

The background of the slide is an abstract composition of thick, wavy, brush-stroke-like lines. A prominent light blue line curves diagonally from the top left towards the bottom right. The rest of the background is filled with numerous red lines of varying thicknesses, creating a dense, textured effect.

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Innovation

Social Innovation –
Inclusive Globalization
in Emerging Europe

Editor's Note

Dear Readers,

We are happy to introduce to you our third edition of Inovantage of the year discussion Social Innovation: Inclusive Globalization in Emerging Europe – in the context of our usual big three – employment, education and the economy. We have distilled our findings into 3 key topics which we will debate over the three chapters of the report.

- **Education 2.0** – 21st century curricula & re-skilling as an investment
- **Smart Cities** – Connecting cultures & minds with IOT
- **Age of the Employee** – Talent model evolution & employer branding

Here are some quotations from the report that sum up our thoughts well –

“Without a broader vision of social change, new technologies will only serve to reinforce existing institutional goals and forms of social inequity. Many prior attempts to mobilize technology in the service of educational reform have failed because interventions have focused narrowly on the deployment of particular media or technologies, without considering broader social, political, or economic conditions.” (Chapter 1)

“Innovative talent strategies are emerging from all parts of the world, and cities are playing an increasingly significant role in these strategies. Such strategies affect all aspects of talent competitiveness, including education, skilling and re-skilling, attracting external talents and fostering co-creation with local ones, as well as encouraging imported (or returning) talent to stay and contribute to long-term local objectives.” (Chapter 2)

“The emergence of new types of employment in the past few decades, including agency work and job-sharing, has helped to create a more diverse labour market. It's no longer accurate to describe direct, open-ended, full-time contracts as “standard” and everything else as “non-standard” (Chapter 3)

We sincerely thank our academic & commercial partners for their contribution to the report and for supporting us in the publishing of valid research material, with a CEE focus, in the sphere of employment & education.

Happy Reading!

Yours Sincerely,

Angelo Lo Vecchio & Sandhya Sabapathy

Regional Team (Eastern Europe, Middle East and North Africa)



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Education 2.0

A young child with short brown hair is sitting cross-legged on a red checkered floor. They are wearing a white t-shirt, blue jeans, and grey sneakers. A black VR headset is worn over their eyes. The background is a red wall with a whiteboard that has faint mathematical formulas and numbers written on it. The overall scene is bathed in a red light, creating a futuristic and educational atmosphere.

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Economy & Education

In a world where talent is fast becoming the key determinant of success, it's growing to be a scarce resource. Enhancing competitiveness of businesses, institutions and societies has seen a marked transition from an employer-driven environment to an individual-driven one. Complexity growth requires intermingling of multiple skill-sets to create modern leadership that is not border-bound.

Our education system is failing large sections of our societies. The labour market can be equally dysfunctional, with many workers in Europe engaged in jobs that bear little resemblance to their education or training.

On top of that, by one estimate, four in every ten employers cannot find the workers they need who have the right skills. Those figures make for sober reading.

They demand a full and urgent response at policy, business, and individual levels. We need to be better prepared for the future of work. The candidates with the greatest array of talent and skills, much like in the animal kingdom, will be best placed to thrive. But what about those with fewer skills and those businesses struggling to attract the right talent?

"Without a broader vision of social change, new technologies will only serve to reinforce existing institutional goals and forms of social inequity. Many prior attempts to mobilize technology in the service of educational reform have failed because interventions have focused narrowly on the deployment of particular media or technologies, without considering broader social, political, or economic conditions.

Connected learning is socially embedded, interest-driven, and oriented toward expanding educational, economic, or political opportunity.

It is realized when a young person is able to pursue a personal interest or passion with the support of friends and caring adults, and is in turn able to link this learning and interest to academic achievement, career success, or civic engagement.

Unlike efforts at educational change that focus on technology deployment or institutional reform, connected learning takes a networked approach to social change that aligns with our ecological perspective."

*Mizuko Ito, professor in residence,
University of California, Irvine. (1)*

Education
2.0

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21st Century Curriculum



Educational curricula that impart the knowledge and skills that are actually relevant to the modern workplace, help build early learner identities, develop local and global citizenship values, and nourish core non-cognitive skills are essential.

Education creates the base for future reskilling and self-actualization, and for civic identity.



Specialized Skills

Employers are increasingly warning of widening gaps between the skills that are in demand, and those that are available - highlighting the need to foster more technical talent if countries want to remain competitive.

There is a considerable skills mismatch between university graduates and the needs of employers in most economies.



Digital Fluency & STEM Skills

Technology is rapidly altering the ways we interact and work, linking communities and workers in increasingly sophisticated ways and opening up new opportunities.

Young people therefore need to develop digital fluency, and science, technology, engineering and mathematics (STEM) skills from an early age if they are to be equipped to thrive in the modern workplace - and in modern society

Evolution of Societal Drivers

With the help of our data partners at World Economic Forum, below are the key societal drivers of education

Quality Basic Education

Educational provision remains uneven especially in CEE & EE

Most countries are able to provide adequate primary education, but many struggle with increasing its quality. In addition, many places struggle to provide appropriate secondary (high school or its equivalent) education.



Reskilling & Upskilling

In the future world of work, skills acquisition will no longer be a process with an ending.

Companies will need to reassess constantly the capabilities of their workforce while workers will need to regularly upgrade their skills to meet advances in technology, new ways of working and changes in the demands of the labour market.



Lifelong Learning Pathways

As career paths are altered by large-scale labour market disruptions, there is an increasing need for lifelong learning - at all ages, both inside and outside of schools.

Adult training is vital for ensuring that those already in the workforce, and their employers, are able to navigate the Fourth Industrial Revolution.



Education 2.0

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New models of Education

The general consensus on technological disruption says that existing models of higher education are broken. Technology drives change, and there is nothing educational institutions can do to stop it; therefore, they must embrace change, or risk becoming obsolete.

Dr Ioannis Nikolaou, Associate Professor in Organisational Behaviour at The Athens University of Economics and Business (AUEB) notes that New technology and especially digitalization are not supported to the degree they should in Greece. The financial crisis has affected the resources invested in education in this field.

"Nevertheless, with the support of a few EU programs, a number of schools and universities, but unfortunately not all, have acquired necessary equipment and attempted to apply the use of new technological tools in teaching.

Nevertheless, the limited resources put forward in hiring new educators, both in schools and universities, has increased substantially the average age of educators leading to increasing difficulties amongst them to understand the new technological trends and/or even to resistance from their side, who still prefer the "old school" method of teaching."

Jake Schwartz, CEO and Cofounder of General Assembly now part of Adecco Group states that the pressure to keep tuition fees low, paired with an increasing population living with crippling debt, threatens the sustainability of institutions that are dependent on tuition.

"This will help to force an innovation drive with an unbundling of degree offerings" he says. "The sector will see a shift towards more relevant competency-based programs and aggressive competition for students.



The ever-expanding gap between education and employment will force innovation and creativity upon HE institutions, as they will need to consider how to offer attractive training to students for a workforce that desperately needs them.

Competency-based certifications testing specific skills, and bundling individual skills into professional groupings will become a global currency for both employers and job seekers.

There are two reasons why the international growth in student mobility will not maintain pace with the worldwide demand for higher education: the increase of domestic Higher Education capacity in some countries, and the increase of transnational education (TNE) in others- including online education.

The provision of TNE is likely to grow much faster than the rate of student mobility.

Jake Schwartz concludes: "For schools of all types, content or curriculum will not be the core differentiator, but rather they will be judged on how well they coordinate complex offerings into a useful package for their students and graduates."

What do some of Adecco's clients say?

Marta Meksuła-Mazurek, Recruitment & Training Leader from Clean Energy Systems in Lublin - Poland.

"Does the current education system prepare us for the expectations of the modern labor market?

Unfortunately, the answer is no. Currently, education focuses on memorizing information, not on the possibility of using or combining it. What's more, we focus on the theory, without learning how to deal creatively in new situations. What does it mean? Changes in the education system are necessary, especially in the context of soft skills training, teamwork and creativity.

Another challenge that we see is the building of effective cooperation between employers and the education system. Especially important in this context is the development of new standards of cooperation between universities and business and the perception of mutual benefits of such exchange.

Work-based training like internships are also important. They guarantee that education will be tailored to the needs of companies, and also give young people a very valuable first experience in the realities of the world of work. And finally, lifelong learning is necessary in age of rapid technological, economic and demographic changes.

In Poland, macroeconomic data are good at the moment and testify to the good condition of our economy. The future, however, depends on the identification of new challenges and the ability to adapt to new needs. It is important to think strategically and to make the education system more consistent with the needs of employers."

Mimi Alexiou, Recruitment Specialist, Nestle Greece

"Universities and colleges are helping young graduates to build a very competitive, on paper at least, Curriculum Vitae but are not focusing enough on supporting them develop all other soft skills that will give them a competitive advantage.

Our education system is showing youngsters a broader view of how the business world works but lacks in helping them develop the soft skills that are needed in order to succeed.

Communication and organizational skills, initiative and team spirit are some of the most important capabilities that a potential employer is looking for in a candidate and in most of the cases will find difficult to identify in the interviewed candidates."

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Lucyna Pasternak – HR Director, PZL Świdnik – Leonardo Helicopters Company

"In Poland, the employee market is very strong. What does it mean for us – employers and what are the challenges ahead of us this year?"

From our point of view, the threat is the salaries increase caused by the low unemployment rate and not always correlated with increasing work efficiency. Another issue is the lack of an adequate number of specialists in certain positions. In the area of production have to "fight" for every employee.

The citizens of Ukraine play a significant role in the structure of the Polish labor market. At the moment, there are about 3 million of them in Poland and constitute the core staff of many enterprises – this mainly concerns services and production. The opening of new labor markets – in particular Germany – to employees from Ukraine is a serious threat to us and our business. We are forced to look for alternative solutions and long-term strategic planning.

Adecco is extremely helpful for us in this matter. The company has a wide range of services and is able to meet all needs in the broadly defined HR – temporary, permanent recruitment, recruitment of employees from abroad, outsourcing of processes and services, and finally expert consulting. We are happy to take part in the latest Adecco Poland initiative – a series of conferences "HR of the future – what is waiting for your company". The company provides us with the most important market information and business trends. It informs about the challenges that Polish employers are facing – for example on Employee Capital Plans – that is the general savings program regulated last year. The Polish Development Fund elaborated by the government, in cooperation with employers' organizations and trade unions, assumes that the capital will be a security cushion for Polish pensioners, but in the near future – also an impulse for the development of the economy. At the moment, it is a key financial and organizational challenge for Polish employers. We value the company's advice on how to deal with it, and opening Adecco to us – customers – is a great value for us and help in everyday business."

Investment in Training

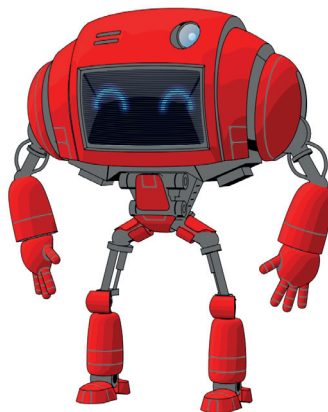
The Adecco Group has identified three alternative models to help companies rethink how they invest in re-/upskilling and treat it during the accounting process. Of these, the option we recommend – for the benefits it affords to companies as well as society more broadly – is the second, the Employability Account.

It is worth noting that none of these models is intended as a single fix to the challenge of business' underinvestment

in re-/upskilling, nor are they mutually exclusive. Each presents opportunities and benefits to business and society, and each comes with its own logistical and ideological challenges.

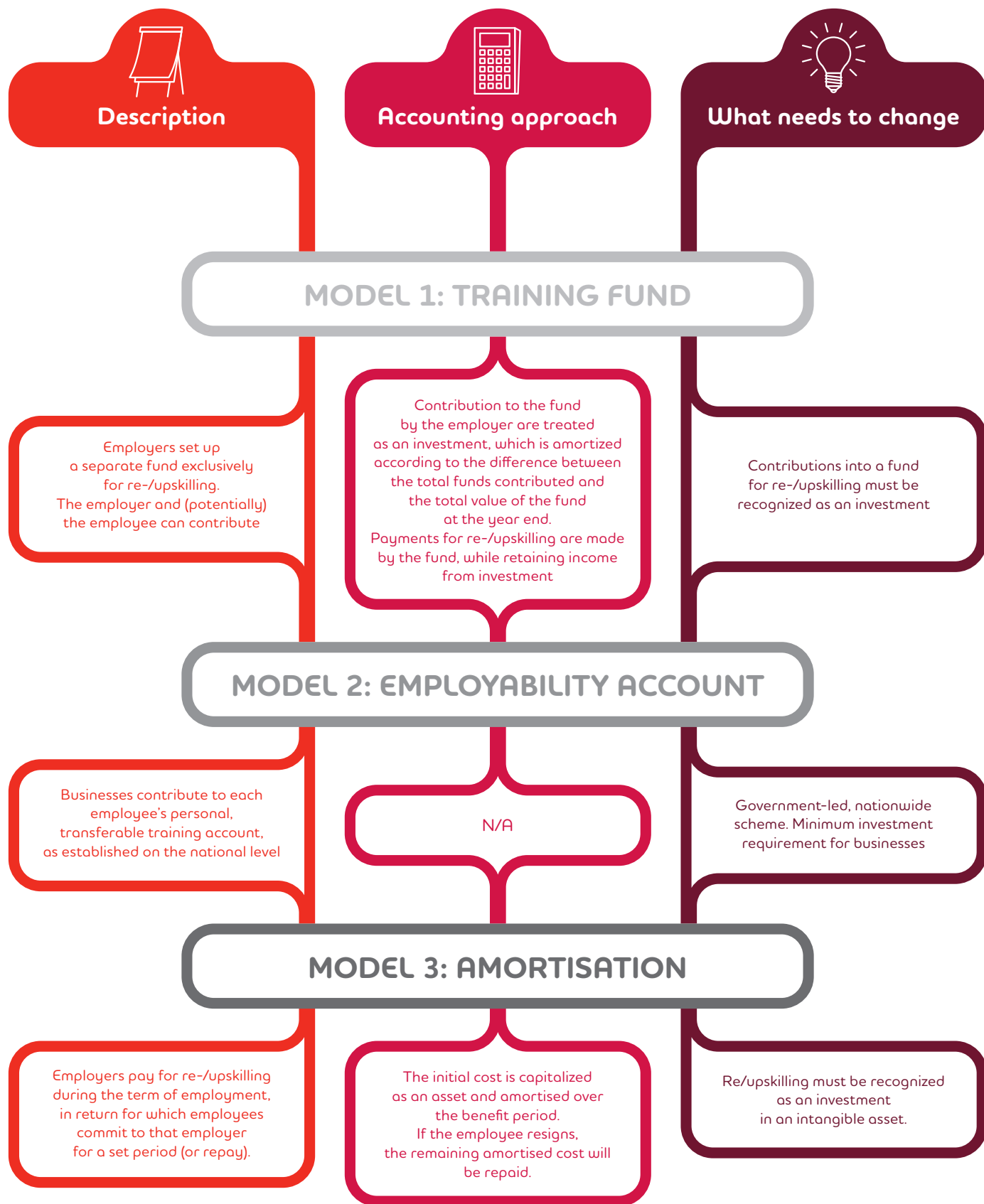
In this section, we provide an overview of each model, highlighting their pros and cons and outlining the aspects of current accounting standards that would need to change in order for them to become a reality.

"The hope is to change the focus of training, from a cost of employment to a necessity for an entire country – ultimately improving its efficiency and making sure that everyone is in meaningful employment."



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2020-2050: What will education look like?

To try to paint a picture of the future, we try to extrapolate using some the research and development that are already in works now:

Wi-Fi is sufficient:

Live, engaging, multi-channel classes, learning by practice and association – only requirement being a camera, a screen, and a Wi-Fi connection.

Location is irrelevant:

Students will have the ability to take online courses elsewhere and have them automatically count towards degree requirements at their home institution.

Engagement is paramount:

Students will always value personal engagement and active learning with peers, professors, experts, and mentors.

The quality of this engagement – more than physical spaces – will define the classrooms of the future-expert advice from around the globe will be relevant with better cross country, role-model building.

Competency is omnipresent:

Four-year degree will cease to exist; as higher education shifts to competency-based degrees over the time-based programs of today.

Medieval is trendy:

Future of learning will resemble not the one size fits all classroom of the industrial era, but the small group tutorials of medieval Oxford and Cambridge.

Mentorship is key: Unlike in the past, the best tutors will not be professors or teachers, but something similar to coaches and human psyche specialists, there to help motivate, soothe after frustrations, and offer advice on which tools to use when needed.



The real difference in 2050 will be the availability of multiple approaches, and the acknowledgement of multiple goals.

As we wrap up how education will evolve as society changes, let's take a look at how some cities see to be calling themselves 'smart' and are promising to re-shape the world.

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Education
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SmartCities



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Smart Cities

As per Wikipedia, here is the definition of a smart city:

Smart cities use data and technology to create efficiencies, improve sustainability, create economic development, and enhance quality of life factors for people living and working in the city. It also means that the city has a smarter energy infrastructure.

Smart cities are more than a trend—they're the wave of the future because the world is becoming more urban, with 60% of the population expected to live in cities by 2050.

Across the globe, smart city technology spending reached \$80 billion in 2016, and is expected to grow to \$135 billion by 2021, according to a report from the International Data Corporation (IDC).

Cities are digitally transforming to improve environmental, financial, and social aspects of urban life. The IDC defines smart city development as the use of smart initiatives combined to leverage technology investments across an entire city, with common platforms increasing efficiency, data being shared across systems, and IT investments tied to smart missions.

A truly smart city improves the quality of life for citizens and visitors, and while a smart city can be many things, just as with humans, some are smarter than others. Read on to find out more about smart cities and what it means for the future.

Smart Cities

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The Smart City model

- **What is a smart city?**

A smart city uses IoT sensors and technology to connect components across a city to derive data and improve the lives of citizens and visitors.

- **What does a smart city do?**

Oftentimes, a mobile app is provided to give immediate access to data, communication channels, and more so that people can do everything from avoiding traffic jams, to finding a parking spot, and reporting a pothole or an overflowing dumpster.

- **Why do smart cities matter?**

The world is becoming more urbanized, and by 2050, more than 60% of the world's population is expected to live in cities. Making these cities better places to live is essential to quality of life by making them more sustainable and efficient with streamlined services.

- **Who do smart cities affect?**

It affects everyone on the planet.

- **When are smart cities happening?**

This is happening now.

- **Where are smart cities happening?**

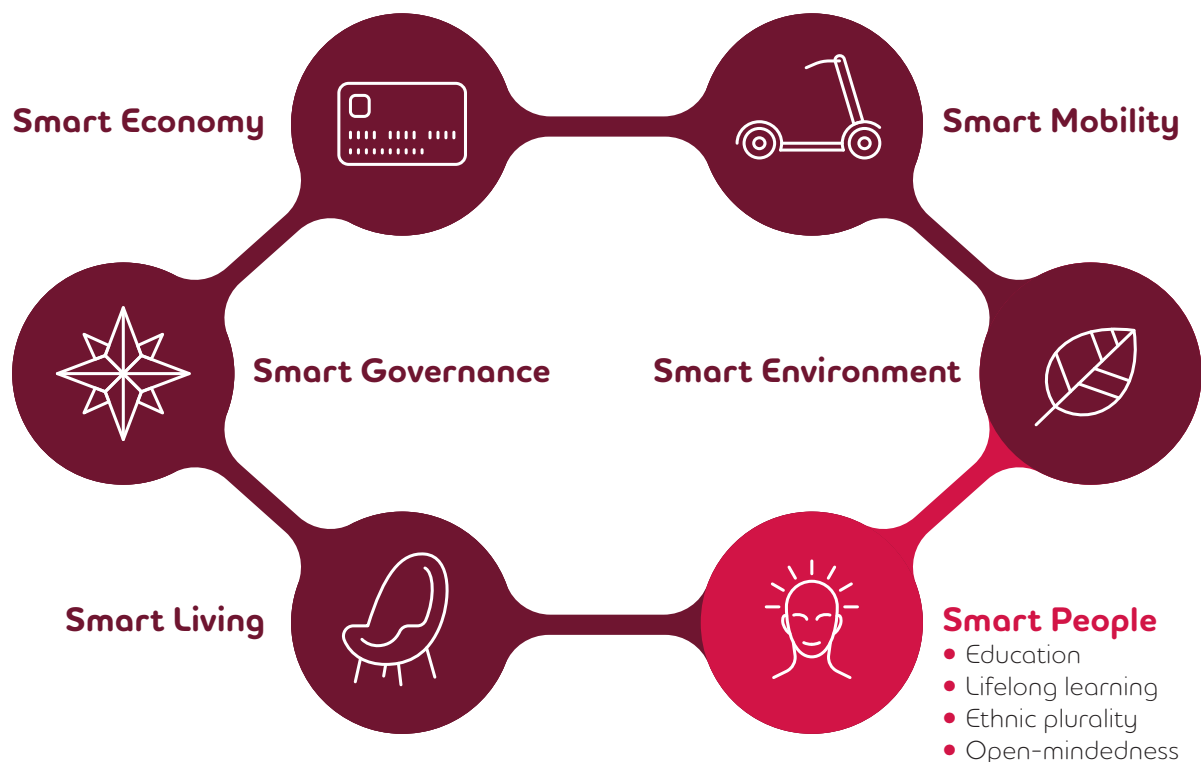
Early adopters of smart city technology were European cities, but US cities have quickly picked up steam and are incorporating technology into municipal infrastructure.

- **Who is making smart cities happen?**

Public and private companies, as well as federal, state, and city governments, are getting involved to make it easier for municipalities to adopt new technology. Private and public partnerships are becoming a smart way for cities to add technology.

In cooperation with different partners and in the run of distinct projects financed by private or public stakeholders and actors the European Smart City Model was developed. Basically it provides an integrative approach to profile and benchmark European medium-sized cities and is regarded as an instrument for effective learning processes regarding urban innovations in specific fields of urban development. A Smart City is thus a city well performing in 6 characteristics, built on the 'smart' combination of endowments and activities of self-decisive, independent and aware citizens. (10)

The Smart City model



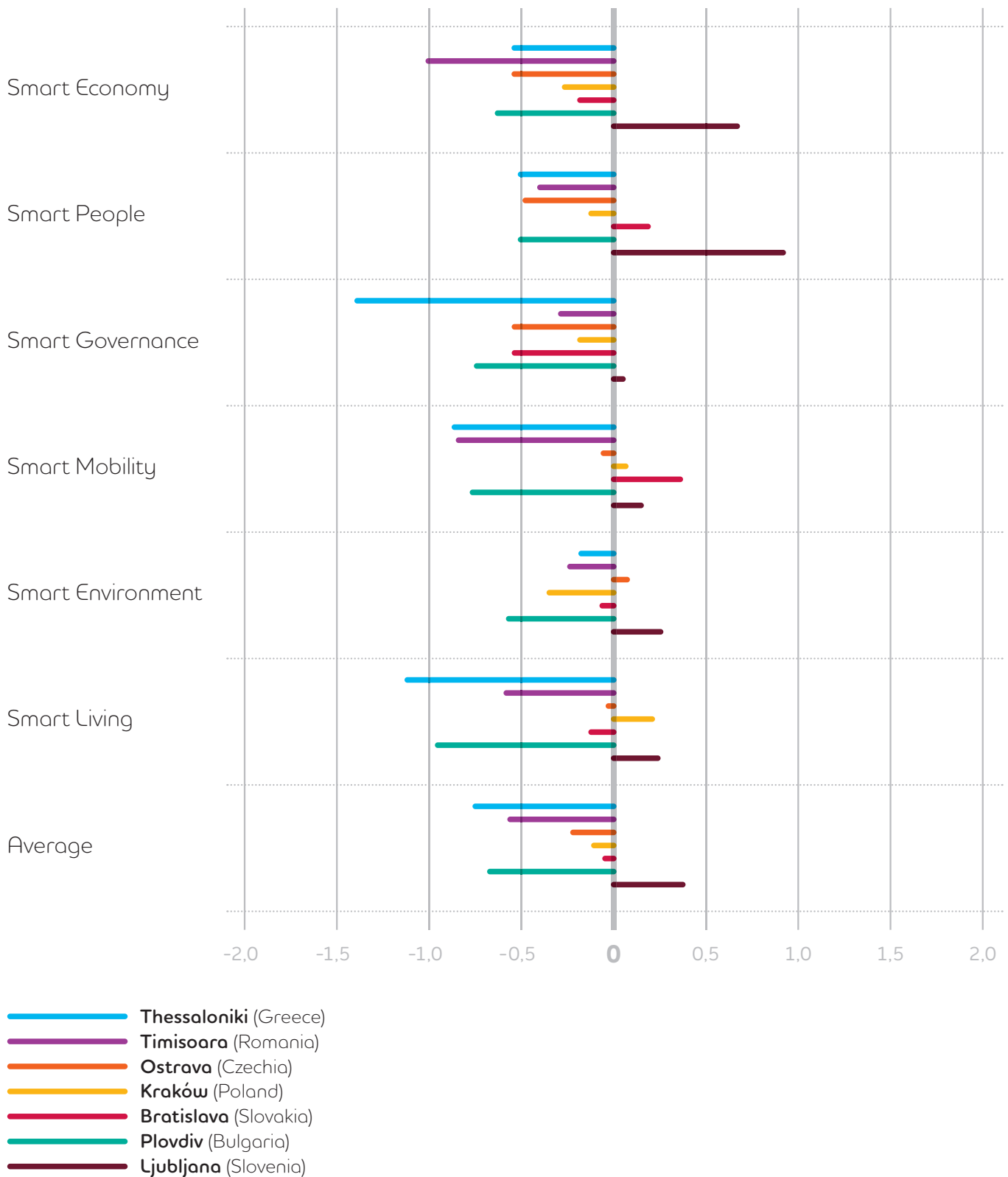
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Cities-profile/Key fields

Looking at some of CEE/EE's Smart Cities (Under 1 mil inhabitants)



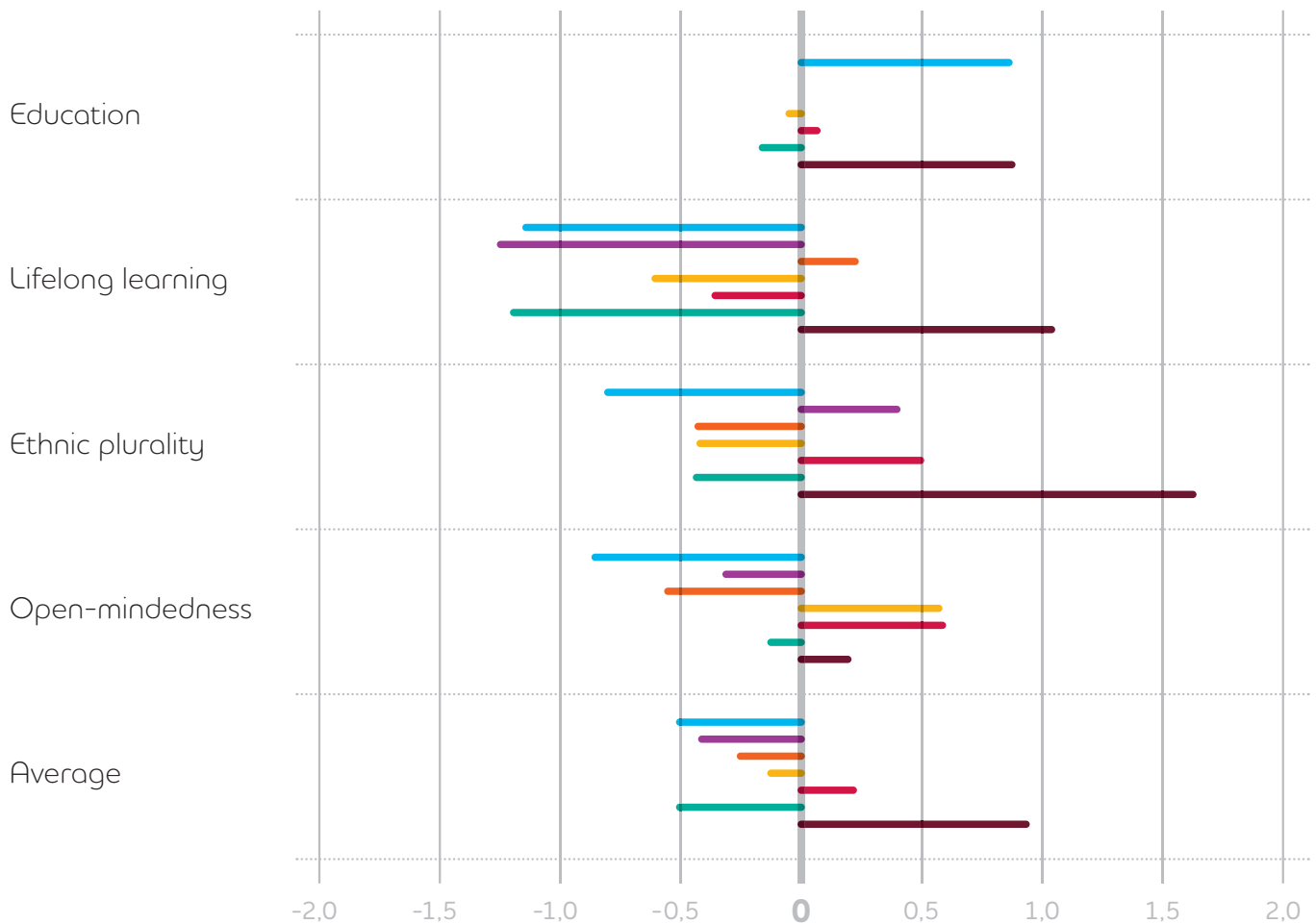
Smart Cities



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Cities-profile/Domains - Smart People

Looking at some of CEE/EE's Smart Cities (Under 1 mil inhabitants)



- Thessaloniki (Greece)
- Timisoara (Romania)
- Ostrava (Czechia)
- Kraków (Poland)
- Bratislava (Slovakia)
- Plovdiv (Bulgaria)
- Ljubljana (Slovenia)

Smart Cities



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Konstantinos Milonas, Cluster Head, Adecco Group Greece & Bulgaria, lends his thoughts on another Greek city he believes has potential to be a new smart city.

Trikala, the city of the 60,000 inhabitants and 30,000 cyclists, can easily be a model city for both Greece and Europe. In contrast to other cities in Greece that many things are promised but very slowly implemented, in Trikala dreams seem to be getting flesh and bones, thanks to the locals' interest in their city, their energy, and imagination. It is a model city in terms of high-tech systems with high performance in the digital sector that aims at an e-governance which can bring multiple benefits to the citizens and increase transparency.

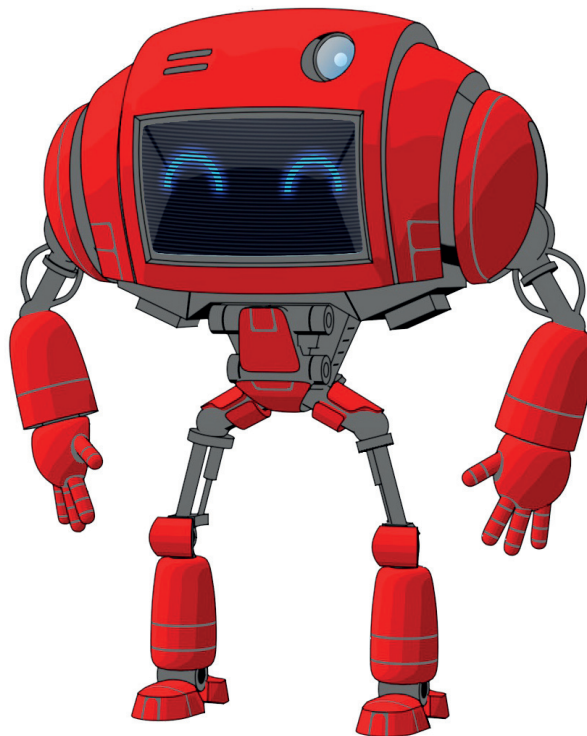
Already since 2005, the Municipality of Trikala has set up an urban network to provide free wireless internet to all citizens. In 2018, they began the gradual transformation into a 5G-ready model city that will focus heavily on "Sustainable Urban Development Solutions" to citizens and businesses.

Furthermore, extensive bicycle lanes facilitate the transportation of citizens and tourists, always respecting the environment. The citizens are enthusiastic supporters of the bicycle and have adopted a European type of cycling behavior in their everyday lives.

Going one step further, but remaining within the public transport area, Trikala became the first city in the world to operate the famous buses without a driver, a showcase of the European CityMobil2 program. Despite of the initial hesitation, the city's inhabitants embraced this innovation in Public Transportation. This global innovation has attracted the interest of the international scientific community, which has conducted several studies on the interaction of pedestrians and vehicles with those buses without a driver. Certainly, there are some problems, but they all try to cope smoothly and find solutions to whatever difficulty emerges.

It would not be an exaggeration to say that Trikala has nothing to envy from a modern European city. From the first visit you feel a different aura. The river that crosses the city center and the bridges lit by the night create a beautiful and rare urban setting. Apart from the beauty, Trikala provides the citizens with a host of amenities and smart solutions for a better living within the city. I couldn't imagine a better example of a so called Smart City.

This city is a hub of innovation and an example of knowledge-based economy. Small and medium-sized businesses are the backbone of the economy and they can also become the springboard for Greece's economic recovery. Combining the entrepreneurial spirit of Greeks with the advantages of e-governance, Greece could actually have a true potential for growth.'



Smart Cities



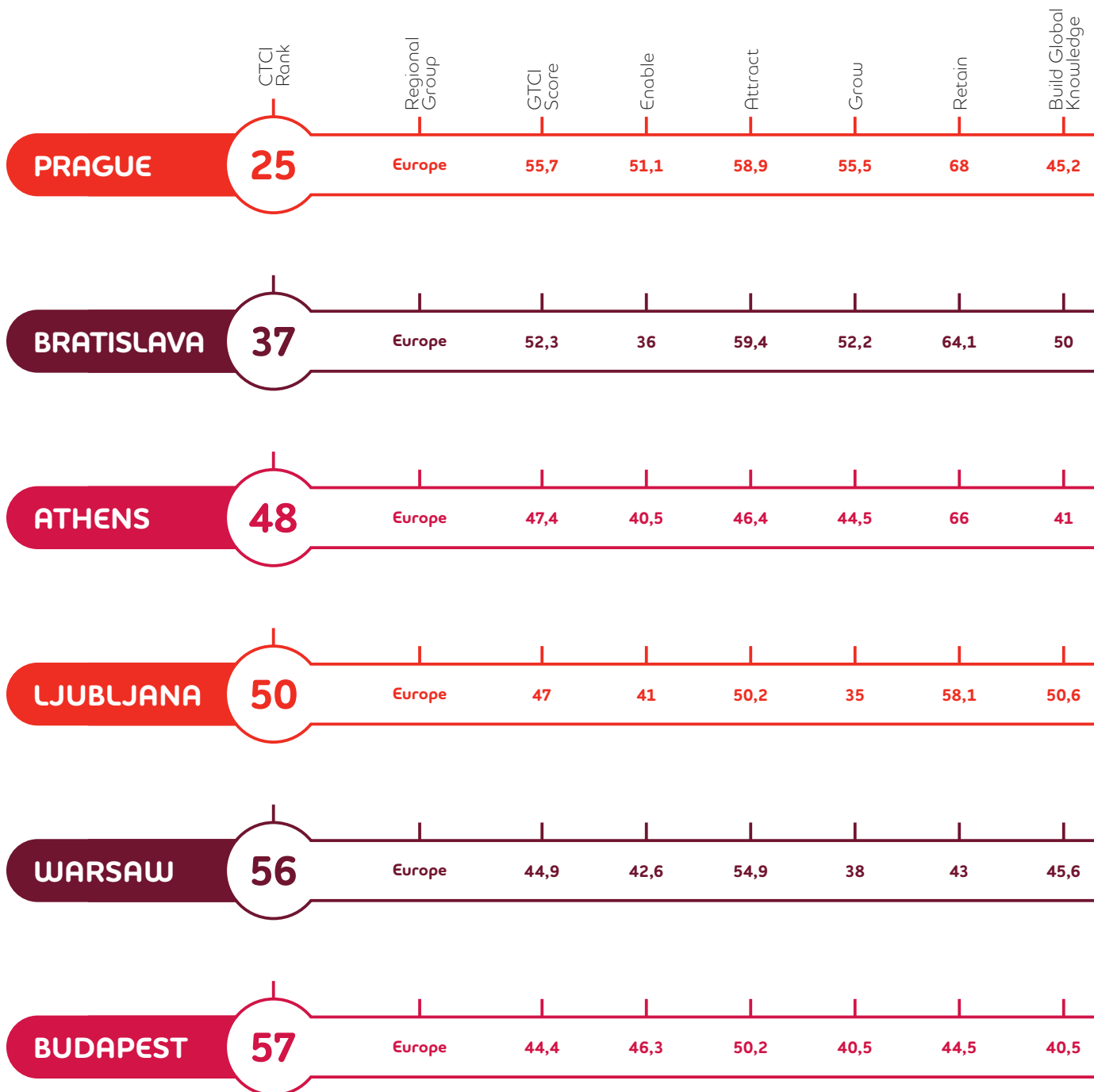
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Talent hubs or Talent drains?

Based on the Global Talent Competitiveness Index 2019, we cross-reference some of CEE/EE's largest cities on how competitive they are for talent. As quoted in the GTCI which has been ranking cities for the past 3 years, 'Innovative talent strategies are emerging from all parts of the world, and cities are playing an increasingly significant role in these strategies.

Such strategies affect all aspects of talent competitiveness, including education, skilling and re-skilling, attracting external talents and fostering co-creation with local ones, as well as encouraging imported (or returning) talent to stay and contribute to long-term local objectives. When competing for talents, cities benefit from three key advantages over nation-states, namely (1) economic growth rates that can be significantly higher than the average national growth rate of their respective countries; (2) specific advantages related to geography, culture, or quality of life (environment, culture, cost of living, safety); and (3) a higher degree of agility and branding abilities.

Dividing the top cities of the region in groups of 4 we compare how they fare according to the 6 GTCI pillars:



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Smart Cities



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Age of the employee



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Age of the Employee

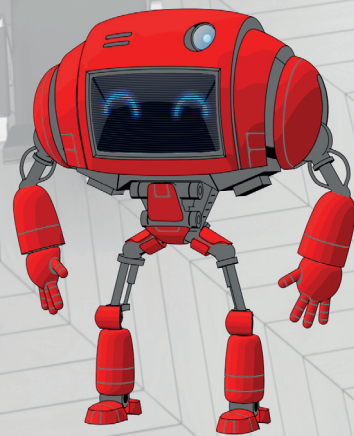
Our concluding chapter takes off where our first report focusing on skills ended, talking about talent & skills development.

Talent models have evolved over the past decade, accelerated in the economic downturn - companies no longer have the luxury of adhering to status quo talent strategies.

In fact, to attract, engage, develop, and retain the right talent, companies need to rethink their talent models. Too many remain mired in ineffective practices that reflect 20th-century assumptions about how, where, and by whom work gets done.

The old model no longer works for many high performers, nor does it meet the needs of a large majority of the current workforce.

Companies are wasting resources- both human and financial-by perpetuating HR programs that are out of step with the way work is conducted.



*Age of the
employee*

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What's at stake:

The challenges of a new social contract for work

Social protection

More and more people are not in direct, open-ended, full-time contracts

The emergence of new types of employment in the past few decades, including agency work and job-sharing, has helped to create a more diverse labour market. It's no longer accurate to describe direct, open-ended, fulltime contracts as "standard" and everything else as "non-standard" (see box, "Diverse forms of work defined").

Flexible working arrangements

The rise of the platform economy exposes the shortfall

The European Parliament estimates that between 1% and 5% of adults in the EU has undertaken paid work in the platform economy. (3) The growth in this new phenomenon has raised the question of how to provide adequate social protection in an increasingly complex global labour market, including areas such as the gig economy. Other challenges will come to light as work diversifies further, including cross-border interactions between small entities, and as society tackles wider questions such as how to treat unpaid work for example in a family business, or that contributes to social value creation, such as caring for an elderly family member or volunteering.

The quest for a new social contract stretches beyond the platform economy in today's diverse world of work. Could platform work be the catalyst that triggers improvements for all?

Societies face

Different societies, different social contracts

The social contract for work should empower, not constrain, a more diverse world of work, but one-size-fits-all solutions are not the answer.

Political choices mean that social contracts vary widely from country to country – and even within countries.

People in diverse working arrangements in the UK, Denmark and the US, for instance, have different concerns.

Long term trends

Social safety nets often fall short

Even in the wealthiest countries, there are significant shortcomings in social safety nets for those who are not in permanent, full-time employment.

At highest risk are informal, undeclared or unpaid workers without any contract. But many inside the formal economy, such as self-employed, temporary, and part-time workers, also face significant gaps in social protection.

In the EU, 13% of legally recognized workers lack effective unemployment insurance and 8% do not receive sickness benefit if they are too unwell to work.

In South Korea, only about half of workers are enrolled in the unemployment insurance system. And in the US, a recent LinkedIn survey found that freelancers' biggest concern is finding adequate healthcare coverage. (2)

The platform economy shine a light

Workers and employers seek flexibility

Diverse types of work meet the needs of companies in a competitive global economy. Volatile and complex economic environments are challenging traditional business models,⁴ and companies are opting for flexibility: in some multinational enterprises, the share of flexible workforce (including contractors and freelancers) is up to 40%.

Diverse and flexible employment arrangements give employers greater agility to access talent with the unique skills they need for a certain activity, potentially at a lower cost than direct, open-ended, full-time employment contracts.

Another driver of growth in diverse forms of work is the workforce itself. Across the OECD, for example, only a minority of part-time workers say they would rather be full time.

Flexibility is especially attractive for younger people: a survey by the Adecco Group and LinkedIn found that 82% of 18–26-year-olds see freelancing as a career choice.

Age of the employee

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Anna Wicha, General Director of Adecco Poland makes a statement in regards to the Polish market:

'The unemployment rate in Poland oscillates around 6 percent. In other countries in the region, it is also noticeable shifting the centre of gravity on the labour market – candidates and employees have a dominant role. Employers who have not yet revised the conservative approach – "I pay, I require", or are in trouble, or will have it soon. The winners of today's job market are those who have no concerns about flexibility and dialogue. The employers' problems with finding suitable candidates are not just a result of a good economic situation. It is also the effect of the dynamics of transformation that the economy undergoes in the era of the fourth industrial revolution. The mismatch between education and the needs of contemporary employers and the difficulty in predicting which competencies may be fundamental in the perspective of a few years are not conducive to long-term planning of personnel policy. Paradoxically, employers and employees need one similar skill to achieve success in the modern labour market. We all must be able to adapt flexibly to changes. We need to instil the importance of digital intelligence, lifelong learning and openness to retraining for candidates and employees. Employers must be made aware that the times of rigid framework and strict control do not meet the needs of the present, which requires from the business constant readiness for a change.

Flexibility is fundamental to the "employee market". In the case of employers, this approach should be implemented on several levels. More and more companies are deciding to make the staff policy more flexible by differentiating the offered contracts or outsourcing some of the tasks. Increasingly, also business processes such as production, logistics or sales. Another issue is the approach to the role of the employee in the company – are the time and place of providing services important in the era of progressive digitalization and automation? If not – it is worth giving up from the time-honoured framework "9 AM – 5 PM". The last but not least aspect is the flexibility of the management method. In the era of the fourth industrial revolution, the model of engaging leadership gains in importance. Its purpose is primarily to inspire employees and build good working conditions. An engaging leader is more than a manager who issues commands and checks their execution. It is someone who takes responsibility for his employees and has a vision of the development of the organization connected with the individual development of the employee.

What is very important, employers should not expect a quick reversal of the current trend. Despite the slowing economy, the "employee market" is doing great. And although the unemployment rate may slowly rise, in many industries the dominant position of the candidate and employee will not change.'

Employer branding in the 21st century

In the 21st century in a candidate-driven market where perception is tracked, transparent and timely – building a brand you are proud of is the answer to attracting and retaining the right talent in an increasingly competitive environment. Employers which have strong brand awareness rely on it heavily to attract the right staff. A recent workplace study indicates that an employer brand was a key factor when recruiting staff, placing it alongside career progression as the two main attributes to promote to potential recruits.

Tasos Stylianidis **an Adecco associate** who works as the Vitality Planning Executive at Philip Morris International states that, "A company can be characterized as an employer of choice when it has managed to build a successful employer brand. An employer of choice is an employer that offers a fantastic

work culture and workplace environment that attracts and retains high skilled employees. The features of the environment available at an employer of choice favor the well-being of employees and customers.

One of the key steps for a company to become an employer of choice is to make its employees feel secure about their job. Another major key factor is the opportunity for growth.

The commitment of a company to its employees and customers is also a major factor that can make a company stand out among others. A high skilled employee will definitely choose an employer which provides work-life balance and allows people to have flexible scheduling choices. Last but not least, fairness and recognition are mandatory characteristics for an employer of choice since employee recognition can be identified as one of the most powerful forms of feedback."

Age of the employee

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- Identifying key company attractors - for example: workplace culture, competitive salary package, international exposure etc.
- Identifying clear career progression parameters for all job roles

Talent Pipeline & Attraction Parameters

Align your brand with your customer brands

- Both your employer brand and your external customer brand strategies need to be aligned
- This reflects the brand effectively and consistently, and ensures you are attracting the right people.

- Simplify recruitment process - with clear expectations like
 - where and how you advertise a role;
 - how easy is it for people to apply;
 - when and how you respond to applications;
 - the number of interview steps;
 - where, who and how your interviews are conducted;
 - your rejection and offer process
 - finally how you stay in contact with the new recruit until the day they start to secure their interest.

Process driven recruitment

Brand-ambassadors top-down

- The strongest, most thought-out and punchy brand identity will slip into oblivion unless it is kept alive by staff.
- True employee engagement will only happen if the brand is embedded into the culture of the organisation, made second nature and nurtured by management.
- Employees are the real brand ambassadors not engaging them from the start is a common mistake that can be easily avoided

- Brand consistency and single messages are key to building a strong company mission statement
- To help measure progress here are some questions:
 - Would they recommend working there to a friend?
 - Would they sing your praises as an employer?
 - How long do they plan on staying within the company?
 - Are they prepared to go over and above to ensure company success?

Consistency & Progress management

“The “war” for talent is a fact”, says Evangelia Isari, Marketing & Communications director at Adecco Greece. “You need to know how to communicate your strengths, identify the areas for improvement and take action to win this war and attract the best talents. You need specific action plans both operational but also on the internal culture, and in this effort top management must be actively engaged. It requires both commitment and time. A “winning” employer brand is not built from one day to the other. On the contrary, it is a long and continuous process.

In the Adecco Group, we want to share who we really are and what we stand for. What truly makes us great. Our employees are our greatest ambassadors! We focus on making them

happy to be working with us and then they spread the word. Making our vision, values and aims clear, sharing our ambitions top down and having a clear plan engaging our people and teams in achieving our common goals is what our employees value most in our workplace. At the same time, we focus on offering a great experience to all our stakeholders; customers, suppliers, anyone can be an ambassador of our brand if we show them that we treat them with respect and we take them seriously. The little experiences matter.

Our efforts are paying back, and therefore we are proud to be in the top 5 most attractive companies in the world to work for in the ‘World’s Best Workplaces’ 2018.”

Age of the employee

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To help you get started here are some top activations you can get inspiration from:

1. A culture of sharing and continuous improvement:

- A Encourage managers to spread the best practices openly
- B Public touting has become normal and the management team has to encourage sharing through measures and rewards.

2. A balance between good management and high productivity:

- A The basis of every employer brand is the management practice through maintaining increasing employee productivity.
- B Managers have to take efforts of "looking good"

3. Obtaining public recognition (great-place-to-work lists):

- A Being listed on one of the "great places to work" lists (e.g. Fortune, and Working Mother Magazines) increases the credibility of the organization.
- B At the same time, the target audience gets persuaded that the organization is a good place to work.

4. Employees "proactively" telling stories:

- A If an employer brand is implemented well, their employees go out and talk about their experiences to their private and organizational network.
- B Viral marketing is the most influential part of a successful employer brand, because it has a more significant impact than stories told by the organization itself.

5. Getting talked about:

- A Through being "talked about" in publications, it is possible to overcome the risk of being unknown. Thereby, the perceived image of the CEO is tied to the employment brand, whereby negative headlining will have a negative impact.

6. Becoming a benchmark firm:

- A Benchmark firms are those who are pioneering.
- B Other organizations try to learn and imitate their practices.

7. Increasing candidate awareness of your best practices:

- A Organizations need to spread their messages in a way to focus management and business practices, to inform potential applicants that they have to offer a good place to work and create awareness.

8. Branding assessment metrics:

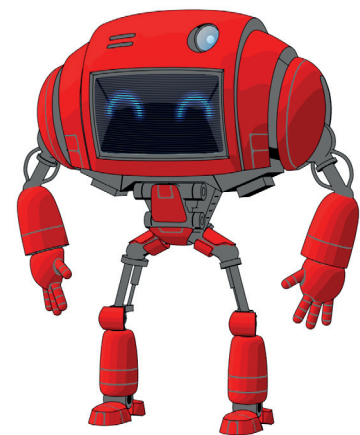
- A To fit changing needs brand assessment measures or metrics should become important criteria.
- B Without measuring and comparing no organization can improve.

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Urszula Diament, recently placed Senior Marketing Professional candidate from Poland states that, 'In the labor market discourse, the dominant position of candidates and employees has been underlined for several years. When reading and watching the media, it's easy to get the impression that finding a good job, non-pay benefits and salaries growth are the everyday life of most Poles. From the young people – starting their careers – point of view it's a bit different. Every year, the educational system "releases" not only engineers and programmers onto the market, but also many people – with great potential, but with competences that are not so desirable by today employers.'

From the candidate's point of view, the active and multifaceted support of companies such as Adecco may be the answer to these challenges. Young people in search of their first job often need support in the area of identifying their abilities, indicating the path of development, or the possibility of expanding their competences with those particularly needed in the modern economy. A holistic approach to the candidate, based not on the choice of the best CV, but the creation of space for development and competences is – in my opinion the future of HR. And – above all – a way to reconcile the needs of both employers and employees.'



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Besides this small correction the results were aggregated on all levels without any weighting. The aggregation was done additive but divided through the number of values added. That allows us to include also cities which do not cover all indicators.
Their results are calculated with the values available. Still, it is necessary to provide a good coverage over all cities to receive reasonable results. As there are only cities included with a coverage of more than 75%, for the 77 cities by 81 indicators we achieve a coverage rate of 91 %.
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Special Thanks

Academic Partners:

Dr Ioannis Nikolaou

Dr Ioannis Nikolaou is a Work & Organizational Psychologist, Associate Professor in Organisational Behaviour, Director of the MSc in Human Resources Management at Athens University of Economics and Business and Editor-in-Chief of the peer-reviewed journal International Journal of Selection & Assessment. Dr Nikolaou has carried out his postgraduate studies (MSc, PhD) at Manchester School of Management, University of Manchester Institute of Science and Technology (UMIST). He has gained wide working experience as an Assistant Manager for PricewaterhouseCoopers, Greece at the department of Global Human Resources Solutions and as Head of the Training Department at Egnatia Bank before starting his academic career. He has written the books "Organizational Psychology & Behaviour" and "Managing Human Capital – Greek Case Studies" (in Greek) and co-edited with Janneke Oostrom the book Employee Recruitment, Selection, and Assessment. Contemporary Issues for Theory and Practice. (Routledge/Psychology Press). He has also published in international peer-reviewed academic journals (e.g. Applied Psychology: An International Review, European Journal of Work and Organizational Psychology, International Journal of Human Resources Management, Personnel Review, International Journal of Selection and Assessment, Personality & Individual Differences, Employee Relations, Stress & Health, Journal of Managerial Psychology, etc.), while his research interests focus mostly on employee recruitment, selection and assessment and more recently on the use of social media and serious games/gamification. He teaches courses in undergraduate (Organisational Psychology and Personal Skills Development) and post-graduate level (Employee Selection, Performance Appraisal and Development, Organisational Behaviour & Human Resources Management, Personal Skills Development) at Athens University of Economics and Business, while maintaining active links with the industry through Human Resource consulting projects (PeopleCert, Public Power Corporation, National Bank of Greece, Emporiki Bank, Kantor Management Consulting, Attika Bank, etc.) and executive training (e.g., Groupama, Metro, OTE Academy, EFG Eurobank, Ethniki Asfaltiki, Misko-Barilla, Lion Hellas, Pfizer, SEAT, Infote, Dodoni, OSE, Metaxas Diagnostics, Intracom, AB Vasilopoulos, etc.). He is a member of the Academy of Management, Society for Industrial and Organizational Psychology, European Association of Work and Organizational Psychology, the International Association of Applied Psychology (IAAP) and also of the Consortium for Research on Emotional Intelligence in Organizations. He is the co-founder of the European Network of Selection Researchers (ENESER), has served as a member of the Executive Committee of the European Association of Work and Organizational Psychology (2013-2017), and since 2017 he represents Greece in the European Network of Organizational Psychologists (ENOP). He is also the co-founder of the NGO Job-Pairs, supporting young graduates via mentoring.

Affiliated university

The Athens University of Economics and Business (AUEB) was founded in 1920 under the name of Athens School of Commercial Studies. It was renamed in 1926 as the Athens School of Economics and Business, a name that was retained until 1989 when it assumed its present name, the Athens University of Economics and Business. It is the oldest university in Greece in the fields of Economics and Business, its roots tracing to the establishment of a Merchant Academy in Athens. In 1984 the school was divided into three departments, namely the Department of Economics, the Department of Business Administration and the Department of Statistics and Business Informatics. The university developed even further and nowadays it includes 3 Schools (economics, business and information) and eight academic departments, offering eight undergraduate degrees, 28 master's degrees and an equivalent number of doctoral programs.

AUEB launched the first Master in Human Resource Management in Greece, in 2003. This is a program accredited by several organizations (ex. SHRM-Society for Human Resources Management, EFQM and Eduniversal) and it ranks within the highest 15 Masters in HRM for Western Europe since it first participated in this evaluation in 2012. It now numbers more than 800 graduates, the majority of whom are employed in HRM positions of the private and public sector in Greece and abroad.



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Dr Cristian Marinaș

Dr Cristian Marinaș is a professor at the Faculty of Management and since 2004 he coordinates the Master of Human Resource Management (MASTER_MRU) program of the Bucharest University of Economic Studies. Cristian MARINAȘ is also a director of postgraduate studies: Human Resources Management, Career Development and Development and Human Resources Training. His professional experience in human resources brings together both didactic and practical work as a consultant and trainer for many organizations. Cristian MARINAȘ is certified in the use of HOGAN (HPI, MVPI & HDS) and Human Synergistics (LSI1, LSI2, GSI & OCI) tools. Over time he has been a member or coordinator of several scientific and / or European research projects. Consultancy in the field of European funding is another area of expertise of Cristian MARINAȘ. The most relevant project that he coordinated was the project Practice in the Human Resources Field - PREUS, funded by the European Social Fund, a project that was designated within the Good Practices in HR, best practice projects in the field of human resources. He also coordinated another important HR project Job design and analysis in The Bucharest University of Economic Studies - FP ASE. Cristian MARINAȘ has published 16 books and over 55 specialized articles.

Affiliated university

The Bucharest University of Economic Studies (Romanian: Academia de Studii Economice din București, abbreviated ASE) is a public university in Bucharest, Romania. Founded in 1913, it is now the leader of Romanian higher education institutions in the field of Economic Sciences and Public Administration. The Bucharest University of Economic Studies is classified as an intensive research university by the Romanian Ministry of Education, hosting 23 research centers acknowledged and endorsed by the National Council for Scientific Research in Higher Education.

The Bucharest University of Economic Studies has over 22,000 students (undergraduate and graduate levels) in twelve faculties, which organize study programs and scientific research in the fields of Economic Sciences, Administrative Sciences, Sociology and Humanities. Students are offered the opportunity to pursue a full academic path by attending study programs in Romanian, English, French or German, as follows: 24 Bachelor's programs, more than 80 Master's programs, Doctoral studies in 10 fields, and more than 145 postgraduate continuing education programs. In addition, ASE organizes a preparatory year of Romanian language for foreign citizens, continuing training programs, teacher training programs, postgraduate programs, as well as MBA and EMBA study programs.

At regional level, ASE undertakes the complex role of Central and South-Eastern European regional hub in education and advanced scientific research. At international level, ASE is ranked 151-200 in Top Shanghai 2017 in the field of Economics - the best position held by a Romanian university in Shanghai Ranking's Global Ranking of Academic Subjects 2017. Moreover, ASE is the Romanian university with the best employer reputation, according to QS World University Rankings 2018, which is confirmed by ASE's own alumni surveys, according to which 81.35% of graduates find employment within 3 months from finishing their studies.



Prof. Josef Šíma

Josef Šíma is president of the CEVRO Institute (school of legal and social studies), a free-market college located in Prague, the Czech Republic.

Affiliated Universities

CEVRO Institute is a private college offering undergraduate, graduate and post-graduate programs, many unique. It offers accredited bachelor's and master's programs focusing on legal and social sciences, within which students can study the disciplines of law, political science, economics, sociology, security, public administration and modern management methods.

Great emphasis is laid on students: CEVRO Institute creates conditions for their personal development, teaches them to form and stand up for their own opinions. An individual approach is given. CEVRO Institute is a place where students can feel at home and where quality, not quantity comes first. CEVRO Institute's strategic aim is that its graduates rate highly in the labor market and are successful, which is statistically proven.



Partner Universities

The University of Warsaw (Polish: Uniwersytet Warszawski, Latin: Universitas Varsoviensis), established in 1816, is the largest university in Poland. It employs over 6,000 staff including over 3,100 academic educators. It provides graduate courses for 53,000 students (on top of over 9,200 postgraduate and doctoral candidates). The University offers some 37 different fields of study, 18 faculties and over 100 specializations in Humanities, technical as well as Natural Sciences.

Today, the University of Warsaw consists of 126 buildings and educational complexes with over 18 faculties: biology, chemistry, journalism and political science, philosophy and sociology, physics, geography and regional studies, geology, history, applied linguistics and Slavic philology, economics, philology, pedagogy, Polish language, law and public administration, psychology, applied social sciences, management and mathematics, computer science and mechanics.

The University of Warsaw is one of the top Polish universities. It was ranked by Perspektywy magazine as best Polish university in 2010, 2011, 2014 and 2016. On the list of 100 best European universities compiled by University Web Ranking, the University of Warsaw was placed as 61st. QS World University Rankings positioned the University of Warsaw as the best higher level institution among the world's top 400.



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Maria Curie-Skłodowska University

Maria Curie-Skłodowska University was founded in October 1944 as a state institution with Prof. Henryk Raabe as its first Rector. It originally comprised four faculties: Medicine, Natural Sciences, Agriculture, and Veterinary Medicine.

Nowadays, the university comprises 11 faculties offering 39 programs and over 120 specializations. It also offers over 80 programs in postgraduate and extended education.

As of 2011, 220,000 students have graduated from the university and nearly 20,000 are currently enrolled in full-time and extramural undergraduate and master's programs. There are also 900 doctoral students.



Adam Mickiewicz University in Poznań (UAM)

The university was ceremonially opened on May 7, 1919 (the 400th anniversary of the foundation of Poznań's Lubrański Academy). For the first 20 years it educated students in law, economy, medicine, humanities, mathematics, natural sciences, agriculture and forestry.

In 1920 famous sociologist Florian Znaniecki founded the first Polish department of sociology at the university, one of the first such departments in Europe. In the same period of the university's history, botanist Józef Paczowski founded the world's first institute of phytosociology. The university has been frequently listed as a top three university in the country.



The University of Ljubljana

The University of Ljubljana (Slovenian: Univerza v Ljubljani, Latin: Universitas Labacensis) in Ljubljana (Ljubljana) is the oldest, largest and internationally best-rated university in Slovenia. It is ranked among the top 500 or top three percent of the world's top universities by the Shanghai ranking. With over 63,000 enrolled students and doctoral students, it is one of the largest universities in Europe.

The University of Ljubljana was founded in 1919 in the center of Ljubljana. As early as the 17th century, humanist and theological academies existed in Ljubljana, and in 1810 under French rule a first university was founded, but it had only a short existence. Today it employs about 3,500 professors and scientific assistants as well as nearly 900 technical and administrative staff. Until the founding of the universities in Maribor (University of Maribor) (1978) and in Koper (University of Primorska) (2001), she remained for almost 50 years the only university in Slovenia.

The role of the University Library is exercised by the Slovenian National and University Library.



Academia de Studii Economice din București (ASE)

The Bucharest University of Economic Studies (Romanian: Academia de Studii Economice din București, abbreviated ASE) is a public university in Bucharest, Romania. Founded in 1913, it is now the leader of Romanian higher education institutions in the field of Economic Sciences and Public Administration. The Bucharest University of Economic Studies is classified as an intensive research university by the Romanian Ministry of Education, hosting 23 research centers acknowledged and endorsed by the National Council for Scientific Research in Higher Education.

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Commercial partners

Mimi Alexiou – Recruitment Specialist

Nestlé is the world's largest food and beverage company. It is present in 189 countries around the world, and its 308,000 employees are committed to Nestlé's purpose of enhancing quality of life and contributing to a healthier future. Nestlé offers a wide portfolio of products and services for people and their pets throughout their lives. Its more than 2000 brands range from global icons like Nescafé or Nespresso to local favourites like Ninho. Company performance is driven by its Nutrition, Health and Wellness strategy. Nestlé is based in the Swiss town of Vevey where it was founded more than 150 years ago.



Lucyna Pasternak – HR Director

PZL-Świdnik is the only Polish helicopter OEM producing rotorcrafts for over 60 years. So far it has manufactured and delivered over 7400 helicopters to customers in over 40 countries worldwide. Through PZL-Świdnik Poland is one of 5 EU member states which can boast the capability to design, manufacture, develop and support helicopters on their own. PZL-Świdnik has approx. 3000 employees, including 650 engineers and cooperates with 1000 Polish enterprises. PZL-Świdnik is a key partner of the Polish Ministry of Defense – 80% of helicopters supplied to the MND in the last 10 years have been produced in Świdnik. PZL-Świdnik has been a Leonardo Helicopters company since 2010.



Marta MEKSUŁA-MAZUREK – Recruitment & Training Leader, Clean Energy Systems

Plastic fuel tank systems present the perfect combination of safety, cost and weight performance. They also represent an ideal solution to support the development of hybrid vehicles. Plastic Omnium offers solutions adapted for all kinds of engines.

Plastic Omnium is world leader in intelligent exterior systems, clean energy systems and front-end modules. In the past ten years, the company has tripled its volume, showing sustained growth regardless of a difficult global economic period. Currently Plastic Omnium has 32,000 employees, 124 plants, and 24 R&D centers in 26 countries throughout the world. This leadership position is not an accident or a matter of luck, but the result of consistent innovation, strategic investment, and an unshakeable commitment to its stakeholders – including its employees. In recent years, Plastic Omnium has continued to flourish by increasing its international focus and expanding into rapidly growing markets in China, India, Russia and Latin America.



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