SUPPLY CHAIN &
THE RECRUITMENT MARKET

A REVIEW OF 2023
AND OUTLOOK FOR 2024

WHO ARE POD TALENT?

We are a recruitment consultancy founded in 2012 who specialise in all areas of the supply chain - **make, source, plan, deliver, digitalise**. We were set up as a values-driven, ethical recruitment company who always strive to be ahead of the curve and disruptors in the recruitment industry by doing things differently and not be afraid to challenge the status quo. Many years later, this still rings true - we are still end-to-end supply chain specialists, we are still values-driven, and we are still disruptors in our industry. Most recently, this has mainly manifested itself in what we call our 'DE&I journey' – that is, making diversity, equity and inclusion at the heart of what we do and how we operate as a business.

Being supply chain specialists means we are true experts in this area, and can provide a much more consultative, relationship-driven approach to recruitment.

FOREWORD

2023 was undoubtedly a rollercoaster of a year for many professions, not least the Supply Chain industry. With war, product shortages, inflation, economical challenges and logistics disruptions in many forms to name just a few, Supply Chain professionals spent another year with many challenges on their hands.

As a recruitment business focussing solely on the supply chain industry, it's fair to say we felt these challenges too! The uncertainty mixed with the financial situation in the UK and Europe created a perfect storm – a lot of clients reduced or paused their hiring plans, redundancies and closures of some businesses meant there was a lot of great talent on the market so when clients did need to hire they were able to find candidates themselves and didn't need recruiters, increasing costs and interest rates meant businesses were trying to save money and reduce recruitment spend as much as possible…and that's just a few of the challenges we faced.

Now we're a few months into 2024, are things changing? We certainly think so – we have seen roles come back on with multiple clients who stopped hiring in 2023 and are already part way through working on our our first multi-hire project of the year, so we are cautiously optimistic that both the supply chain industry and the recruitment industry are on the up.

We did a Q&A with functional experts in the business, who are the functional experts in each of their spaces, to delve deeper into their own areas and summarise their market findings from the past year, predict their outlook for the year ahead and look at whether this is already coming into play in 2024…
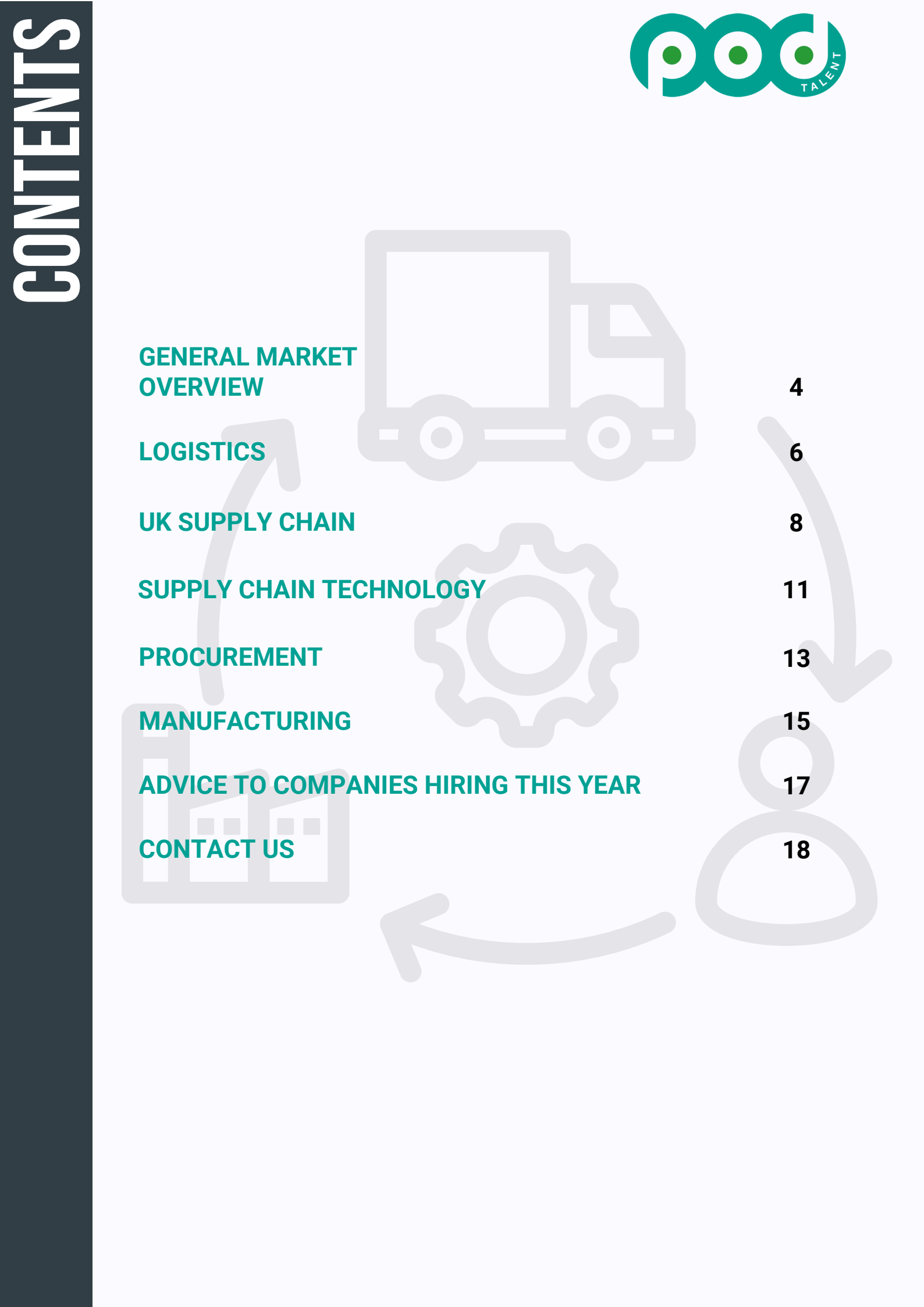
LOGISTICS **SUPPLY CHAIN TECHNOLOGY** **PROCUREMENT** **SUPPLY CHAIN PLANNING** **MANUFACTURING**

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Caroline Crotty
Head of Global Accounts & Partner

Caroline is a Partner at Pod and has almost 15 years of experience recruiting into the end-to-end supply chain space. This puts her in the perfect position to give an overview of the market as a whole. She currently specialises in placing senior supply chain and manufacturing experts into businesses across Europe and the US.

Market trends in 2023

- Across all areas of the Supply Chain there was a strong focus on **digital technology** and the use of **AI and Machine learning techniques** to improve productivity.

- Businesses within the FMCG industry were also increasingly looking at their **customer service operations** and how those processes can be **automated** in order to improve not only availability but also delivery standards and cost to serve.

- Every role we worked on had a much stronger emphasis on **analytical skills** and in many cases we were looking for profiles with a more in depth knowledge of coding and technical skills than we would traditionally need in supply chain roles.

- There was also an increase in demand for **commercial awareness and project management** skills in the ever-changing economy, with the continuing need to remain agile, make quick decisions and impact change quickly in the volatile UK market.

### How would you summarise the recruitment market in 2023?

- There was a **decrease** in the number of live roles across all functions in 2023, driven by clients' needs to be more cautious with hiring in unpredictable financial climates, especially within consumer-driven markets

- There was a wealth of exceptional talent available in the market – this meant that our clients were often able to find talent themselves when they were hiring, rather than needing additional support

- There had been a real uptick in supply chain recruitment coming out of the pandemic and it seems a lot of companies spent last year looking at how to **future proof their operations** - rather than firefighting and solving immediate issues

- There remains a global volatility to the world's supply chains and that did impact business' exposure to risk - key roles were the focus but there was an **increased emphasis on internal hiring** and often roles being open for longer than normal to secure the optimal person.

"A lot of companies spent last year looking at how to future proof their operations"

What trends/focusses do you anticipate for 2024?

- There will continue to be an **increased focus on DE&I** particularly across Supply Chains; a lot of companies are looking externally for solutions in that area. We also hope to see more companies placing an emphasis on internal inclusion and belonging, and reviewing how this impacts their external recruitment processes, to drive a real change in DE&I within their businesses

- **Technology and digital tools** will continue to be a key element of future recruitment in all functional areas, as well as data visibility

- **Sustainability** will continue to be a big focus, with companies becoming more aware that consumers place much more credence on this when making purchases and as a result impacts consumer behaviour

- We have already seen that businesses who paused or stopped hiring last year are now looking to hire again, initially with a focus on 'core' and key functional roles

At the start of 2024, we asked our LinkedIn followers, who mainly work in the supply chain industry, what their focus will be for 2024.
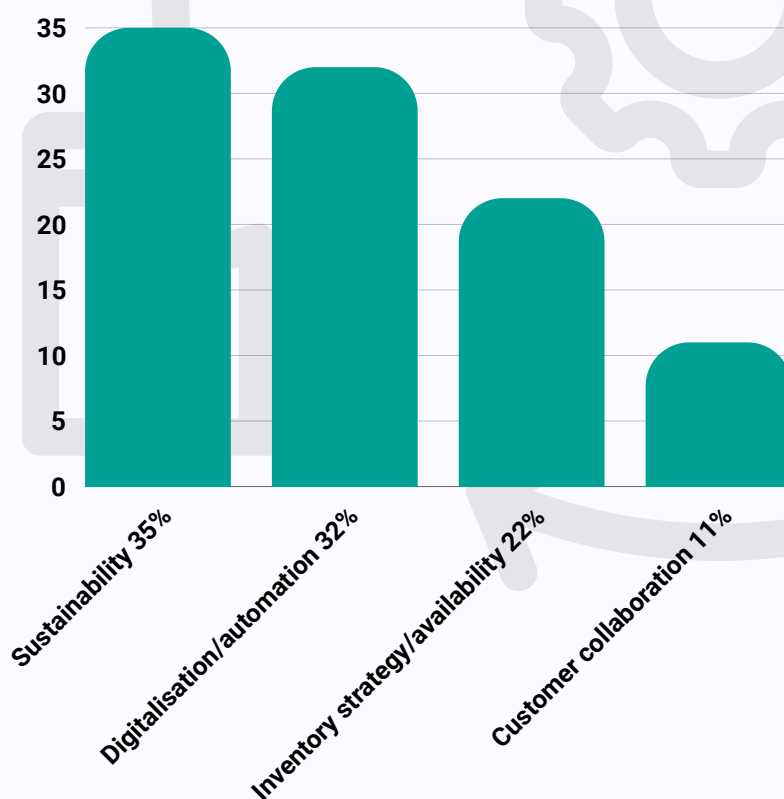
Interestingly, the results match the findings and predictions of Pod's recruitment experts, indicating that digitalisation and sustainability remain a key focus.

It will be interesting to review this at the end of the year, to see if our predictions as well as the predictions of our supply chain network came to fruition.

Seb Taylor
Head of Practice - Logistics and Operations

Seb Taylor joined Pod in 2019, having worked within the logistics industry for many years previously at companies such as Gist, so has an unrivalled knowledge of the sector. He currently leads our Logistics and Operations team, covering mid- to senior level logistics and operations roles across a range of industries.

What industry trends did you notice in logistics in 2023?

I would say the main focusses were:

- **ESG/Sustainability** was very high on the agenda; businesses have Net Zero targets for 2030 and also making their business more sustainably focused as consumers are choosing products based on their sustainability both from a cost and environmental perspective. We're seeing significant focus on Electric and Hydrogen vehicles, however the feasibility of these are still up for debate!

- Significant **re-evaluation of logistics operations,** with businesses revisiting and assessing the benefits of inhouse vs outsourced operations

- Roles are becoming more **commercially focused** with inflation, interest rates and changing consumer behaviours; leaders are having to have an understanding of not only their operations but how to improve revenue and profitability

- More and more businesses are moving to **chargeable returns** on items, to cover the mammoth cost and change in consumer behaviour to try and recoup profits

- **Automation & Digitalisation** are a key focus for many businesses looking at ways to improve performance and reduce manual/labour intensive activities, so lots of people are looking at site automation, robotics etc

- **Market Place Integrations -** multiple retailers are moving away from distribution or focusing on other channels for ecommerce, such as Next distributing Reiss and Victoria Secrets, or the explosion of TikTok Shop

- Focus on **supply chain resilience** - if the last few years have taught us anything it's the need for an agile and resilient logistics network - focusing on contingency planning, supply visibility and localised logistics operations

- **Control Towers and Digital Twins** - As above, businesses are looking to understand their logistics and supply chain operations so visibility through one lens is key - i.e. control towers or through network set up possibilities/network design through digital twins is becoming prominent

- A focus on **inventory management** roles, with companies looking to reduce inventory holdings or remove slow moving and obsolete stock, as a way to save money and drive efficiencies, especially after Covid and product shortages drove companies to over-stock; there is now a focus on gaining more balance in inventory levels

Did these impact the recruitment market in logistics, and if yes, how?

Yes, absolutely:

- Businesses are looking for people with strong leadership in **change management** due to the ever evolving world and the need to be more agile

- Given the macro-economic factors, businesses are looking for a demonstrable track record of **cost saving** and this is a must for candidates at interview

- They are also asking for leaders with **strong commercial acumen**, especially with bringing on new contracts or assessing commercial opportunities

- We've seen a significant shift of requirements on functional expertise with clients now needing c80% specific relevant experience compared to 60% in 2021/2022 e.g. businesses are now less likely to take candidates from other industries due to knowledge of their sector

How would you summarise the logistics recruitment market in 2023?

- A rollercoaster! It was a difficult year for many especially in consumer goods, retail, and commerce due to the impact of inflation

- We've seen businesses being very **specific about their needs** and requirements for roles, making it harder to find suitable candidates

- **DE&I remains a priority**, especially gender diversity within logistics and operations, but I hear from HR individuals that there is a struggle with this when combined with the additional specific requirements from clients as it narrows down the candidate pools even further so it's more difficult to attract diverse talent

What trends/focusses do you anticipate for 2024?

- Inflation will hopefully continue to drop and interest rates will begin to ease towards the later part of 2024

- Businesses will be **less risk averse** and there will be a higher number of acquisitions, some of which we have already seen

- I believe the startup market will return - especially if the pressures on business funding ease up

- Businesses will look to **regrow their talent teams** following redundancies over the past year or so

- There will continue to be a review of structure and team performances within businesses, likely resulting in a number of **restructures** which will create new roles

- UK and US election Q3/Q4 will have an impact and cause some restlessness in the market - but what exactly this will be is hard to say!

"If the last few years have taught us anything it's the need for an agile and resilient logistics network"

Gabi Rackauskaite
Head of Practice - End to End Supply Chain

Gabi has worked at Pod for almost 6 years, and has specialised in the UK supply chain market since she joined. This, combined with recruiting in this sector from junior level to more recently senior level, means she has an extensive network as well as a thorough understanding of all roles within planning and the nuances of each role at each level.

What industry trends did you notice in UK supply chain in 2023?

There was an increased awareness of the importance of **supply chain resilience**, especially following the previous years where the COVID-19 pandemic really highlighted the vulnerability of global supply chains, leading to companies shifting their focus and investing more in building more resilient and flexible supply chain networks. This included diversifying suppliers, adopting agile supply chain strategies, and leveraging data analytics to anticipate and mitigate risks.

Due to the focus on data and visibility, quickly followed the increased emphasis on **technology and digitalisation** within supply chain operations. We've seen an increase in companies adopting advanced analytics and machine learning tools to optimise forecasting, demand planning and inventory management. Many of our clients invested in the implementation of new systems and upgraded their processes, to help improve accuracy and efficiency within their supply chains.

Although this is not a completely new trend that emerged in 2023, **sustainability** has definitely retained high focus in 2023. Many companies in various industries placed a lot of focus on sustainable sourcing, reducing waste, and implementing more eco-friendly practices in their supply chains. This trend continues to be driven by customer demand for environmentally friendly products, as well as more government regulations promoting sustainable business practices.

Did these impact the recruitment market in this area and if yes, how?

Absolutely. We've seen an increase in demand for professionals with knowledge of **advanced analytics** and proficiency in using supply chain management systems, following the increased adaptation of **technology and digital tools**.

We've also seen more roles in the market for professionals who could develop and implement sustainable supply chain strategies, assess the environmental impact of operations, and ensure compliance with green regulations.

With the focus on building resilient supply chains, also came an increase in demand for professionals with experience in supply chain **change and risk management**, transformation and scenario planning. Businesses were/and are looking for individuals who can proactively identify potential disruptions, develop contingency plans, and manage supply chain disruptions effectively – continuing to keep supply chain professionals in the spotlight again this year.

How would you summarise the recruitment market in supply chain in 2023?

2023 was a big year for change. We've seen a higher number of businesses than usual driving **restructuring and transformation projects**, which meant that the recruitment market last year was truly a rollercoaster. Although we've seen an overall decline in live vacancies within supply chain, in particular at senior/leadership level – there were areas within this that remained busy and continued to grow.

The demand for skilled professionals with a strong background in **technology and sustainability** increased significantly last year, which resulted in a higher number of vacancies and increased packages for qualified candidates within this space.

Customer collaboration and forecasting skills, especially within the FMCG space, continued to be in high demand, and although there were fewer vacancies at a senior leadership level, planner and planning manager level continued to be busy throughout 2023.

What trends/focusses do you anticipate for 2024?

Although it's hard to predict exactly what will happen in 2024 (as I think we've learned from the previous years, that "expect the unexpected" is a more accurate phrase) I think there will be a few trends and focuses that will likely emerge.

Firstly, the focus on **technology** will continue – many businesses have just gotten started in 2023, so 2024 will likely be a year of **integration of technology** into supply chain operations, seeing further enhancements in supply chain efficiencies, reduction in cost and improved decision-making, through the use of AI/automation.

Sustainability will also remain a key focus, with the reduction in carbon emission, minimising waste and more conscious sourcing being on many businesses' agendas.

Planning is also critical to businesses, and many will look to invest in demand planning professionals to help make their supply chains as efficient as possible, and help them to save costs through a robust demand planning and S&OP process.

Finally, adding to supply chain resilience, companies will continue to focus on making their supply chains more **agile and adaptable**. There is a huge need for flexibility in response to changing market dynamics, geopolitical disruptions and unexpected events (like the pandemic), which will likely drive companies to further invest in this area when building their future supply chain strategies. This could in turn result in skillsets such as relationship building (with suppliers and customers), implementation of demand-driven strategies, and strategic contingency planning being in high demand in 2024.

Have you already seen these start to come into play?

Yes, we've already seen this unfolding in the market with companies increasingly investing in **technology driven solutions** when trying to improve demand forecasting, optimise their inventory levels, and increase supply chain visibility.

Sustainability initiatives are also gaining momentum, with many businesses of varying size and scale making commitments to reducing their carbon footprint and adopting sustainable practices.

For example, the use of **renewable energy sources** in logistics operations is becoming more common, and companies are exploring ways to simplify packaging and reduce waste throughout the supply chain. In terms of agility, I think the COVID-19 pandemic was a real wake-up call for many businesses, which has initially triggered the need to reassess their supply chain strategies and build more resilient networks. Therefore, businesses have already started to diversify their suppliers, increasing safety stock levels, and implementing a more flexible production and distribution processes.

How do you think the recruitment market will be in 2024?

We expect the recruitment market in 2024 to remain highly competitive. The supply of candidates with skills in **technology, sustainability, and risk management** is still relatively limited, and with this skillset predicted to rise in demand – it can start a war for talent in 2024 for candidates with the right blend of experience.

In addition to technical skills, there will also likely be an increase in soft skills such as adaptability, collaboration, and problem-solving. With supply chains becoming more and more complex and uncertain, companies will put even more emphasis on soft skills to identify professionals who can navigate challenges, communicate effectively, and work well in cross-functional teams.

We will also likely see the hybrid working model continuing to evolve, with even more flexibility and remote roles coming into the market already – allowing companies to tap into more global talent pools and allow them to bring talent into their teams faster.

"There is a huge need for flexibility in response to changing market dynamics, geopolitical disruptions and unexpected events"

SCT

Seba Dyer
Senior Recruitment Consultant

Seba specialises solely on placing supply chain technology experts into a wide range of businesses. They have carved out a niche in this space and now work with a number of high-profile clients, due to their exceptional network and technical knowledge of even the most complex of roles within this specialised area.

What industry trends did you notice in your functional specialism in 2023?

- SC Tech was a massive focus for businesses in 2023; all businesses are looking to improve visibility, drive better decision making and enable a more agile Supply Chain
- More roles solely focussed on Supply Chain Technology not just being part of the IT team but within Supply Chain
- There was a big focus on **Automation and Digitisations** of supply chain processes, especially focussed on improving visibility, and this is likely to increase if interest rates fall, allowing companies to invest in initial high outlays for long term savings
- **Robotics, drones and warehouse automation** were all being reviewed heavily, looking to reduce cost over the long term
- **Blockchain/AI –** the buzz words of 2023! Lots of business have invested heavily in this and will continue to do so
- **Lots of businesses implemented new systems,** for example multiple businesses launching SAP 4 Hana across their supply chain

Did these impact the recruitment market in this area and if yes, how?

- We worked on a number of roles focused on new system implementation, SAP, Anaplan etc. Having people with strong knowledge of supply chain enabled them to easily integrate into their teams, especially with more remote, hybrid and global teams needing access to information
- There is a strong demand for those with technology expertise but also able to forge strong relationships internally. They were looking for people with excellent influencer and stakeholder management skills
- There was a significant amount of roles focused on Manufacturing and Logistics technology development

How would you summarise the recruitment market in SC Tech in 2023?

- Although transformation projects were a large focus, many businesses focussed only on key hires, with a lot of questions being raised about which locations to hire in – a lot of recruitment was done in lower cost locations like India, Portugal, and Poland.

- The switch from project to product based teams, and an even greater focus on Agile methodology was a shock to the system for supply chain, which has lagged behind other areas in implementing newer methodologies and technologies.

What trends/focusses do you anticipate for 2024?

- A continued focus on **warehouse automation, robotics and drones**, but businesses being cautious with the initial outlay of cash

- **System implementations** to improve supply chain visibility and resilience will continue, and also typically require less capex than the above

- **Relationship skills** will be in demand for these technology focused roles as the positions develop into business partner positions

- **GenAI** will be a big focus, with 5.8% of the average SC budget being spent on this technology

- A battle between the traditional system providers (SAP, Oracle) who have a 'cover all bases' solution, and smaller, more tailored solutions from companies like O9.

What's your prediction for the recruitment market in 2024?

- There will be a rush on certain skillsets in my opinion. Everyone wants to move into **product management** because it's a route you can do without being a technical person, whereas good, strong, reliable data analysts or data science folk are hard to find.

- I predict a flood of consultants will come to market as companies rely less on these solutions implementers who then hoard the IP of a supply chain. People will want teams who are **in house**, and who can work in a way that allows them to change priorities and a mix of skillsets/diverse knowledge.

- There will be a shortage of talent of candidates with the right mix of supply chain/operational skill sets coupled with skills in digitalisation; the future supply chain professional is likely to be someone with more tech and digital expertise.

"The future supply chain professional is likely to be someone with more tech and digital expertise"

SCT

Declan McElroy
Associate Director - UK

Declan is Associate Director of the UK team and has specialised in placing procurement professionals for almost 12 years, resulting in one of the best procurement professional networks in the industry and a deep specialist knowledge of the sector.

What industry trends did you notice in procurement in 2023?

There were 5 key trends in procurement:

- **Supplier relationship management** – businesses had a bigger focus on working with existing suppliers to create value, drive performance and create better strategic partnerships

- **Procurement operations and excellence** – there was a big focus on improving Source2Contract / Procure2Pay (S2C/P2P) systems. Many of these projects ran in conjunction with company and functional reorganisations. The aim of this was to create better visibility, supplier onboarding, automation opportunities and data integrity

- **ESG/Sustainability** – this has been a buzzword for a while but last year saw a real influx of roles in this area. Key areas of focus were on responsible sourcing initiatives and better ways of tracking carbon emissions etc

- **Cost cutting** – over the past 5 years, procurement has evolved into a much broader role, however last year saw a huge focus on the traditional procurement role of reducing costs and generating savings (dictated by the market/recession/war/price hike in commodities, to name a few)

- **Procurement technologies** - there was a significant investment in new and innovative technologies to help automate procurement processes where possible. No doubt, it is the future, but there is still a lot of work needed in order to fulfil it's potential.

Did these impact the recruitment market in this area and if yes, how?

We saw more roles specifically in SRM, P2P and Responsible Sourcing. For the latter there is still a lack of subject matter experts in the sustainability procurement space. A lot of the procurement candidates we spoke to were feeling very **under pressure to deliver savings** and feeling burnt out. Procurement's role has evolved so much in the last 5+ years - but with such a focus on the cost reduction piece, procurement professionals were left feeling frustrated and underutilised.

How would you summarise the recruitment market in your area in 2023?

It remained relatively steady in procurement throughout the year – businesses were under pressure to save money and procurement is a key player in that space. We noticed a lot more direct hiring by businesses, rather than using agencies, although this has started to change where internal talent teams look to specialist procurement recruiters who have technical knowledge of the roles and a better network.

What trends/focusses do you anticipate for 2024?

Sustainability/ESG will continue to be a prominent area in procurement recruitment and also Tech (whether that is Tech Procurement roles, more P2P/S2C roles and procurement process improvement roles focused on utilising tech/data and AI more in procurement processes).

We will also see more companies using their procurement team as a vessel to **cut costs in their operations** and find lower cost supply bases and/or review commercial contracts to make them more favourable for the company (such as extending payment terms) - we have seen this already.

I think we'll also see a focus return on more *conventional* procurement roles. Last year was about transforming operational procurement and ensuring the key hires were in place. There were less category manager / procurement manager hires than previous years - this year I think teams will need to bring additional procurement professionals in to cover key spend areas such as **Technology, Marketing and Professional Services**.

How do you think the recruitment market will be in 2024?

Better than 2023. Recruitment is quite cyclical and we might see glimpses of "the great resignation" which happened in early 2021. Candidates will have been in roles for 3 years and will likely be more open to a change. The market is looking better this year, so candidates should take confidence in this and look at opportunities to leave their roles. But also from a company perspective, they used 2023 to look at promoting from within, using a direct sourcing model or putting roles on hold – they need new talent and **procurement is more important than ever**.

There has been a huge focus on technology and how it will enable procurement to automate processes and become more efficient. I don't think all companies are quite there yet when it comes to unlocking the advantages technology can bring within a procurement process, however I think it will remain a focus and procurement professionals will need to get on board and embrace it if they are to stand out from their competition. Procurement professionals who can demonstrate tangible deliverables through **use of more innovate technology strategies** will become very attractive in an already competitive market.

"Procurement professionals who can demonstrate tangible deliverables through innovate technology strategies, will become very attractive in an already competitive market"

David Lloyd
Head of North and Manufacturing

David leads our Manchester office, as well the Manufacturing function at Pod. He has over 10 years' experience recruiting across multiple functions within the supply chain, ensuring he can apply his functional expertise to each role he works on whilst leveraging his exceptional candidate network too.

What industry trends did you notice in manufacturing in 2023?

There was a big focus on **Continuous / Business Improvement** roles across the Manufacturing sector. With costs of energy and transportation heavily impacting manufacturing, businesses want to ensure they are maximising efficiencies. We have seen businesses begin to create and expand both centralised and site-based CI functions in conjunction with each other rather than one individual on-site working solo.

Improvements and rapid developments in **AI and Tech** also had a big part to play, with many forms of manufacturing automation becoming more common and capabilities continually improving; there has been a big focus on the growth, implementation and development of this technology and people within the industry need to learn to adapt with the influence AI and Tech is having.

We have also seen a rise in companies investing in **quality assurance professionals** for their teams; with ongoing challenges to get the right materials for production, and finding new suppliers to meet demand (including suppliers who meet sustainability goals), ensuring that quality (as well as health and safety) is right, will be a big trend.

Did these impact the recruitment market in this area and if yes, how?

Yes. We saw a significant increase in permanent requirements for **CI/BI candidates**, where often there are greater needs for these roles to be contract/interim to implement processes or launch a project, it's displaying the long term commitment from businesses to ensure processes are implemented and sustained by a specialist in the sector, rather than implemented and then left to an operational team to continue.

Candidates must be willing to learn and adapt to changing landscapes and utilisation of **AI, Tech & automation** within the industry – this is key to remaining competitive and employable as it is no longer just an operational/hands-on labour driven industry.

How would you summarise the recruitment market in your area in 2023?

The instability across the globe has had a big impact on manufacturing worldwide, with challenges experienced through the supply chain. This has led to businesses being increasingly **cost cautious and risk averse** in a number of ways, most notably improving remuneration and benefits packages to drive retention and not lose the best people in their business.

This has therefore presented a challenge for any business looking to hire a key role as **counter offers are increasingly common**. When working with clients we aim to focus on their EVP which really aids the candidates in understanding the real benefits to joining the business outside of the remuneration on offer.

What trends/focusses do you anticipate for 2024?

There will still be challenges, particularly with instability in the world and local economy; the impact this has on energy and transportation costs and the knock on effect this then has on manufacturing and the Supply Chain.

Manufacturing, particularly food, is however a critical industry which will continue to move and therefore **always require the best people**.

As we move through 2024 and beyond however, the best people will be those who are capable of working with advanced machinery and are **open to learning and developing their skills with the digitalisation of the industry.**

DE&I, especially gender diversity, is also a big topic in manufacturing. We are seeing more companies drive to improve diversity within their operational teams, and this is something which will certainly continue in 2024.

> **"Businesses are being increasingly cost cautious and risk averse in a number of ways"**

Have you already seen these start to come into play?

Yes, there is already a shifting focus on individuals who show an interest and desire to work with and learn new systems but with the combination of hands-on operational experience gained through career experience.

With regard to industry trends, output, new orders and employment all reduced in January 2024 across manufacturing which will feed in to the cautious approach to spending and an increasing need for the best CI/BI candidates to ensure the businesses are operating in their most efficient way.

What's your prediction for the recruitment market in 2024?

I have a positive outlook on 2024, with the market showing signs of improvement against 2023 combined with encouraging indicators on interest rates stimulating consumer spending; **we would hope to see an increased demand across the industry.**

IF YOU'RE LOOKING TO HIRE THIS YEAR...

- **Have a clear hiring strategy** for 2024 – timing of hires is key, and whilst the market is still candidate-driven with lots of great talent available, now is the time to hire to get the pick of the best talent

- A lot of businesses are really focussing on their **DE&I strategy**, and candidates are increasingly looking for inclusive businesses during their search. Those who are behind on this may lose out on some of the best talent, so now is the time to start looking at this if you haven't already. Pod's CEO, Lucy Morgan, provides DE&I consultancy to our clients and is happy to have a chat to get you started on your journey!

- When creating specifications for roles, think about what you really need vs what you want – this will open the candidate pools and enable you to create a more **diverse workforce**, as well as bringing different skills to the team

- Think about the **candidate experience** during the hiring processes – at the moment, there are more candidates available in the market and as a result we've seen some businesses put less emphasis on the candidate experience, as they know they can find other candidates if it doesn't work out. Candidates remember these things, and when the market inevitably becomes candidate driven again this could impact your ability to hire the best talent in future.

- Although salary is still important to candidates, there is a lot more consideration given to **hybrid working** and some of the 'softer' benefits; hybrid working has become a normal expectation now in many roles, so clients should take this into account when hiring.

> If you're looking to hire within any of our functional areas this year, or would like a call with one of our experts to discuss the market in more detail, we'd love to hear from you – you can find each person's contact details below.

LOGISTICS   **SUPPLY CHAIN TECHNOLOGY**   **PROCUREMENT**   **SUPPLY CHAIN PLANNING**   **MANUFACTURING**

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