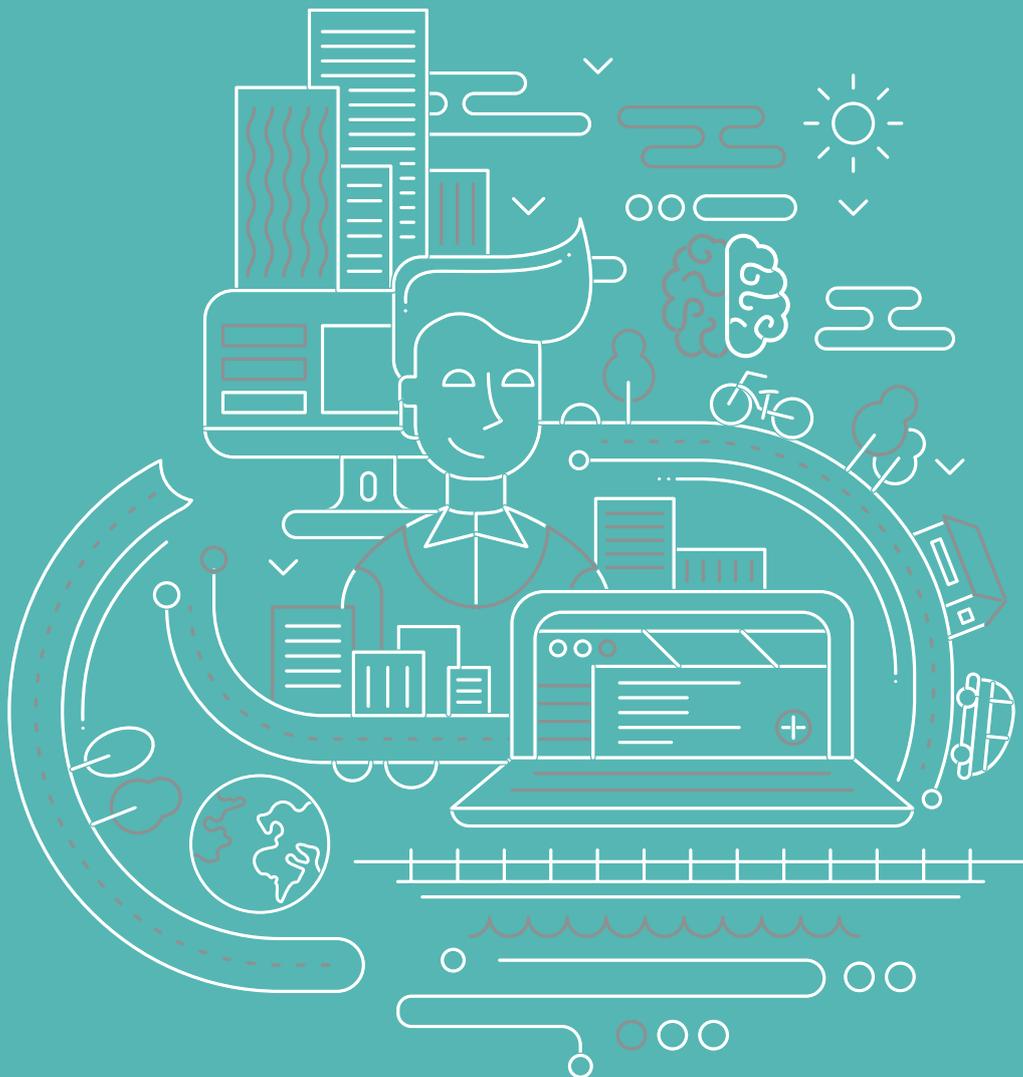




THE ADECCO GROUP

# Talent Mobility and Migration

How to leverage the benefits of brain circulation  
via responsible pathways



October 2018

---

## Context

Labour Mobility – the mobility of skills, jobs and people – has become an important element of Innovation, Competitiveness and Globalisation. Paired with the effects of Technology and blurred borders, Mobility becomes a key factor in knowledge transfer, filling existing Talent and skills gaps and providing people with access to work.

Talent Mobility and Migration are linked to sensitivities. Misconceptions exist, and in the public eye mobile workers, regular migrants, irregular migrants, and refugees are often confounded<sup>1</sup>.

### **In our view, the discussion about Mobility and Migration needs to take into account three factors:**

1. Globalisation and impacts linked to technology create the need to attract non-local Talent<sup>2</sup>.
2. Mobility is a valuable or even necessary instrument, but often faces restrictions that hurt businesses and workers.
3. Certain migrant workers can be more vulnerable to exploitation, thus needing adequate protection frameworks.

In recent times, Governments around the world have been involved in a structured debate about Migration, together with select partners from the private sector.

The efforts culminated in the agreement on a “Global Compact for Safe, Orderly and Regular Migration”<sup>3</sup> (GCM) in July 2018, touching on issues two and three as mentioned above. The GCM complements the work of other intergovernmental platforms tackling elements of mobility and migration, such as the Global Forum on Migration and Development (GFMD). The Adecco Group has for the past years been committed to working with relevant stakeholders on this topic including the GFMD Business Mechanism<sup>4</sup>, the International Organisation for Migration (IOM), as well as the GCM.

This paper sets out the Adecco Group’s position on points two and three mentioned above<sup>5</sup>.

Relating to point 1, the Adecco Group underlines that in parallel to strategically facilitating and fostering skills mobility, countries have to invest in up- and reskilling the existing “local” workforce to face the impact of technology and globalisation. Beside the economic gains linked to investing in “geographically available” Talent, skilling and re-skilling strategies are effective to ease (political) opposition to tackling Talent shortages with Mobility Solutions. The Adecco Group recognizes the need in up- and reskilling, providing solutions via a number of avenues, including work-readiness programmes and apprenticeship programmes, as well as via the work of its career management and transition brand Lee Hecht Harrison<sup>6</sup> and the training and assessment expert-brand General Assembly<sup>7</sup>.

---

<sup>1</sup> See the IOM’s list of Key Migration Terms for a good overview of terminology: <https://www.iom.int/key-migration-terms>

<sup>2</sup> The OECD points out that technological change and globalisation are responsible for stagnating wages, particularly in industries with a predominance of high routine tasks. These changing skills needs mean that some positions, either in the manual service jobs, or in the high-end technical jobs, may need to be filled by mobile Talent from abroad. [https://read.oecd-ilibrary.org/employment/oecd-employment-outlook-2018/labour-share-developments-over-the-past-two-decades-the-role-of-technological-progress-globalisation-and-winner-takes-most-dynamics\\_empl\\_outlook-2018-6-en](https://read.oecd-ilibrary.org/employment/oecd-employment-outlook-2018/labour-share-developments-over-the-past-two-decades-the-role-of-technological-progress-globalisation-and-winner-takes-most-dynamics_empl_outlook-2018-6-en)

<sup>3</sup> This GCM will be formally adopted in December 2018. <https://www.iom.int/global-compact-migration>

<sup>4</sup> <http://gfmdbusinessmechanism.org/>

<sup>5</sup> This paper will not address the topic of labour market integration of refugees, as that is discussed here: <https://www.adecgroup.com/sustainability/social-responsibility/european-refugee-welcome-crisis/>

<sup>6</sup> <https://www.lhh.com/transformation-insights>

<sup>7</sup> <https://generalassembly.ly/>

# 1. Regulated mobility is beneficial and fulfils an economic need

The Adecco Group's flagship Report, the Global Talent Competitiveness Index, identifies External and Internal Openness as one of four "Talent Champion" commonalities<sup>8</sup>. Based on the Index' data, those Countries scoring well in the GTCI index all have "Openness" in common.

## **The list of benefits derived from allowing access of non-local Talent to the domestic Labour Market is compelling:**

4. Openness gives companies access to the new Talent they need to remain competitive.
5. "Host" Countries see higher economic growth and have more dynamic Societies while "sending" Countries benefit from remittances and return-migration of more experienced workers.
6. In the face of looming skills gaps, Mobility can bring workers opportunities for upward Economic and Social Mobility.
7. Lastly, aging populations and declining labour forces can be mitigated and payments towards domestic Social Protection Funds maintained.

<sup>8</sup> <https://gtcistudy.com/>

The Adecco Group offers International Candidate Mobility Solutions in a number of important "corridors", meeting a demand driven by identified Talent shortages. Between 2006-2016 we supported over 37,000 Candidates to find a job abroad. Examples include recruitment of 9000 construction workers to Norway in 10 years. Each year, 200 nurses recruited by Adecco Medical in France find work in different hospitals in Switzerland. In the past 8 years, over 2700 skilled trade workers in the Oil & Gas sector have been brought to Canada on 2-year visas. Adecco UAE and Adecco India collaborated by jointly interviewing and screening Indian engineers in the Oil & Gas sector for jobs in the UAE. In New Zealand, a group of skilled foreign workers was brought in to support in reconstruction efforts after the Christchurch earthquake. Now, over 5 years later, their number is at 260 and is still growing.

These examples illustrate how Talent Mobility responds to a real economic need in a range of diverse situations. Despite the demand, the sensitive political environment creates barriers to much needed worker Mobility and to the effective integration of workers from other Countries.



*EU Skill gaps are visible across various sectors - there will be 900,000 unfilled vacancies for skilled ICT workers by 2020*

# The Adecco Group candidate mobility





**Therefore the Adecco Group recommends that<sup>9</sup>:**

1. Governments should administer Immigration Systems that account for current and future Labour Market demands and modern business practices. In this respect, if applicable, quota systems need to be adjusted to the needs of the Labour Market.
2. In devising Reforms, Governments should actively consult Employers who are best-suited to understand the economic impact of Policies.
3. Governmental Talent Mobility Systems should feature a robust and flexible Visa Framework to spur innovation, fill skills gaps, and promote development.
4. Immigration processes should be accessible, transparent, consistent and reliable.
5. Talent Mobility Systems should be efficient and coherent, with timely and predictable processes.

**The Adecco Group has a strong footprint in Europe, and the EU is a unique regulatory space, so therefore, the following EU-specific recommendations are to be considered:**

1. **EU-specific:** The Adecco Group welcomes the fact that Private Employment Service Providers can now participate in EURES<sup>10</sup>, but calls upon EU Member States to ensure this access to EURES is applicable in practice, in the interest of mobile workers across EU Member States. In too many Countries, private parties decide not to participate due to onerous administrative requirements.
2. **EU-specific:** The current EU Blue Card Directive<sup>11</sup> sets out the right goals, but is too restrictive and not ambitious enough. Abolishing parallel national schemes to the Blue Card system is an important step forward. For further impact, the Adecco Group recommends lowering the salary threshold for the EU Blue Card and supports the creation of a recognised 'Trusted Employers' scheme.

<sup>9</sup> These recommendations are in line with the recommendations of the wider business community: <http://gfmdbusinessmechanism.org/skimo/>

<sup>10</sup> The EURES programme was developed to provide information, advice and recruitment or placement services for the benefit of workers and employers, including cross-border opportunities within the EU. Previously EURES was only a platform for Public Employment Services but with the reform of EURES comes an increase in the cooperation amongst Public and Private Employment Service Providers.

<sup>11</sup> The EU's programme for skilled migrant workers. See: <https://ec.europa.eu/home-affairs/what-we-do/policies/legal-migration/work>

---

## 2. Creating a level playing field to empower migrant workers

At the Adecco Group, we know that the adaptability and flexibility demanded by workers and businesses is and must always be compatible with upholding Workers Rights. Vulnerability to exploitation must be overcome with well-managed, legal access to the Labour Market, both for native / local as for migrant workers. Such a well-managed Regulatory Framework may help combat the negative effects of irregular Migration.

To ensure that Migration remains a safe and enriching experience that brings mutual benefits to workers, user Companies and Recruitment Agencies, the Adecco Group adheres to the Principles as set out in the World Employment Confederation Code of Conduct<sup>12</sup>, including first and foremost the Principle not to charge fees to workers, set out in the ILO Convention 181<sup>13</sup>. Asking people to “pay to work” can lead to debt bondage and thus exploitation. As fee-charging is still a common practice in some parts of the World, we fully support efforts for better information-provision to these workers to combat misconceptions.

**To further reduce vulnerabilities and creating a level playing field between migrants and local workers, the Adecco Group echoes the Call by the International Business Community in recommending:**

1. All enterprises to comply with the Law relating to employing non-local Talent as a primary duty, and to consider this the bare minimum.
2. Companies should go beyond the bare minimum of following the Law, and embrace the principles of the World Employment Confederation Code of Conduct, or join one of the many voluntary initiatives that promote fair and ethical recruitment<sup>14</sup>. One of those tools is the International Recruitment Integrity System (IRIS) by the IOM. The Adecco Group and the World Employment Confederation have supported its development, as IRIS is set out to distinguish responsible recruiters from rogue ones. Further development however is needed at this stage for IRIS to become a practical and actionable tool.
3. Adoption and enforcement by Governments of existing legal and regulatory frameworks, such as - for Private Employment Agencies - the ILO Convention 181.
4. Participation in multi-stakeholder initiatives to advocate for appropriate national legislation and regulation.
5. EU-specific: The Posting of Workers is an important instrument for intra-EU mobility that has undergone extensive regulation in recent years. The focus needs to lie on the enforcement of the revised Directive.

---

<sup>12</sup> <https://www.wecglobal.org/index.php?id=30>

<sup>13</sup> [https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100\\_INSTRUMENT\\_ID:312326](https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_INSTRUMENT_ID:312326)

<sup>14</sup> Including the ILO's Fair Recruitment Initiative, and projects run by IHRB or the Consumer Goods Forum.

---

## Conclusion

Labour markets are changing, due to the effects of Globalisation and the impact of Technology. Migration can be part of the solution to shifting skills needs, and can benefit Workers, Companies, and the Economy in both the sending and the receiving Country. On a daily basis, the Adecco Group supports its Clients in finding the Talent they need, including via a number of International Mobility Programmes.

In order to ensure all parties benefit from Labour Migration, Governments need to invest in adequate regulatory frameworks that empower workers “on the move” and that enable Businesses who employ non-local Talent to succeed.





---

**THE ADECCO GROUP**

AdeccoGroupAG  
Bellerivestrasse  
CH-8008 Zürich

@adecgroup  
[www.adecgroup.com](http://www.adecgroup.com)