ LGBTQ+ people are 7% less likely to be employed than non-LGBTQ+ people. Their progression to more senior roles is more difficult. Members of LGBTQ+ communities were 11% less likely to fill high-level managerial roles.

5. OECD DATA ON THE OUTCOMES ACHIEVED BY LGBTQ+ WORKERS IN 11 LABOUR MARKETS⁷

Source: OECD %



GREATER LABOUR MARKET INACTIVITY

The six groups have higher rates of labour market inactivity. This means they have a greater proportion of people of working age who are not participating in the labour market, neither employed nor actively seeking work. In part, this is likely to reflect the disadvantages and poor labour outcomes they face. For example, 29% of those who are at risk of poverty in Europe (with income below 60% of median income) did not participate in the labour market, relative to 24% of the total labour force (Fig. 6).

6. INACTIVITY RATE IN THE EUROPEAN LABOUR MARKET BY POVERTY LEVEL, 2019⁸

Source: Eurostat %



The proportion of people who are economically inactive is nearly a quarter higher for those at risk of poverty in Europe than the entire population of working age.

⁶ OECD (2019) 'Society at a glance 2019: a spotlight on LGBT people'.

⁷ Data from: Australia, Canada, France, Germany, Greece, Ireland, Netherlands, Poland, Sweden, the UK, and USA.

⁸ Data from: Austria, Belgium, Czech Republic, Denmark, France, Germany, Hungary, Ireland, Italy, Luxembourg, Netherlands, Poland, Portugal, Romania, Spain, Sweden, Switzerland, and the UK.

HELPING FOR YOUR TOMORROW
DIFFERENT GROUPS
FACE **POORER** LABOUR
MARKET **OUTCOMES**

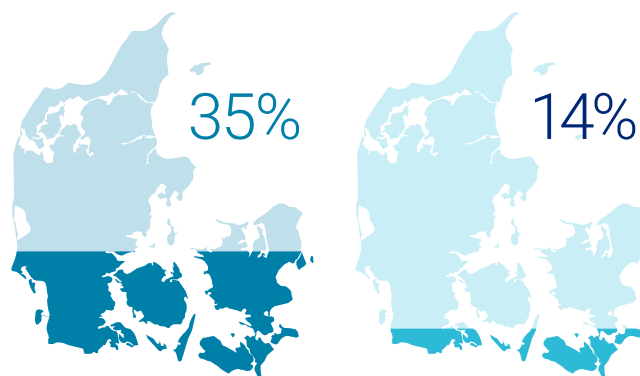


HELPING FOR YOUR TOMORROW DIFFERENT GROUPS FACE POORER LABOUR MARKET OUTCOMES

WORKERS LIVING WITH A DISABILITY

While many workers living with a disability lead successful careers, it has been shown that those who are active in the labour market are less successful at finding employment. As a result, the unemployment rate for those living with a disability is higher than those without. All high-income countries have a noticeable gap in unemployment rates between those living with and without a disability. The largest differences were found in Denmark (35% vs. 14%), Portugal (41% vs. 16%), and Italy (35% vs. 14%).⁹ In India, just 24% of the disabled population were in work.¹⁰

When those living with a disability do gain employment, they tend to be paid less than their counterparts. After taking into account aspects such as age, occupation, skill levels, hours worked etc., one UK study found workers living with a disability earned less than their non-disabled colleagues: with a difference of 13% for men and 7% for women.¹¹ The size of the pay gap varies depending on the exact nature of the disability. The pay gaps for those with neurological disorders, mental illness or learning difficulties tend to be large. This in part reflects a greater proportion of those living with a disability being employed in temporary or part-time roles which offer lower salaries. They also offer less employment security.



The difference in unemployment rates for those living with a disability and those without any disabilities in Denmark.

- unemployment rates for those living with a disability
- unemployment rates for those without any disability

⁹ ILOSTAT (2019) 'How do people with disabilities fare in the labour market?'

¹⁰ Government of India (2018) 'Persons with Disabilities in India NSS 76th round'

¹¹ Longhi, S. (2017), 'The disability pay gap,' *Equality and Human Rights Commission Research report 107*



HELPING FOR YOUR TOMORROW DIFFERENT GROUPS FACE POORER LABOUR MARKET OUTCOMES

Disabled workers face many obstacles

Although workplaces in many countries have an obligation to make reasonable adjustments/accommodations for their disabled staff, many still feel disadvantaged. Physical barriers are often experienced when travelling to and accessing the workplace. Survey evidence suggests that accessing public transport is often difficult and assistance is needed for wheelchair users, people with visual impairments and those experiencing fatigue or serious mental health issues.¹² Risk assessments are needed to create suitable environments and alterations are often required such as reduced work hours, lighter workloads and modified equipment. Some employees experience difficulty communicating with their employer about their physical needs in the workplace, for fear of different treatment.

Disabled people more likely to be self-employed

Considering the negative outcomes from workplace discrimination against people with disabilities, self-employment rates are significantly higher amongst the disabled population. For example, workers living with a disability account for 14% of the self-employed workforce in the UK and between 2013 and 2018 the number of self-employed disabled workers has risen by 30%.¹³

¹² Department for Work and Pensions (2019) 'Understanding Self-Employment For People with Disabilities and Health Conditions'

¹³ Association of Independent Professionals and the Self-Employed (2020) 'Making Self-Employment Work for Disabled People: An Agenda to Make it Happen'



ETHNIC MINORITIES

Many people from ethnic minority backgrounds have rewarding and successful careers, however, many are found to face discrimination in the job application process. A review of 43 studies based on written job applications in 18 OECD countries found that minority candidates with equivalent education and experience need to send around 50% more applications to be invited for an interview than majority candidates.¹⁴

Unemployment rates are higher

For the two countries where data are available, unemployment rates are found to be high amongst ethnic minority persons. In the USA, unemployment rates were markedly higher among ethnic minorities in 2020. A survey, in which respondents were asked how they self-identify in terms of race, revealed that black or African American people (11.4%) and people of Hispanic or Latino ethnicity (10.4%) experienced the highest unemployment rates, with Asian people (8.7%) also more likely to be unemployed than white people (7.4%).¹⁵ A similar story is true in the UK, data reveal. The unemployment rate for ethnic minorities in Q3 2020 was, at 8.5%, nearly double the equivalent rate for white people, at 4.5%.¹⁶

A UN study finds that the share of ethnic minority persons in skilled managerial, professional, and technical occupations is lower than the dominant ethnic group, even after controlling for the effects of education and other socio-demographic factors.¹⁷ The study finds, for example, that racial inequalities are persistent in Brazil, where the likelihood of holding a skilled job is 45% lower for a black person, and 38% lower for a mixed-race person, when compared with white people holding the same qualifications.

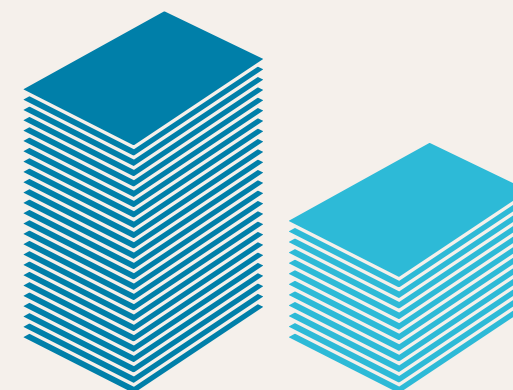
Ethnic minorities face segregation and over-qualification

A number of reasons have been cited for the occupational segregation experienced by ethnic minorities. This includes the lack of opportunities to undertake work-based training, informal recruitment methods that rely on established social networks around majority groups, as well as workers who are paid in connection to their output.¹⁸

Ethnic minority employees also have a higher tendency to be overqualified for their job roles, despite being equally likely to be in graduate professions. This is particularly the case for Italy, Spain, Denmark, and Sweden.¹⁹ The share of foreign-born workers who are in jobs for which they are over-qualified is twice that for native-born workers in those countries.

Ethnic minorities suffer lower wages

Ethnic minority groups experience significant wage disparity in the labour market. In Canada, ethnic minority workers are disproportionately concentrated in the lowest-paying sectors, such as hospitality.²⁰ Even within a given sector – in particular higher-paying sectors such as finance, insurance and other professional services – people from ethnic minority backgrounds earn less than their counterparts. Strikingly, within the same occupation, average incomes for ethnic minority persons are also less than for their counterparts.



People from ethnic minority backgrounds had to submit 50% more applications than majority groups to get an interview.

¹⁴ Zschirnt and Ruedin (2016). 'Ethnic discrimination in hiring decisions: A meta analysis of correspondence tests 1990–2015' *Journal of Ethnic and Migration Studies*.

¹⁵ BLS 'Labor Force Statistics from the Current Population Survey'

¹⁶ ONS 'Labour market status: Unemployment by ethnicity'

¹⁷ United Nations (2016). 'Report on the World Social Situation 2016. Leaving no one behind: the imperative of inclusive development.'

¹⁸ Byrne (2007), 'Gender and ethnic minority exclusion from skilled occupations in construction: a Western European comparison' *Construction Management and Economics*.

¹⁹ OECD (2011) 'Ensuring labour market success for ethnic minority and immigrant youth'

²⁰ Ng and Gagnon (2020), 'Employment gaps and underemployment for racialized groups and immigrants in Canada' *Future Skills Centre (Canada)*

MEMBERS OF LGBTQ+ COMMUNITIES

While many members of the LGBTQ+ community lead fulfilling careers, it has been shown that people within the LGBTQ+ community are less likely to be in employment than their heterosexual counterparts. Evidence from the OECD for 11 countries shows LGBTQ+ people are 7% less likely to be employed than non-LGBTQ+ people.²¹ This employment gap varies across LGBTQ+ groups. Trans women have the largest employment gap, as they are 24% less likely to be employed than non-LGBTQ+ people.

The discrimination against LGBTQ+ people begins in the application process. Gay job applicants were found to be 1.5 times less likely to be invited for interview when their sexual orientation was revealed by their volunteer engagement or work experience, relative to applications from heterosexuals.²¹ Survey evidence from across the EU Member States shows 37% of trans people were disadvantaged because of being trans when applying for jobs.²²

LGBTQ+ workers face worse pay and prospects

When they gain employment, LGBTQ+ people experience lower pay and poorer promotion prospects. Evidence from the USA shows more than one in five LGBTQ+ people faced worse outcomes in their earnings or when considered for promotion because of their sexuality or gender identity.²³ Various studies have highlighted this difference in pay.²⁴ Gay men earn around 4% to 5% less than heterosexual men in the Netherlands, France, and the UK, and 12% to 16% less in Canada, Sweden and the USA.²⁵

Difficulty in achieving promotions has created a glass ceiling for LGBTQ+ people. They are 11% less likely to fill high-level managerial occupations.²¹ Moreover, the effect is more pronounced for gay men of ethnic minorities.²⁶

Hostile work environment

Many LGBTQ+ people endure a hostile work environment. On average, 23% of LGBTQ+ workers in the European Union 'often' experience a negative attitude at work because of their sexuality or gender identity.²⁷ On a country level, 35% of those surveyed in Romania, 34% in Italy, and 31% in Poland, reported incidences of negative attitudes towards LGBTQ+ people in the workplace and are amongst the highest in Europe. For many, the fear of discrimination has led them to hide or disguise that they are LGBTQ+ in the workplace. This was the case for some 35% of the LGBTQ+ staff interviewed.²⁸

Dealing with workplace issues is a problem for LGBTQ+ people. Due to hostile attitudes many feel uncomfortable reporting discriminatory behaviour, and those who feel forced to conceal their sexuality are limited in their ability to confront issues. Some 12% of gay people did not feel confident reporting homophobic bullying to their employer, while 21% of trans people would not report transphobic bullying.²⁷



The employment gap for LGBTQ+ people, compared to non-LGBTQ+ people.

Reduced job satisfaction

The result of workplace discrimination is lower job satisfaction among LGBTQ+ people. Gay men experience 14.8% lower job satisfaction, and lesbian women 12.2% lower job satisfaction compared to heterosexual people, according to evidence from Canada, Sweden, and the USA.²⁹ In both cases, gay people who were open about their sexual orientation to their colleagues were more likely to have higher job satisfaction. In the EU27 and UK, only 19% of survey respondents said all their colleagues knew they were LGBTQ+ – this was highest in the Netherlands (41%), Denmark (34%), and Ireland (30%).²⁷ Evidence from the EU also shows trans people experience increased job satisfaction during and after transitioning, compared to before.³⁰

²¹ OECD (2019) 'Society at a glance 2019: a spotlight on LGBT people'. These estimates cover 11 OECD countries: Australia, Canada, France, Germany, Greece, Ireland, Netherlands, Poland, Sweden, UK, and USA.

²² EU Agency for Fundamental Rights (2015) 'Comparative analysis of the EU LGBT survey data'.

²³ Harvard School of Public Health, Robert Wood Johnson Foundation, and NPR (2017), 'Discrimination in America: experiences and views of LGBTQ Americans'

²⁴ Mallory and Sears (2011), 'Documented evidence of employment discrimination and its impact on LGBT', Badgett and Frank (2007), 'Sexual orientation discrimination:

An international perspective', and Klawitter (2015), 'Meta-analysis of the effects of sexual orientation on earnings'

²⁵ Drydakis (2019), 'Sexual orientation and labor market outcomes' *Institute of Labour Economics*

²⁶ Institute of Labour Economics (2018) 'Gay Glass Ceilings: Sexual Orientation and Workplace Authority in the UK'

²⁷ EU Agency for Fundamental Rights (2020), 'EU-LGBTI II survey'

²⁸ Stonewall (2018), 'LGBT in Britain – Work Report'

²⁹ Drydakis (2015), 'Effect of sexual orientation on job satisfaction' *Institute of Labour Economics*

³⁰ Drydakis (2018), 'Trans people, well-being, and labor market outcomes' *Institute of Labour Economics*.

UNDERUTILISED TALENTS

Different areas of society can be at a disadvantage when it comes to finding meaningful employment and progressing within their chosen career. The challenges that each group face are varying, and they differ from the overall global diversity challenges we have identified under the five other pillars of Helping for your tomorrow.

The following are just several examples of underutilised groups in the labour market, and this list is not exhaustive. Other groups will not fulfil their labour market potential owing to labour market discrimination.

Caregivers affected by lower employment and pay

Ageing populations are resulting in more people caring for older dependants and this impacts their labour market participation. The share of the world's population over the age of 65 rose to 727 million in 2020 (9.3% of total population), and this is expected to double before 2050.³¹ Evidence from the OECD shows the Czech Republic (12%), Austria, and Belgium (both 10%) had the highest share of informal caregivers providing daily care, above the OECD average of 7.2%.³² Further research identifies Denmark (29%) and Luxembourg (22%) as the countries with the highest overall share of informal caregivers in the population aged 50 and over.³³

Informal caregivers have been found to be more likely to be unemployed, and more likely to earn less in the years running up to the death of their parents.³⁴ As elderly dependency ratios continue to rise, more people's labour market participation will be affected by caregiving.

The impact providing care has on employment prospects depends on the level of informal support given by the informal caregiver. Being the main informal caregiver to a dependent reduces the

probability of employment by around one-eighth for both males and females, regardless of whether or not they live with the care recipients, according to evidence from Australia.³⁵ But the same research found no significant impact on employment prospects for being a secondary carer.

Young, female, and disabled veterans do worse

Labour market outcomes vary among different groups of veterans. Most veterans surveyed in Canada successfully transitioned into the labour market: unemployment rates did not vary from Canada's overall population.³⁶ However, different demographic groups have faced more issues. Young veterans with only a few years' service were less successful than their more experienced counterparts at gaining employment, and therefore more likely to be unemployed. Employment rates were also lower among female veterans, veterans living with a disability and those who were released on medical grounds. Veterans are more likely to have issues in the job with physical activity limitations at work (not being able to participate in activities). More than one-third of veterans in work found activity limitations at work, compared to a Canadian national average of 13%.

Research indicates that indigenous people tend to work in informal and low paid sectors

Indigenous people also experience many disadvantages within the labour market. A report by the UN finds that in Latin America, among persons with similar levels of schooling, indigenous women earned significantly less than men and women who were not indigenous.³⁷ Studies found that informal employment is more common amongst indigenous persons living in urban areas in Latin America, including Mexico, compared to non-indigenous workers.³⁸ In addition, indigenous persons are more likely than white, non-indigenous persons to be working in lower-skilled, manual occupations.³⁹

Evidence also shows indigenous Afro-Colombian groups are disadvantaged in the labour market. They face difficulties in accessing employment, particularly at managerial and senior-level roles.⁴⁰ Evidence from the UN shows men in such positions earn one-fifth of their non-Afro-Colombian counterparts, while females earn one-quarter of their equivalents.⁴¹

³¹ United Nations (2020) 'World Population Ageing 2020 Highlights'

³² OECD (2019), 'Health at a Glance 2019: OECD Indicators – Informal carers'

³³ Tur-Sinai et al. (2020) 'How many older informal caregivers are there in Europe? Comparison of estimates of their prevalence from three European surveys' *International Journal of Environmental Research and Public Health*

³⁴ Vangen (2020) 'The impact of informal caregiving on labour supply before and after a parent's death' *Journal of Population Ageing*

³⁵ Connelly and Nguyen (2014) 'The effect of unpaid caregiving intensity on labour force participation: Results from a multinomial endogenous treatment model' *Social Science and Medicine*

³⁶ MacLean et al (2019) 'Labour market outcomes of veterans' *Journal of Military, Veteran and Family Health*

³⁷ United Nations (2018) 'The report on the World Social Situation 2018'

³⁸ Patrinos and Skoufias (2007) 'Indigenous peoples in Latin America: Economic opportunities and social networks' *World Bank Policy Research Working Paper*

³⁹ United Nations (2018) 'The report on the World Social Situation 2018'

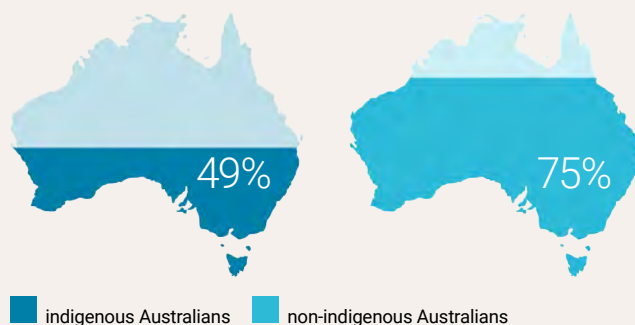
⁴⁰ Organization of American States (2019) 'Inter-American Commission on Human Rights'

⁴¹ United Nations (2018) 'Economic Commission for Latin America and the Caribbean'

HELPING FOR YOUR TOMORROW DIFFERENT GROUPS FACE POORER LABOUR MARKET OUTCOMES

Data on the indigenous Māori community in New Zealand point to potential difficulties faced in the labour market. The unemployment rate for Māori stood at 9% in 2020, higher than the overall unemployment rate for all persons in New Zealand of 4.9%.⁴² Across all age groups, the share of Māori persons who are unemployed is higher than the equivalent national average. Compared to the national average, Māori employment was more concentrated in low and unskilled occupations in 2020.

Similarly, indigenous Australians appear to be disadvantaged in the labour market. The employment rate for indigenous Australians stood at 49% in 2018, compared to 75% for non-indigenous Australians. The gap in employment rates between indigenous and non-indigenous Australians was widest in more remote areas compared to major cities.⁴³ In areas classified as 'very remote', the employment rate for indigenous Australians in 2016 was 31%, just over a third of the equivalent employment rate for non-indigenous people at 85%.⁴⁴



The employment rate for indigenous Australians stood at 49% in 2018, compared to 75% for non-indigenous Australians.

People with convictions struggle to re-enter labour market

Time in prison has a negative impact on a person's earnings and employment prospects. Evidence confirms a prison term has a significant and lasting negative impact on earnings, relative to before incarceration.⁴⁵ In part, this is due to the loss of work experience caused by the incarceration. Many fail to return to the conventional labour market altogether. A past conviction has been found to reduce the chance of receiving a positive response to a written job application from an employer by up to one-fifth in Sweden.⁴⁶

Labour market discrimination can be a major barrier in the transition to work for former juvenile delinquents. Job applicants disclosing a history of juvenile delinquency were 22% less likely to receive a call back for interview than those without a criminal record, according to evidence from Belgium.⁴⁷ This can lead to long periods of unemployment for youths. Though further research from the USA found that while those incarcerated at younger ages did experience longer periods of unemployment, this was not the case for those incarcerated between the ages of 23 and 32 years.⁴⁸

⁴² New Zealand Ministry of Business, Innovation and Employment (2020) 'Māori in the labour market – December 2020 Quarter'

⁴³ Australian Government (2020) 'Closing the gap report'

⁴⁴ Australian Government (2019) 'Indigenous employment'

⁴⁵ Czafit and Kollo (2015) 'Employment and wages before and after incarceration – evidence from Hungary' *Institute of Labour Economics*

⁴⁶ Ahmed and Lang (2017) 'The employability of ex-offenders: a field experiment in the Swedish labor market' *Institute of Labour Economics*

⁴⁷ Baert (2014) 'Labour market discrimination against former juvenile delinquents: evidence from a field experiment' *Applied Economics*

⁴⁸ Emmert (2018) 'Doing time and the unemployment line: The impact of incarceration on ex-inmates' employment outcomes' *Crime and Delinquency*



HELPING FOR YOUR TOMORROW DIFFERENT GROUPS FACE POORER LABOUR MARKET OUTCOMES

THE MATURE-AGED WORKFORCE

Despite many mature-aged workers being in rewarding and fruitful employment, many face the issue of unemployment. If they are unemployed, they tend to remain out of work for a longer period of time than others. Across 24 of Hays' countries, the proportion of mature-aged unemployed people who had been out of work for at least a year in 2019 was 31.6% for 55 to 64-year-olds and 29.6% for those aged 65 or over, compared to 24.5% for 25 to 54-year-olds. The problem was particularly acute in France, Italy, and the Netherlands, where two-thirds of people over 65 years old who were unemployed had been looking for work for over a year.

In China, 51% of the working-age population (15 to 64 years old) is now older than 40, and this is expected to rise to 56% in 2030.⁴⁹ But many organisations are focusing on hiring younger workers. Some three-quarters of the workers in its rapidly growing technology sector are younger than 30.⁵⁰

Displaced older workers struggle to secure roles at their skill level. Research from Switzerland shows jobseekers aged 50 and above are increasingly penalised in the application process due to their age.⁵¹ To avoid long-term unemployment, they tend to accept low-skill jobs, at a reduced wage. Often this work is part-time or contract work and cannot offer the same stability as their previous full-time career.⁵²

Older workers miss out on promotion and training

There are various barriers to recruitment and career progression for mature-aged workers, with technology increasingly preventing their inclusion in the hiring process. Mature-aged people are less likely to have adequate computer literacy and are unable to effectively navigate technology and social media in particular. Recruitment has continued to move online, clearly disadvantaging older sections of the job-seeking population. They are often overlooked when it comes to

training opportunities within the organisation, as traditional stereotypes assume the cost to the company is not worth it if the employee will soon leave the workforce. This attitude further disadvantages mature-aged workers, as their technology skills fall further behind the competition when searching for a new role.

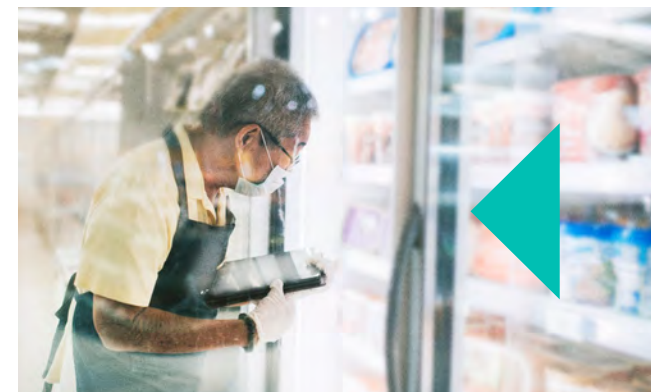
Institutional ageism can appear in many forms

There is extensive literature on the presence and extent of age discrimination across the labour market. Over one-third of 55 to 64-year-old employees in the UK believe they have been negatively perceived or disadvantaged in the workplace due to their age.⁵³ Some aspects of ageism are institutional, such as fixed chronological age boundaries (such as statutory retirement ages). These boundaries power the idea that the economic and social value of a worker falls when a certain age is reached, making their abilities and qualifications insignificant.⁵⁴

International research reveals that discrimination against older workers takes place through ageist ideologies and behaviours. Ageist ideologies involve negative stereotypes, beliefs, and attitudes about mature-aged workers which may not be true but can lead to ageist behaviours.⁵⁵ Perceptions can include, but are not limited to, mature-aged workers being less trainable, flexible, and efficient. Ageist behaviours isolate specific people and disadvantage them in the workplace, because of their age. A study in Japan found perceived age discrimination at work was associated with a lower level of job satisfaction for males between the ages of 55 and 64 years old.⁵⁶ The Australian Human Rights Commission found discrimination of this nature can drive some people to take an early retirement to escape the treatment, while others decided to leave the labour market altogether.⁵⁷

An alternative route taken by other mature-aged workers is self-employment. In the UK, this option is becoming increasingly

popular – since 2000 there has been a 140% rise in people over 65 years old running their own organisations.⁵⁸ Advantages of self-employment, alongside bypassing age discrimination in the workplace, include financial independence, flexibility, and the utilisation of a lifetime's worth of developed skills.



⁴⁹ World Bank (2020) 'Population estimates and projections'

⁵⁰ Bloomberg (2020) 'Over 30? You're too old for tech jobs in China'

⁵¹ Oesch (2019) 'Discrimination in the hiring of older jobseekers: Combining a survey experiment with a natural experiment in Switzerland' *Research in Social Stratification and Mobility*

⁵² Harris, Krygsman, Waschenko and Rudman (2018) 'Ageism and the older worker: A scoping review' *The Gerontologist*

⁵³ AgeUK (2019) 'Policy position paper employment'

⁵⁴ Stypinska and Nikander (2018) 'Ageism and age discrimination in the labour

market: A macrostructural perspective' *International Perspectives on Aging*

⁵⁵ Powell and Chen (2018) 'Contemporary perspectives on ageism' *International Perspectives on Aging*

⁵⁶ Harada, Sugisawa, Sugihara, Yanagisawa, and Shimmei (2019). 'Perceived age discrimination and job satisfaction among older employed men in Japan' *The International Journal of Aging and Human Development*

⁵⁷ Australian Human Rights Commission (2015) 'National prevalence survey of age discrimination in the workplace 2015'

⁵⁸ Harris, Krygsman, Waschenko and Rudman (2018) 'Ageism and the older worker: A scoping review'

HELPING FOR YOUR TOMORROW DIFFERENT GROUPS FACE POORER LABOUR MARKET OUTCOMES

YOUTH ENGAGEMENT

While some young workers have successfully navigated their way into the world of work, on the whole, young workers experience much higher rates of unemployment than their more mature counterparts. In the 34 locations where we have a presence, youths (15 to 24-year-olds) were nearly three times more likely to be unemployed than 25 to 64-year-olds.⁵⁹ In Malaysia, the youth unemployment rate (10.5%) was more than six times greater than the equivalent rate for adults (1.7%) in 2019.⁶⁰ The problem is particularly acute in Hong Kong SAR, where the youth unemployment rate stood at 39.8% in 2019. It is also a long-standing and significant issue in the southern and eastern European countries, notably in Spain and Italy, where the youth unemployment rate was 32.5% and 29.2%, respectively.

Skills mismatch

Youth unemployment is a particular issue as the experience of unemployment early on in life increases the likelihood of long-term 'scarring' effects in later life. In particular, youth unemployment is found to lead to 'subsequent lower pay, higher unemployment rates and reduced life chances'.⁶¹ Evidence suggests that mental health issues may be higher for people in their 40s and 50s, amongst those that previously experienced youth unemployment.⁶²

Greater prevalence of temporary and part-time work

Young people in employment tend to be concentrated in temporary and part-time employment. This is an issue as their employment is less secure and therefore they are often the first to be let go when an organisation's economic prospects look bleak. In 2018, it was reported that half of the eurozone's young workers were in temporary jobs.⁶³ The lack of availability of permanent work was cited as the main reason for taking up temporary contracts for under 25s. Often, these temporary jobs do not lead to permanent roles within organisations for young workers.

Many jobs held by young people are of poorer quality, reflected in the precarious working conditions of these jobs, including a lack of legal and social protection. Within the workplace, there are also limited opportunities for training and career progression.⁶⁴ An example of these jobs is in the gig economy, which employs many young people in Europe. In less-developed countries, many young people have limited options outside informal employment – nearly 96% of employed youth in sub-Saharan Africa and Southern Asia were employed in informal jobs.⁶⁵

⁵⁹ The data presented use categories for round years starting with 15-24 year-olds. In most of the countries discussed in this report the legal working age is above 15.

⁶⁰ Department of Statistics Malaysia (2020) 'Labour Force Survey Report, Malaysia, 2019'

⁶¹ Economic and Social Research Council (2021), 'Unemployment scarring'

⁶² McQuaid (2017), 'Youth unemployment produces multiple scarring effects'.

⁶³ Financial Times (2019), 'Young people struggle in Eurozone's two-tier labour market'.

⁶⁴ ILO (2020), 'Global Employment trends for Youth 2020'

⁶⁵ ILO (2020), 'Global Employment trends for Youth 2020'



The youth (15 to 24 years old) unemployment rate in the 34 locations in which Hays operates is 2.8 times the rate for workers between 25 and 64 years old.



HELPING FOR YOUR TOMORROW
**THE IMPACT OF
LABOUR MARKET
DISADVANTAGE ON
THE ECONOMY**

Disadvantage in the labour market slows economic growth. When workers face challenges while trying to find a job or progress in their current role, their potential in the labour market is not being realised.

This results in lost productivity as disadvantaged groups are often forced into lower-skilled jobs and so are not as productive as they would be in a role appropriate for their skill level. This will be amplified by people withdrawing from the labour market, thus decreasing the labour supply.

COUNTRIES LOSE OUT WHEN WORKERS ARE DISADVANTAGED

When people do not reach their full productive potential due to disadvantage, the GDP a country can produce is reduced. This decreases its inhabitants' income and lowers their standard of living. Research shows reducing racial disparities in employment in France could boost GDP by 1.5% over the next 20 years (worth \$3.6 billion).⁶⁶ In Australia, racial discrimination is estimated to have cost the economy \$45 billion AUD, or 3.6% of GDP, per annum between 2001 and 2011.⁶⁷ Including people with disabilities in the labour market is estimated to boost GDP by 2% to 3% in Chile and Mexico, respectively.⁶⁸

More people out of work and economically inactive incurs greater fiscal costs. Higher unemployment will result in increased payments of benefits from state and federal governments, which will equally collect less in labour taxes. There is a further impact as unemployed people have less money to spend in the consumer economy. Research has found spending on nondurable goods (consumer goods that are consumed in one use or over a short period, such as food and clothing), by Americans made unemployed fell by 6% at the onset of unemployment, declined by less than 1% per month during receipt

of unemployment benefit, and fell a further 12% after the period for which they were eligible for unemployment benefit finished.⁶⁹ Reduced consumer spending lowers economic activity at retail and leisure outlets, and along their supply chains.

Unemployment arising from disadvantage adversely impacts the affected workers' skill levels, confidence, and motivation. The decline in human capital reduces the productive potential of the economy. Research from Sweden has found a year out of work moves an individual 5% down the skill distribution, relevant to continuous workers.⁷⁰

Disadvantage also has longer-term impacts on an economy's productive potential. There are feedback effects for people facing discrimination. They are disincentivised from investing in their education and skills as the potential returns are lower. This prevents activities that promote productivity and economic growth.⁷¹

FREE MOVEMENT OF LABOUR IS ALSO IMPACTED

Hurdles for disadvantaged workers in the labour market also affect the movement of labour. Highly skilled migrants are less likely to move to countries which are perceived to be highly discriminatory.⁶⁶ Similarly, highly skilled workers in disadvantaged groups might emigrate to more tolerant countries. This loss of actual and potential skills in a country will negatively impact the output it can produce.

⁶⁶ Bon-Maury et al (2016) 'The economic cost of discrimination' *France Stratégie*

⁶⁷ Elias (2015) 'Measuring the economic consequences of racial discrimination in Australia' *Alfred Deakin Institute*

⁶⁸ Duryea, M, Salazar Salamanca, JP, and Pinzon, (2019) 'We the people; inclusion of people with disabilities in Latin America and the Caribbean.' *Inter-American Development Bank*

⁶⁹ Ganong and Noel (2019) 'Consumer spending during

unemployment: Positive and normative implications' *American Economic Review*

⁷⁰ Edin and Gustavsson (2008) 'Time out of work and skill depreciation' *Industrial and Labor Relations Review*

⁷¹ Klasen and Lamanna (2009) 'The impact of gender inequality in education and employment on economic growth: New evidence for a panel of countries' *Feminist Economics*





HELPING FOR YOUR TOMORROW
**THE IMPACT OF
THE CORONAVIRUS
PANDEMIC ON THE
DISADVANTAGED
GROUPS**

HELPING FOR YOUR TOMORROW THE IMPACT OF THE CORONAVIRUS PANDEMIC ON THE DISADVANTAGED GROUPS

COVID-19 HAS EXACERBATED THE CHALLENGES FOR DISADVANTAGED WORKERS

The pandemic is continuing to have the greatest economic impact on the most economically vulnerable people. The IMF points to “strong negative effects” of the pandemic on lower-income households, workers with lower educational attainment, minorities, immigrants, and women.⁷² In any economic downturn those with less secure work arrangements will be more prone to layoffs. Those who work informally or in temporary roles are less costly to lay off. In general, this means the low-wage earners face a markedly greater risk of losing their jobs, as has been observed by research in the USA.⁷³

DOUBLE SETBACK FOR KEY SECTORS AND OCCUPATIONS

The crisis has hit some industrial sectors harder than others. The accommodation and food services, transportation and retail sectors that have been particularly impacted have high concentrations of young and female workers, and other disadvantaged groups.

The varying ease and ability of working from home for different occupations has shaped the impact of the pandemic. Research shows those in elementary occupations – such as janitors, construction labourers, and food preparation assistants – have been least able to ‘tele-work’, while professionals and managers have been least affected by the transition.⁷⁴ As such it found economically vulnerable groups including the young and those with the lowest earnings were more impacted by closures. While the research does not explicitly consider other discriminated-against groups, it did find immigrants to a given country were significantly more likely to work in roles where

‘tele-working’ was more difficult. Across countries, Singapore and the Nordic economies had the highest ‘tele-working’ scores, while Chile, Mexico, and Italy had among the lowest.

Different occupations have varying levels of exposure to other workers and directly to diseases. Survey data from the UK and USA score different job roles according to the worker’s average proximity to others, and level of exposure to diseases.⁷⁵ Outside the healthcare sector, in-person service roles most commonly appear near the top of the list: roles such as beauticians, hairdressers, or fitness instructors. These roles are more often filled by members of the disadvantaged groups, as evidenced by the study. For instance, one in five of the high-risk occupations were held by ethnic minority workers, who account for 11% of the working population.

“The pandemic is having particularly adverse effects on economically more vulnerable people, including younger workers and women.”

The IMF World Economic Outlook
October 2020

⁷² IMF (2020) ‘World Economic Outlook’

⁷³ Shibata (2020) ‘The Distributional Impact of Recessions: The Global Financial Crisis and the Pandemic Recession’ IMF

⁷⁴ Brussevich, Dabla-Norris and Khalid (2020) ‘Who will Bear the Brunt of Lockdown Policies? Evidence from Tele-workability Measures Across Countries’ IMF

⁷⁵ ONS (2020) ‘Which occupations have the highest potential exposure to the coronavirus (COVID-19)?’



HELPING FOR YOUR TOMORROW THE IMPACT OF THE CORONAVIRUS PANDEMIC ON THE DISADVANTAGED GROUPS

PANDEMIC HAS IMPACTED YOUNG WORKERS

Young people have been particularly impacted by the crisis due to factors associated with the specific roles or occupations they hold. Young workers suffered an employment loss of 8.7% compared to 3.7% for other working-age adults.⁷⁶ They are more likely to work in highly affected occupations, which the ILO consider support, services, and sales-related roles. As mentioned above, data show young people are significantly more likely to be working in temporary or part-time jobs or contracts with no guaranteed minimum hours ('zero-hour contracts'), which offer less employment security.

PANDEMIC HAS ADDED TO DISADVANTAGES FACED BY CAREGIVERS

The pandemic has resulted in a growing caring burden that has impacted certain groups more than others. Research has found women are spending more time caring for children due to school and day-care closures.⁷⁷ On average, women in Germany who are working from home had spent four hours a working day on childcare and three hours on home schooling, which was considerably more than the equivalent figures of 2.8 and 1.8 hours men spent on the same activities, respectively. The significant time commitment required for caregiving may have meant that more women chose to focus less on their careers and to actively looking for a job, or to temporarily leave employment.

In addition, women are more likely to bear the burden of informal care.⁷⁸ One study on the US has shown that black women spend significantly longer on their elderly care and childcare responsibilities than their white counterparts.⁷⁹ The impact of this care was heightened during the pandemic as many of those requiring care were 'shielding' from the community. This care burden meant many women had to work less or not at all throughout the lockdown restrictions.⁷⁹ The female labour force participation rate declined from 60.3% to 57.4% between Q4 2019 and Q2 2020, rebounding slightly to 58.1% in Q3.⁸⁰

⁷⁶ ILO (2021) 'ILO Monitor: COVID-19 and the world of work. Seventh edition'

⁷⁷ Adams-Prassl et al. (2020) 'Auswirkungen der Corona-Krise auf den deutschen Arbeitsmarkt' *Institute of Labor Economics*

⁷⁸ ILO. (2018). 'Care work and care jobs for the future of decent work.' Retrieved from https://www.ilo.org/global/publications/books/WCMS_633135/lang-en/index.htm

⁷⁹ European Parliament (2020) 'The gendered impact of the COVID-19 crisis and post-crisis period'

⁸⁰ Markets included: Australia, Austria, Belgium, Brazil, Canada, Chile, Czech Republic, Denmark, France, Germany, Hong Kong SAR, Hungary, Ireland, Italy, Japan, Luxembourg, Netherlands, Poland, Portugal, Romania, Spain, Sweden, the UK, USA





HELPING FOR YOUR TOMORROW
CALL TO **ACTION**

Our report has shown that many people are sadly disadvantaged in obtaining entry into the world of work. It also demonstrates that their future prospects are more likely to be negatively affected once in employment and this impact is exacerbated in times of local or global market upheaval.

Being disadvantaged in the world of work has the potential to affect people's self-esteem, prevent them from realising their full potential, make it harder for them to earn a living, become independent, feel financially confident, and look after the people they care about. Organisations are in danger of not accessing talent, not having the advantage of diverse ways of thinking or alternative ways of working, of missing extraordinary skills and not future-proofing their business. The performance of economies is negatively affected, skills and productivity are lost through unemployment, and we lose future consumers and society prosperity.

The creation of our Helping for your tomorrow framework allows Hays to play a part in making a difference to those without access to, or those who find it harder to access, employment opportunities and who may remain unemployed or underemployed if they aren't supported. We want to use our core skills and knowledge of the world of work to help lift those people who are disadvantaged in the work market and equip them with more prospects. "Giving back and passing it forward" is important – we want everyone to have a chance to do that. There are many ways we can do this as an organisation and as individuals, whether that is by arranging work experience opportunities for underprivileged young people; providing hiring advice to encourage organisations to create more routes for workers living with disabilities into the workforce; by helping disadvantaged individuals from minority backgrounds match their skills with potential opportunities through CV and interviews workshops; discussing transferable skills with people looking to re-enter the world of work; or by helping mature-aged workers who require help with newer technologies during their job search.

One of our key values at Hays is "do the right thing" and that means for everyone. We are calling on our employees, our clients, our suppliers and everyone who knows Hays to unite, be inspired and help us in making a true difference to those who need a helping hand to get on in the world of work.

Thank you.

#HelpingForYourTomorrow

If you are a client or supplier or any other organisation reading this report and you feel you could offer support to Helping for your tomorrow, would benefit from linking with Helping for your tomorrow to offer disadvantaged people work placements, or would consider employing the people we are trying to help in our six sectors of society, then please contact us.

You can reach the Helping for your tomorrow team at helpingforyourtomorrow@hays.com

Thank you for your interest and support.



"We benefit society by helping people succeed and enabling organisations to thrive – creating opportunities and improving lives."

CONTRIBUTORS

ABOUT HAYS

Hays is the world's leading specialist in workforce solutions and recruitment, which helped over 330,000 professional people worldwide find their next career role in the last year alone. With 13,000 staff operating from 253 offices, Hays is a market leader in the UK, Germany and Asia Pacific, and one of the market leaders in Continental Europe and Latin America and has a growing presence in North America.

Our consultants are experts in recruiting qualified, professional and skilled people across a wide range of specialised industries and professions, from IT to life sciences, from finance to construction and engineering to energy. Hays operates across the private and public sectors, dealing in permanent positions, contract roles and temporary assignments.

Every day, Hays supports clients worldwide by finding the talent they need; helping them tackle skill shortages and the reshaping of workforces and enabling them to grow. The nature of employment is also changing fast, with technological advances driving evolution in how people work. Hays understands these complexities and is uniquely positioned across its markets to solve them. Hays itself is enabled by technology and data, by harnessing the 'art' of recruitment – our expert people – with the 'science' of technology and data, Hays has set its sights on creating the recruitment experience of tomorrow.

The depth and breadth of Hays' expertise ensures that it understands the impact the right individual can have on an organisation and how the right job can transform a person's life.

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Oxford Economics was founded in 1981 as a commercial venture with Oxford University's business college to provide economic forecasting and modelling to UK companies and financial institutions expanding abroad. Since then, we have become one of the world's foremost independent global advisory firms, providing reports, forecasts and analytical tools on more than 200 countries, 250 industrial sectors, and 7,000 cities and regions. Our best-in-class global economic and industry models and analytical tools give us an unparalleled ability to forecast external market trends and assess their economic, social and business impact.

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