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WHAT IS THE FUTURE OF HR?

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2019 EVENT GUIDE
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HUMANIZE THE EXPERIENCE

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Welcome to the 2019 HRO Today Forum EMEA. We open the event with the 2019 HR Director of the Year Awards Gala. At the gala, I will speak about the challenges facing the human resources profession. Many of the more difficult issues from years ago are being handled well by HR, but they are by no means easy. Managing culture, maintaining high retention, meeting talent acquisition goals, and ensuring regulatory compliance are all difficult, but many HR departments are meeting their goals even in a robust global economy.

However, new challenges are arising. Technology, big data, and automation pose significant opportunities, but they also raise significant perils. There are a plethora of funded HR technology firms that are flooding the market with look-alike solutions. All of these “point” solutions give rise to a nightmare scenario for HRIS integration most of which is, frankly, not integrated. Big data and machine learning (often incorrectly referred to as “artificial intelligence”) can give a new perspective on the workforce but can also lead to false conclusions and even accidentally reinforce legacy bias issues. Automation can also destroy entire classes of jobs—leaving companies with an ethical dilemma about whether to make workers redundant or reskill them.

And none of these scenarios is as difficult as the changing regulatory environment caused by various parliaments with ever-changing laws, including right to work regulations, worker time directives, and that nemesis of employee and candidate communication, GDPR. If that’s not hard enough, mix in the uncertainty of waiting three years for a Brexit plan between the United Kingdom and the European Union, which remains shrouded in obscurity.

These are the topics that will be discussed and debated at this conference, as well as some celebratory programmes to recognise the importance and impact of HR. This is an HR conference for professionals that are proud of the significant and measurable contributions HR makes to organisational success. We have great speakers, great parties, great networking opportunities and no loss of issues to discuss! Welcome to the 2019 HRO Today Forum EMEA.

Elliot H. Clark
CEO and Publisher, HRO Today EMEA, SharedXpertise
Celebrating the Best of HR!

4 November 2019

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## AGENDA AT-A-GLANCE — MONDAY, 4 NOVEMBER 2019

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<tr>
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<td></td>
<td>• Brian Clark, Senior Vice President, Global Operations, AgileOne</td>
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<td>• Stacie Habegger, Chief Sales Officer, The ActOne Group</td>
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<td>• Charlotte Sword, Global Head of HR, Foster + Partners</td>
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### 2019 **HRO Today** Leaders of Distinction Include:

- Monica Arora
  - Head of HR
  - Phastar

- Joe Cronin
  - CHRO
  - ICON plc

- Megan Giannini
  - SVP and CHRO
  - Lumileds

- Dawn Moore
  - Director of HR
  - Morgan Sindall

- Chris Norbury
  - HRD & Member of the Board
  - E.ON UK

- Marie Sandler
  - HRD
  - DOC OS

- Indi Seehra
  - Director of HR London
  - School of Economics and Political Science

- Praveen Singh
  - Senior Director
  - HR & Compliance
  - XDuce

- Iva Skender
  - Senior Director of Business Transformation
  - HR & Corp. Comm
  - A1 Hrvatska d.o.o.

- Mark Stewart
  - HRD and General Manager
  - Airbus
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<td>Engage For Success with Nita Clarke</td>
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<td>• Seb O’Connell, President, Europe &amp; APAC, Cielo</td>
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<td>• Hélio Vogas, HV International</td>
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**Day 2 – Tuesday, 5 November 2019 (continued)**

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<th>Session</th>
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<tbody>
<tr>
<td>13:55 – 14:10</td>
<td>Coffee &amp; Networking Break – Hosted by: HRO Today</td>
<td>Marker Pre-Function Area</td>
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<tr>
<td>14:10 – 14:40</td>
<td>Leveraging AI in Recognition and Learning Management Platforms to Drive The Career Experience – Hosted by Rideau Inc.</td>
<td>Marker Ballroom</td>
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<td></td>
<td>Dr. Charles Scherbaum, Professor of Psychology, Baruch College, City University of New York &amp; Chief Analytics Officer, Rideau Inc.</td>
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<td>Steve Richardson, Former Director of Employee Recognition, RBC Financial Group</td>
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<td></td>
<td>Moderator: Simon Kent, Editor-at-Large, HRO Today EMEA</td>
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<td>Vivienne Barclay, Vice President, Quality Operations Excellence, Korn Ferry</td>
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<td>Kevin Blair, Former Vice President, Global Talent Acquisition, IBM</td>
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<td>Ingrid Kraaijbeek, HR Director, HR Operations, Bridgestone EMEA</td>
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<td>Liz MacKay, Global Head of Talent Acquisition, DSM</td>
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<td>Larry Basinait, Vice President, Market Research, HRO Today</td>
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<tr>
<td>15:35 – 15:45</td>
<td>Talent Acquisition’s Digital Transformation: Building the Roadmap and Navigating the Tech Landscape</td>
<td>Marker Ballroom</td>
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<td>Matthew Rodger, Chief Growth Officer, Alexander Mann Solutions</td>
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<td>15:45 – 15:55</td>
<td>You Are What They Think: How Companies Invest and Measure the Impact of Employer Branding</td>
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<td>Andrew Wilkinson, Group Managing Director, EMEA and APAC, PeopleScout</td>
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<tr>
<td>15:55 – 16:05</td>
<td>Coffee Break</td>
<td>Marker Pre-Function Area</td>
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<td>16:05 – 17:00</td>
<td>What’s Best and Next in HR: Table Topic Discussions</td>
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<td>Debbie Bolla, Editorial Director, HRO Today</td>
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<td>Julie Sharp, Former Head of Group HR, Bank of Ireland</td>
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<tr>
<td>19:00 – 22:30</td>
<td>Drinks, Dinner and Fun at the Jameson Distillery: The HRO Today Magazine Party – Hosted by WilsonHCG</td>
<td>Jameson Distillery</td>
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<td>Craig Sweeney, Senior Vice President, Global Strategic Talent Solutions, WilsonHCG</td>
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<td></td>
<td>Buses will depart for the distillery at 18:40!</td>
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Contact Renee Preston, Vice President of Member Services, at renee.preston@sharedxpertise.com or +1 (215) 606-9562.

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<td>10:00 – 11:00</td>
<td>Breakfast at the Cinema: Employer Brands on Parade, featuring the Most Admired Employer Brands Awards – Hosted by: Debbie Bolla, Editorial Director, HRO Today</td>
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</table>
| 11:00 – 11:45 | Perceptions Happen! Don’t Let Social Media Define Your Brand  
• Moderator: Elliot Clark, CEO and Publisher, HRO Today EMEA, SharedXpertise  
• Andrew Wilkinson, Group Managing Director of EMEA & APAC, PeopleScout  
• Craig Morgans, Director of Talent Acquisition, Emerging Talent and Employee Experience, The AA | Marker Ballroom |
| 11:45 – 12:10 | Coffee, Networking and Closing Remarks – Hosted by: Elliot Clark, CEO and Publisher, HRO Today EMEA, SharedXpertise | Marker Ballroom |

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HOSTED BY:
- Debbie Bolla, Editorial Director, HRO Today
- Draza Zachary Misko, President, HRO Today Association
- Elliot Clark, CEO and Publisher, HRO Today EMEA, SharedXpertise
- Pradeep Bhaskaran, HR Head, Global Growth Markets, Cognizant
- Jo Mosley, HR Director, Salvation Army
- Julie Sharp, Former Head of Group HR, Bank of Ireland
- Charlotte Sword, Global Head of HR, Foster + Partners

It’s important for HR to receive recognition as well as give it. Each year, HRO Today EMEA recognises the best and brightest HR professionals, honoring those who have achieved often monumental accomplishments and those who are trailblazers and making new best practices for the industry to learn about and to adopt. At this invitation-only event, we present the HRD of the Year Award to outstanding HR leaders as well as their teams.
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» Technology-Enabled RPO Solutions
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» Managed Services Provider

We’re proud to have received Top 3 Global Ranking in the 2019 HR0 RPO Baker’s Dozen Awards.
# AGENDA: TUESDAY, 5 NOVEMBER 2019

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- **Arvinder Dhesi**  
  EMEA Lead, Succession Management and Talent Strategy Consulting  
  Korn Ferry

Volatile market conditions have forced organisations to evolve rapidly—sometimes frantically—making leadership even more vital for continued success. Korn Ferry’s latest research—which draws on data from over 150,000 leadership profiles, and is validated by the views of nearly 800 investors across 18 markets—reveals that fewer than two in 10 corporate leaders have the skills required to take their organisations into the future. The self-disruptive leader is a new leadership paradigm, which builds on agile, digital, and inclusive leadership. It comprises five distinctive qualities, enabling leaders to bring robust ideas to market rapidly and to adapt quickly to change by disrupting themselves again and again.

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- **Elliot Clark**  
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- **Pradeep Bhaskaran**  
  HR Head, Global Growth Markets  
  Cognizant

- **Debbie Bolla**  
  Editorial Director  
  HRO Today

During his tenure, Pradeep Bhaskaran’s responsibility has grown from managing 10 European countries to overseeing HR operations in 46 different countries across Europe, the Middle East, Asia Pacific, and Latin America, establishing an innovative HR structure for his organisation. During this on-stage interview, HRO Today EMEA Editorial Director Debbie Bolla will discuss with Bhaskaran some of Cognizant’s innovative programmes, including health and well-being, employee assistance, and diversity and inclusion, as well as how HR has become a driver of business strategy.

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Global Head of HR  
Foster + Partners  
Indi Seehra  
Director of Human Resources  
London School of Economics and  
Political Science  
Dawn Moore  
Director of Human Resources  
Morgan Sindall Construction &  
Infrastructure  |
|               | Tap into the minds of the utmost leaders in the field of HR. Instead of the usual HRD roundtable, the 2019 panel will be an interactive session with audience participation that offers the opportunity for your questions to be answered by top executives. Hot topics to be discussed: talent retention, employee engagement, strategic delivery, HR technology, and more! |
| 10:45 – 11:15 | Networking Activity & Coffee Break                                       | Marker Pre-Function Area |
| 11:15 – 12:00 | **Engage For Success with Nita Clarke**                                 | Marker Ballroom |
|               | Nita Clarke  
Director  
Involvement and Participation  
Association (IPA)  |
|               | It’s been 10 years since the groundbreaking report “Engaging for Success” was published. Co-author Nita Clarke will look at the rise of the “Good Work” agenda, the progress towards improved engagement in workplaces, and examine what barriers remain to changing culture. |
| 12:05 – 13:25 | **Talent Acquisition Leader of the Year Award Luncheon – General Attendance**  
– Hosted by:  
*HRO Today*  
*HRO Today*  
*HRO Today*  |
|               | Draza Zachary Misko  
President  
*HRO Today Association*  
Seb O’Connell  
President, Europe & APAC  
Cielo  
Larry Basinait  
Vice President  
Market Research  
*HRO Today*  |
|               | The Talent Acquisition European Leader of the Year Award recognises individual leaders for innovative practices and excellence in talent acquisition, including work within areas such as employer branding, technology, staff development, engagement and retention, and financial analysis. |

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<td>Hélio Vogas&lt;br&gt; HV International</td>
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<td>The days in which you could get great talent from hiring a recruitment agency or posting a job online are long gone. Well, you can still get some people interested, but in today’s world, if you want the best, these strategies are not effective. Talented professionals know they can pretty much choose which company they will work with so it is becoming a branding war. And compensation—although important—isn’t a deal-breaker anymore. There are so many other things that come into play: flexibility, growth opportunities, and freedom of work, among others. And the worst part is: What is appealing to talent from one department might not even be in the mind of talent for another departments. How can organisations be effective in such a complex environment? In this presentation, Hélio Vogas will show simple, yet effective ways to attract superstars. You’ll also learn how to stimulate employees in the workplace so they perform at their best and want to grow their career inside your company.</td>
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<td>Marker Ballroom</td>
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|            | Dr. Charles Scherbaum<br> Professor of Psychology, Baruch College, City University of New York & Chief Analytics Officer Rideau Inc.  
Steve Richardson  
Former Director of Employee Recognition RBC Financial Group |                   |
|            | Although many areas of talent management have made strides toward integrating AI into their processes and platforms, there have been less effort toward leveraging AI with employee recognition and development. This presentation will focus on how AI can be leveraged with employee recognition and development to enhance the career experience of employees and leaders. During this session, we will demonstrate a platform that uses AI to enhance employee recognition and development. We will also share the results of the case study of a global financial organisation that used this platform to improve the employee recognition and development experience of their workforce and significantly increase their bottom-line results. |                   |

*The use of this seal confirms that this activity has met HR Certification Institute’s® (HRCI®) criteria for recertification credit pre-approval.

GIVEAWAY!

GOOGLE HOME MINI

During Networking Break, 13:55 – 14:10
5 November
**AGENDA: TUESDAY, 5 NOVEMBER 2019 (continued)**

<table>
<thead>
<tr>
<th>TIME</th>
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|               | Moderator: Simon Kent  
Editor-at-Large  
HRO Today EMEA |
|               | Vivienne Barclay  
Vice President, Quality Operations Excellence  
Korn Ferry |
|               | Kevin Blair  
Former Vice President, Global Talent Acquisition  
IBM |
|               | Ingrid Kraaijbeek  
HR Director, HR Operations  
Bridgestone EMEA |
|               | Liz MacKay  
Global Head of Talent Acquisition  
DSM |
|               | What are your biggest talent challenges and how can you solve them? In this interactive session, a group of leading talent acquisition executives, including Vivienne Barclay from Korn Ferry, Ingrid Kraajbeek from Bridgestone, Liz MacKay from DSM, and Kevin Blair, formerly with IBM, will discuss their strategies and approaches to getting ahead in a tight labor market. Your toughest questions will be answered when you join in this lively discussion. |
|               | Larry Basinait  
Vice President, Market Research  
HRO Today |
|               | Find out the organisations that top our annual Baker’s Dozen RPO lists for the EMEA and APAC regions. Our Baker’s Dozen Rankings are based on customer satisfaction surveys. |
| 15:35 – 15:45 | Talent Acquisition’s Digital Transformation: Building the Roadmap and Navigating the Tech Landscape | Marker Ballroom |
|               | Matthew Rodger  
Chief Growth Officer  
Alexander Mann Solutions |
|               | In a highly competitive business environment, digital transformation helps organisations tackle traditional problems with more innovative and effective solutions. And whilst many areas of the business have been successful at implementing a digital transformation strategy, the need in talent acquisition has never been greater. In this session, Matthew Rodger will be sharing Alexander Mann Solutions’ recent thought leadership report focused on helping companies build a roadmap for their digital transformation and navigate a complex technology landscape. |
| 15:45 – 15:55 | You Are What They Think: How Companies Invest and Measure the Impact of Employer Branding | Marker Ballroom |
|               | Andrew Wilkinson  
Group Managing Director of EMEA & APAC  
PeopleScout |
|               | This HRO Today Flash Report, sponsored by PeopleScout, examines how organisations measure the impact of their employer branding activities and ways they invest in those brands. Best practices are shown by comparing those organisations that consider their employer brand a high priority versus those that attach less significance to it. |

*The use of this seal confirms that this activity has met HR Certification Institute's® (HRCI®) criteria for recertification credit pre-approval.*
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<thead>
<tr>
<th>TIME</th>
<th>SESSION</th>
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<tbody>
<tr>
<td>15:55 – 16:05</td>
<td>Coffee Break</td>
<td>Marker Pre-Function Area</td>
</tr>
<tr>
<td>16:05 – 17:00</td>
<td>What’s Best and Next in HR: Table Topic Discussions</td>
<td>Marker Ballroom</td>
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</table>

The HRO Today Forum Best and Next: HR Table Topic session provides an environment for delegates to share their knowledge and insights on the most relevant topics in HR today. As an attendee, you can experience this unique and intimate setting to discuss, debate, and share knowledge on pre-selected hot topics in the HR industry. Each table will be chaired by industry experts who will help guide and facilitate these focused gatherings of like-minded professionals. Share your BEST practices, and walk away with 20 or more ideas you can take back to your company to implement tomorrow. As well, discuss what’s not working, or where you have an opportunity to engage in brainstorming ideas to develop NEXT practices that you can utilise to improve your organisation’s effectiveness.

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<tr>
<th>TIME</th>
<th>SESSION</th>
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<tbody>
<tr>
<td>19:00 – 22:30</td>
<td>Drinks, Dinner and Fun at the Jameson Distillery:</td>
<td>Jameson Distillery</td>
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<tr>
<td></td>
<td>The HRO Today Magazine Party — Hosted by:</td>
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Follow in the footsteps of the founding fathers of Jameson on the only tour of the original Jameson distillery in Dublin. Jameson has been a constant presence in the heart of the beautiful city since 1780, and as you can imagine, the distillery has been home to quite a bit of history. A Jameson Ambassador will guide you for a serving of heritage and history on the definitive Jameson tour experience—stories, craic, a comparative whiskey tasting and of course, a complimentary Jameson in the exact spot where it all began.

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**HRO Today Magazine Party at the Jameson Distillery**

Hosted By:

WilsonHCG

Tuesday, 5 November, 19:00–22:30

*Buses will depart for the distillery at 18:40!**
## AGENDA: WEDNESDAY, 6 NOVEMBER 2019

<table>
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<tr>
<th>TIME</th>
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<tbody>
<tr>
<td>10:00 – 11:00</td>
<td>Breakfast at the Cinema: Employer Brands on Parade, featuring the Most Admired Employer Brands Awards – Hosted by:</td>
<td>Marker Ballroom</td>
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<tr>
<td></td>
<td>HRO Today is proud to announce the inaugural Most Admired Employer Brand Awards, presented by PeopleScout. This award programme was created to recognise the impact of forward-thinking employer brand approaches and the leaders who are driving them. Winners will be announced at this exclusive awards breakfast.</td>
<td></td>
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<tr>
<td>11:00 – 11:45</td>
<td>Perceptions Happen! Don’t Let Social Media Define Your Brand</td>
<td>Marker Ballroom</td>
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</tbody>
</table>
|            | Moderator: Elliot Clark  
CEO and Publisher  
HRO Today EMEA  
SharedXpertise  
Andrew Wilkinson  
Group Managing Director of EMEA & APAC  
PeopleScout  
Craig Morgans  
Director of Talent Acquisition, Emerging Talent and Employee Experience  
The AA  
Every day people form opinions about your organisation as an employer based on how they perceive you through social media. With the proliferation of online information available about employers today, that perception is your candidates’ reality. You need to manage that perception or you could lose control of your own employer brand. Learn the secrets to creating and maintaining a great employer brand from experts on the practitioner and advisor side including anecdotes of prior successes and prior challenges and how to meet them. |                        |
| 11:45 – 12:10 | Coffee, Networking and Closing Remarks – Hosted by:  | Marker Ballroom        |
|            | Elliot Clark  
CEO and Publisher  
HRO Today EMEA  
SharedXpertise  |

*The use of this seal confirms that this activity has met HR Certification Institute’s® (HRCI®) criteria for recertification credit pre-approval.*
Talent Acquisition is evolving. Attracting, engaging and securing talent, crafting a dynamic employer brand, and responding to peaks in demand, all in a world where scarce candidates desire digitally optimised experiences, requires a whole new approach.

We’re here to help transform your talent acquisition.

At Alexander Mann Solutions, we intelligently combine deep global, regional and sector expertise with latest technologies – including robotics and artificial intelligence – to deliver the talent solutions our partners need to succeed. Which is why we’re the only provider to be recognised by HRO Today in their Recruitment Process Outsourcing Baker’s Dozen as a Top 4 Global “Overall Winner” for 13 consecutive years and running.

Contact:
global.marketing@alexmann.com
alexandermannsolutions.com
Where do HR Senior Executives go for advice, support, and best practices?

LONELY AT THE TOP
In perhaps no other role does this phrase describe daily life as well as it does for a CHRO.

Opportunities to learn and connect with other CHROs in an educational setting did not exist UNTIL NOW.

LANDMARK PARTNERSHIP
_HRO Today_ magazine and the Wharton Center for Human Resources have combined forces to create the CHRO Today Executive Network (C-TEN).

EXCLUSIVE COMMUNITY
Gain access to resources that help you succeed: professional development, innovation, best practices, and peer-to-peer networking.

SAFE PLACE
C-TEN is a safe place to seek advice on the critical issues keeping you up at night, share successes, and discuss future trends.

Bring new ideas back to your organization!

hrotoday.com/c-ten
Vivienne Barclay  
**Vice President, Quality Operations Excellence, Korn Ferry**

Vivienne Barclay is a talent acquisition subject matter expert with extensive global experience in helping businesses to improve how they attract and retain the best talent through the right people, processes and technology. Prior to joining Korn Ferry in 2016, Barclay worked in the Talent Acquisition field for more than 15 years within agency, consultancy, technology and RPO, for notable customers such as BP, UBS, Syngenta, Unilever, Novartis, GE Healthcare and HSBC, with specific knowledge of deployment in the Middle East. Barclay has led global implementations of recruitment services and technology, as well as the operational leadership of recruitment teams. Barclay is a qualified Prince 2 practitioner and LEAN Six Sigma Green Belt.

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Larry Basinait  
**Vice President, Market Research, HRO Today**

Larry Basinait is the Vice President Market Research at SharedXpertise. While he’s held that role for five years, Basinait’s been in the field of market research for over 25 years with work in product development, market segmentation and customer satisfaction programs for Fortune 500 companies such as General Electric, CIGNA and Kraft Foods. His work has been advancing business-to-business publishing and membership associations for the last 14 years. Basinait’s research has been published in *USA Today* and *The Wall Street Journal*, and he has won three American Business Media Neil Award for excellence in business publication market research as well as the American Society of Business Publication Editors award for “Best Original Research” two times. He holds an MBA from The University of Rochester Simon School of Business, and a Bachelor of Arts and Bachelor of Science from State University of New York, College at Oswego.

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Pradeep Bhaskaran  
**HR Head, Global Growth Markets, Cognizant**

Pradeep Bhaskaran is an experienced AVP and human resources leader with a demonstrated history of working in the information technology and services industry. Bhaskaran has strong human resources professional skills in human resources, talent management, performance management, strategic human resource planning, and personnel management.
**Kevin Blair**  
**Former Vice President, Global Talent Acquisition, IBM**

Kevin Blair has spent his entire career in recruitment, talent acquisition, and talent branding. He has extensive global experience building, and re-building teams and processes to drive effective delivery across all regions and in many organisational structures. Blair has led the delivery and attraction of talent globally, managing high performance delivery teams and driving enhanced experiences for clients, stakeholders, partners, and candidates. In his former role as Global Vice President, Talent Acquisition at IBM, Blair was responsible for hiring across all divisions of IBM, which included 40,000 plus new hires. He was also the Global Talent Acquisition Leader at Cisco Systems, responsible for all of Cisco’s hiring outside of North America across all functions.

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**Debbie Bolla**  
**Editorial Director, HRO Today**

Debbie Bolla has been covering the latest in human capital management trends for the last 10 years. As editorial director of *HRO Today* EMEA magazine, she is responsible for the voice, design, and development of editorial and event content. Bolla frequently speaks and leads panel discussions at industry events. She joined SharedXpertise in 2009 as associate editor, then re-envisioned the magazine’s digital presence as online editor, and now is at the helm of all editorial products.

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**Brian Clark**  
**Senior Vice President, Global Operations, AgileOne**

Brian Clark, Senior Vice President of the Global Operations team, supervises AgileOne’s Project Management Office, Solution Architecture, Global Strategic Sourcing, and the Labor Economist team in the United States. Together, these teams manage the implementation of all of AgileOne’s technologies and service solutions. In his role, Clark is also in charge of all of AgileOne’s global operations, including two shared service centers located in India and Poland. Clark is directly responsible for all of AgileOne’s country managers, operations directors, business development directors, recruiters, implementation specialists, shared service support staff, and onsite team members around the globe.

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**Elliot Clark**  
**Elliot Clark, CEO and Publisher, HRO Today EMEA, SharedXpertise**

Elliot Clark is the Chairman and CEO of SharedXpertise Media, LLC, which he founded in 2007. Elliot oversees company management and the publication of *HRO Today*. Prior to SharedXpertise, he was the Chief Operating Officer of Kenexa Corporation (Nasdaq KNXA), where he oversaw corporate operations and directly managed the RPO division. Clark is a graduate of the Wharton School of Finance and Commerce of the University of Pennsylvania, and is now the Chair of the Advisory Board and a Senior Fellow. He also has served on the National Board of Directors of the Wharton Alumni Association, serves as the Chairman Emeritus of the Board of Directors of the Ehlers Danlos Foundation, and is a member of the Board of Trustees of the Pennsylvania Academy of Fine Arts.
Nita Clarke
Director, Involvement and Participation Association (IPA)

Nita Clarke is the Director of the Involvement and Participation Association (IPA), Britain’s leading organisation delivering workplace support for good employment and industrial relations. She was vice-chair of the MacLeod Review on employee engagement and continues to work with David MacLeod on the new national Employee Engagement task force, launched by Prime Minister David Cameron in March 2011. She was appointed as vice president (employee relations) by the Chartered Institute of Personnel Development in January 2012, and is a visiting Fellow at Kingston University Business School. She was also a member of the Mutuats Task Force established by Cabinet Office Minister Francis Maude in 2011.

Arvinder Dhesi
EMEA Lead, Succession Management and Talent Strategy Consulting, Korn Ferry

Arvinder Dhesi is EMEA lead for Succession Management and Talent Strategy Consulting at Korn Ferry. He has over 20 years of corporate and consulting experience in Europe, the Middle East, Asia, and the Americas. His particular expertise is in helping organisations drive performance through the alignment of top teams, leadership behaviour, talent process, and organisational culture. He has a passion for helping businesses identify and mobilise the untapped potential of the vast majority of employees. Dhesi has led talent, learning, leadership development, and OD functions for three multi-national organisations at the national, regional and global level. Most recently, he led a team of over 230 resourcing, learning and OD professionals with responsibility for employer brand, leadership assessment, recruitment, diversity, performance management, and engagement.

Stacie Habegger
Chief Sales Officer, The ActOne Group

Stacie Habegger is the Chief Sales Officer for The ActOne Group, the parent company of AppleOne, AgileOne, AllSourcePPS, and AllSTEM Connections. She has served within the ActOne Group since 2004, initially as a vice president within the AppleOne staffing division. In 2007, she was promoted to Chief Sales Officer for the group of companies. Habegger places central focus on the acquisition, growth, and development of enterprise accounts for all staffing verticals and for AgileOne. She has been a primary contributor to the development of multiple product lines offered by the company and has been key to their exponential growth.
Simon Kent
Editor-at-Large, HRO Today EMEA

Simon Kent is a freelance writer and editor based in the United Kingdom, and editor-at-large of HRO Today EMEA. He has written extensively on HR, recruiting, and employing people from practically every perspective: training, career progression, technology, recruitment and more. He has written books, white papers, speeches, and B2B film scripts.

Ingrid Kraaijbeek
HR Director, HR Operations, Bridgestone EMEA

Ingrid Kraaijbeek has a dual background in marketing and HR. For many years, she worked in healthcare and life sciences executive search as well as in house with GSK PLC as Talent Acquisition Leader for their Vaccines business. For Bridgestone, Kraaijbeek has held different roles in talent acquisition, talent center of excellence, HR business partner, and most recently HR operations were, together with her team, she looks after the employee lifecycle.

Jennifer Lumba
Chief Marketing Officer, Rideau

With over 20 years of experience in the recognition industry, Jennifer Lumba is a well-respected employee recognition thought leader. She is a Recognition Professionals International (RPI), Certified Recognition Professional (CRP), a member of the Incentive Management Association (IMA), Advertising Specialty Institute (ASI), Promotions Canada (Promocan), the Society of Human Resource Managers (SHRM) and World of Work. Lumba is responsible for the analysis, coordination, and implementation of Rideau’s corporate marketing and public relations. Lumba and her marketing team create new program offerings while overseeing the continued success of Rideau’s existing client programs. She is also responsible for the market development of the Rideau’s Vistance Analytics & Prescriptive Learning Solution and counts the worldwide disruption of human capital management as her #1 goal in life.
## SPEAKER BIOGRAPHIES

### Liz MacKay

**Global Head of Talent Acquisition, DSM**

Liz MacKay joined DSM in 2017 as Global Head of Talent Acquisition. She offers specialised expertise in inclusion and diversity as well as emerging market talent development. Together with her global team, she is responsible for the strategic and proactive recruitment organisation of DSM. Prior to joining DSM, MacKay developed her career as a Human Resources leader with a background in healthcare, technology and digital markets at companies like Google, Philips and Johnson & Johnson. She has worked in both in-house and BPO roles with a particular passion for artificial intelligence and analytics, EVP and employer branding as well as emerging leader development programs.

### Draza Zachary Misko

**President, HRO Today Association**

Draza Zachary Misko leads the *HRO Today* Association, a global membership organisation of HR and workforce executives in the U.S., EMEA and APAC regions dedicated to professional development, peer-to-peer networking opportunities, and industry-leading educational opportunities. Prior to joining SharedXpertise in 2014, he held both provider and practitioner roles in HR. Misko was a global vice president at KellyOCG, managed human resource functions at a worldwide leader in biotechnology and life sciences, Promega Corp, in Madison, WI, and was employed as the senior training manager for Lands’ End, in Dodgeville, WI.

### Dawn Moore

**Director of Human Resources, Morgan Sindall Construction & Infrastructure**

Dawn Moore joined Morgan Sindall Construction & Infrastructure in September 2014. She’s a fellow of the Chartered Institute of Personnel and Development (CIPD and holds a master’s degree in HR management and a postgraduate qualification in employment law. Her areas of expertise include diversity, wellbeing, reward, people development, and organisational change. Moore has developed a transformational and inclusive culture at Morgan Sindall Construction & Infrastructure. Her strategy recognises the wider need to address national skills gaps in the sector by tapping into pools of talent who have not previously considered a career in the sector and making the culture as inclusive as possible.
Craig Morgans
Director of Talent Acquisition, Emerging Talent and Employee Experience, The AA

Craig Morgans is an award-winning HR professional with a proven track record in developing and implementing HR strategy. He currently leads the AA’s talent acquisition, emerging talent and employee experience strategy and is responsible for the design, delivery, and evaluation of employer brand, talent acquisition strategy, emerging talent, outsourced solutions, and employee experience interventions.

Jo Mosley
HR Director, Salvation Army

As HR Director at The Salvation Army, Jo Mosley is responsible for the 4,500 employees who support the vital work of the army delivering services to people across the UK from homelessness and older peoples services to anti human trafficking, and the mission services of the 1000 Salvation Army officers and 700 churches. Mosley is currently building a people strategy for the organisation and is looking at innovative work around upskilling and empowering of managers, a pay and grading review, end to end process mapping, recruitment and onboarding to the ethos and values of the army and improved engagement. She is also continuing her drive to embed diversity and inclusion across the organisation.

Seb O’Connell
President, Europe & APAC, Cielo

President of Europe and Asia Pacific and a member of the Cielo Global Executive Team, Seb O’Connell challenges the accepted norms of RPO and plays a key role in shaping the strategic direction of Cielo - a global RPO leader. O’Connell is passionate about truly understanding his clients’ challenges and ambitions and applying his vision of how strategic talent acquisition should empower and embolden an organisation. By providing a thought-provoking vision, O’Connell has built teams across EMEA and APAC who focus on the experience as well as the results that they deliver to their clients and candidates. His enthusiasm for rapid and robust transformational change is evidenced within his own organisation as under his leadership, Cielo has opened additional offices in Manchester, Budapest, Singapore, and Manila in the last two years.
SPEAKER BIOGRAPHIES

Steve Richardson
Former Director of Employee Recognition, RBC Financial Group

As a champion of the recognition industry for over 30 years, Steve Richardson has touched the lives of thousands with his passion and dedication to making employees at every level understand the concepts and validity of a quality employee recognition programme. Richardson believes without a doubt in the power of employee recognition, and has worked tirelessly for decades to make sure the employees of RBC feel appreciated and valued. His dedication to the recognition industry is relentless. He is a past president and longest serving board member of Recognition Professionals International, which also recognised him as Recognition Champion with the Pamela Sabin Award. He’s also previously been named an HR Superstar by HRO Today, and integrated a three-dimensional employee recognition programme for more than 80,000 employees at RBC.

Matthew Rodger
Chief Growth Officer, Alexander Mann Solutions

Matthew Rodger has 28 years of experience in talent acquisition and contingent workforce solutions and 18 years with Alexander Mann Solutions. He is a member of the Alexander Mann Solutions board and a registered director of the company. Rodger is accountable for the growth of the organisation across all service lines and new to market revenues as well as M&A strategy. In his career, he has led the client engagement, design, and implementation of numerous complex CWS and RPO programmes for multi-national corporates including RBS, Vodafone, BNP Paribas, Lloyds Banking Group, Crown Commercial Services, Serco, Rolls-Royce and Santander to name but a few.

Dr. Charles Scherbaum
Professor of Psychology, Baruch College, City University of New York & Chief Analytics Officer, Rideau Inc.

Dr. Charles A. Scherbaum is an expert in analytics, talent assessment, performance management, and employee research. He is an associate professor of psychology at Baruch College, City University of New York. He leads the research, analytics and benchmarking for Rideau’s Vistance Analytics & Perspective Learning solution and uses statistical and analytical data to gain insights into the social and fiscal benefits of a carefully executed recognition strategy. A part of the Rideau Recognition Solutions team since 2007, Scherbaum consults with Rideau and its clients on analytics and workforce metrics. His specialised expertise draws from his vast background and research in human capital. Scherbaum receive his Ph.D. in industrial and organisational psychology from Ohio University.
Indi Seehra  
**Director of Human Resources, London School of Economics and Political Science**  
Indi Seehra is Director of Human Resources at the London School of Economics and Political Science. He is the Chair of the Board of the parent company to Vitae, CRAC. Vitae is a programme of work dedicated to releasing the potential of researchers through transforming their professional and career development. In addition, he is an independent member of the Board of Directors for Resaver, a multi-employer, multi-currency and multi-country Pension Scheme for organisations who are engaged in research activity across Europe and an adviser to the International Bar Association’s Global Employment Institute. Seehra graduated from Portsmouth University and was subsequently awarded a master’s degree from Sheffield Business School as well as University of Cambridge.

Julie Sharp  
**Former Head of Group HR, Bank of Ireland**  
Julie Sharp joined Bank of Ireland as Head of Group Human Resources and brought diverse HR experience to the Group, gained in several different companies including ING. Sharp held a number of senior HR positions with ING, ranging from Regional HR Director, Australia, to Regional Head of HR & Board Member, Hong Kong, ING Asia Pacific, where she was responsible for 17,000 employees, covering investment management, insurance and real estate. After 10 years working with ING, she moved to Ireland with her family where she has been engaged in consulting. Prior to ING, Sharp was the HR Director for Citibank Australia and Arthur Anderson. She holds an MBA in International Business Management from Charles Stuart University, having previously graduated from the University of New South Wales with a Bachelor of Science, majoring in Psychology.

Mark Stewart  
**HRD and General Manager, Airbus**  
As HRD and General Manager, Mark Stewart is the lead for the Brexit People Work Stream at Airbus, which includes looking at topics around: resourcing and risk mitigation, mobility, legal, pensions, and communications. To support his employees through Brexit, Mark has been highly visible, involved, open, honest, and engaged at all levels and has put himself in situations where people were very emotional. All work streams were critical to the ongoing success and business’ ability to adapt any potential outcome of Brexit, so Stewart ensured Airbus was properly represented in any external discussions with government officials and supported the formulation of the governance strategy in all areas affecting people. Linked to Stewart’s commitment to be present and available for those affected by Brexit, he attended a series of Brexit Roadshows across four core countries to exchange with people face-to-face and listen to their concerns on the subject.
Craig Sweeney
Senior Vice President, Global Strategic Talent Solutions, WilsonHCG

Craig Sweeney is Senior Vice President, Global Strategic Talent Solutions, at WilsonHCG. He leads new client development across North America, as well as the EMEA, APAC and LATAM regions. He spends a lot of time consulting with clients and works alongside his team of regional experts to develop proactive talent solutions to ensure customers have diverse and passionate people to support their business goals.

Charlotte Sword
Global Head of HR, Foster + Partners

Charlotte Sword is a commercial HR Director with 20 years cross sector experience. She is the Global Head of HR and sits on Foster + Partners’ board. Sword has experience in various industries including professional services, investment, construction, and technology. She is responsible for implementing all HR strategies including building a commercially focused HR team, developing and implementing the strategic people agenda across multiple locations, and influencing senior stakeholders. She is also responsible for the full range of HR functions including learning and development, resourcing, employee relations, reward, global mobility, organisation design, and change management.

Hélio Vogas
HV International

Hélio Vogas has advised and coached many Fortune 500 executives into improving their workplace and increasing talent retention through easy-to-implement, simple strategies that work. He was responsible for building a highly-skilled talent pool for Elance in Rio de Janeiro, Brazil. He also constantly works with JADE, a global association of over 22,000 talented youth professionals, and has trained thousands of young professionals across the globe to achieve peak performance at their workplace.

Andrew Wilkinson
Group Managing Director of EMEA & APAC, PeopleScout

Andrew Wilkinson, Executive Leader and Group Managing Director of Europe and Asia Pacific at PeopleScout, has spent his entire career in the world of resourcing and recruitment marketing and is an experienced strategic leader working with both clients and the business to drive solutions to key challenges. He joined PeopleScout through the acquisition of TMP Holdings LTD, an independent UK RPO, resourcing and employer branding company. As CEO, he led the management buyout of the business from Monster in 2006 until the successful sale to PeopleScout in 2018. At Monster, he held various roles including CEO Europe of Monster in the early 2000s and he is excited to lead on the development of PeopleScout across Europe and Asia Pacific.
Thank you to our EMEA Board of Advisors for your ongoing support and leadership!

Greg Barber  
Allegis Global Solutions

Darren Bartholomew  
Leonardo MW Ltd

Franck Boubon  
ISG

Ross Donovan  
Advantage xPO

Nikki Edwards  
NelsonHall

Sally Hunter  
Cielo

Darren Lancaster  
Hudson

Jo Mosley  
Salvation Army
ActOne Group

The ActOne Group, parent company of AgileOne, is a global enterprise that provides employment, workforce management, and procurement solutions to a wide range of industries, Fortune 500 organisations, local and mid-market companies, and government agencies.

AgileOne is the “one” workforce solutions provider to offer comprehensive solutions leveraging the best of the best, combined with our technology expertise, consulting services, and exceptional delivery teams to meet all of your talent attraction and management needs. From cutting-edge technologies to award-winning services, AgileOne has the resources to provide true total talent management.

Cielo is the world’s leading strategic recruitment process outsourcing (RPO) partner. In short, we help our long-term partners transform their talent acquisition function to hire better talent faster. Headquartered in Brookfield, Wisconsin, near Milwaukee, our global presence includes more than 2,000 employees serving more than 143 clients across 91 countries in 33 languages. This footprint includes Moorland Gray, the largest executive search firm in the Middle East.

We are Alexander Mann Solutions and we’re passionate about helping companies and individuals fulfill their potential through talent acquisition and management. Today, over 4,000 of our talent acquisition and management experts partner with more than 100 blue-chip organisations, operating in 40 languages, and over 90 countries. We deliver a distinctive blend of outsourcing solutions and — through Talent Collective — a full range of consulting and specialist services. We provide unrivalled experience, capability and thought leadership to help clients attract, engage and retain the talent they need for business success. For more information, visit www.alexandermannsolutions.com.

In a landmark partnership, HRO Today and the Wharton Center for HR have combined forces to create the CHRO Today Executive Network (C-TEN). The C-TEN provides CHROs with resources to help them succeed: professional development, innovation, best practices, and direct access to a community of peers. Contact Renee Preston for more: 215-606-9562.

Guidant Global provides global workforce management solutions (MSP, RPO & SOW) that help companies find the best permanent and contingent talent. We champion #ABetterWay — a more forward-thinking way of working; moving away from the embedded staffing industry mentality of ‘recruitment by numbers’ and taking a wider perspective, by shifting the focus to people — the vibrant force that drives thriving businesses and creates energy and opportunity. It’s the way Guidant Global works every day that makes us different and able to deliver #ABetterWay. Our people-centric approach, culture and collaboration with others is what truly sets us apart from others in our industry. Our team has unprecedented insight into the world at work. Guidant Global is active in over 80 countries, managing over 200,000 engagements, for over 90 clients each year. Global talent shortages are rife. Our insight helps businesses buck the trend to get the best talent.
Together for Invigorating Exchange

Bringing Talent Acquisition Executives Together for Invigorating Exchange

LANDMARK PARTNERSHIP

In a landmark partnership, HRO Today magazine and the Wharton Center for Human Resources have combined forces to create TALENT – the Talent Acquisition Leaders Executive Network Team.

TALENT fits your schedule!

Ten (10) monthly meetings held by phone or web PLUS the opportunity to meet in-person twice each year!

OPPORTUNITY

This is your opportunity as a talent acquisition executive to:

- Engage with other leaders
- Share past successes and failures
- Learn about standards and practices to reduce waste and improve customer service, candidate experience, and employer brand
- Gain a competitive edge that helps you on your career path to CHRO

JOIN TODAY

For more information, contact Renee Preston at: Renee.Preston@SharedXpertise.com or +1 (215) 606-9562.

TOPICS

Discussed in the Past Year:

- Employer branding & recruitment advertising
- Diversity
- Interviewing
- Recruitment process efficiency
- Pre-employment logistics

MEMBERS

Share Best Practices on:

- Strategic workforce planning
- Referral programs
- Crowdsourcing
- TA technologies

hrotoday.com/TALENT
The HRO Today Association is a membership channel and community dedicated to professional development, peer-to-peer networking, opportunities, and topical service & technology promotions to help you better your business. Since 2002, HRO Today has been at the forefront of the service delivery industry and has an unrivaled network of content and contacts that have helped to shape how the HR industry has evolved. Our content is designed to enable HR to produce workforce productivity and offer a range of benefits such as better practices, functional training, networking in person and online, regional and interest group meetings, opinion pieces, annual awards and much more. Membership of the HRO Today Association puts you in the community that serves to improve the business of HR for themselves, their companies and the industry as a whole. For more information, please visit www.HROToday.com/Association.

Since our foundation in Dublin, Ireland in 1990, our mission has been to help our clients to accelerate the development of drugs and devices that save lives and improve quality of life. We do this by delivering best in class information, solutions and performance, with an unyielding focus on quality at all times. We offer a full range of consulting, development and commercialisation services from a global network of offices in 37 countries. We focus our innovation on the factors that are critical to our clients – reducing time to market, reducing cost, and increasing quality – and our global team of experts has extensive experience in a broad range of therapeutic areas.

Korn Ferry is a global organisational consulting firm. We help clients synchronise strategy and talent to drive superior performance. We work with organisations to design their structures, roles, and responsibilities. We help them hire the right people to bring their strategy to life. And we advise them on how to reward, develop, and motivate their people.

Our 7,500 colleagues serve clients in more than 50 countries. We offer five core solutions:

- Organisational strategy
- Assessment and succession
- Talent acquisition
- Leadership development
- Rewards and benefits

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PeopleScout is the world’s largest RPO provider, and your talent partner for Europe and beyond. Whether you are hiring volume roles, specialist vacancies or running a dedicated entry level talent campaign, we have the skill, technology and experience to meet your hiring objectives. Every talent solution emerges from a unique challenge. Whilst our clients’ evolving requirements are specific to their business, they share one common goal: to recruit and retain a workforce with the best talent, now and in the future. We are delighted to be attending the HRO Today EMEA Forum.
KEY DIFFERENTIATORS

Rideau’s approach to the career experience is based on our mission to build meaningful work relationships using personalized and creative human capital solutions. We offer solutions that focus on distinct phases of the career experience including recruitment, recognition, onboarding, employee surveys, and learning and development.

Vistance®, Rideau’s innovative, employee recognition platform, is reinventing human capital management by delivering a true “Return on Recognition.” Vistance’s patent-pending technology and proprietary data analytics uses RQ™ metrics (Recognition Quotient - the “IQ” of Recognition) and prescriptive learning training modules individually prescribed based on the manager’s specific needs to help managers better engage with their employees and move your KPIs in the right direction!

- From service anniversary and points-based programs to social recognition, health and wellness, and safety programs, we can handle all your employee recognition program needs.
- The Vistance® recognition platform makes it easy to improve work cultures and understand the return on your recognition investment.
- Our recruitment solutions are designed to meet both immediate and long-term needs and help reduce the time to hire without sacrificing candidate quality.
- Measure employee engagement AND experience with a survey built by employees for employees. We combine the industry-leading RESPECT Survey framework with our cloud-based survey platform that simplifies your survey development, deployment, reporting and analytics.
- Trendicators™, the research division of Engage2Excel, conducts national and international statistically valid surveys on employee perceptions and preferences. Trendicators arms our clients with up-to-date research to help understand the current landscape and emerging industry trends.
- Our team of experts will help you design, implement, communicate, and reevaluate your recruitment, employee survey and recognition programs they are maximizing you ROI.

TECHNOLOGY

Human Resource executives increasingly rely on technology and predictive analytics to provide meaningful and timely insights on the state of their organizations. HR platforms, especially those whose foundation is built upon employee recognition, are increasingly leaving the confines of the HR department to help improve overall organizational results. Vistance’s® predictive analytics and learning uses cutting-edge, SaaS-based technology to help “disrupt” the norm and provide analytic data that has been scientifically-proven to close performance gaps and move your KPIs in the right direction.

- Vistance® won HRO Today’s prestigious iTalent competition (twice) and was awarded the Tektonic award for “Most Disruptive Technology.”
- Because it is SaaS-based and centralized, Vistance® does not require you to change your current recognition program or provider.
- Our technology is built for today’s diverse workforce and can be easily accessed from any device or operating system.
- Vistance’s prescriptive micro-learning modules were developed with the busy manager in mind and each can be completed in less than 15 minutes.

EXECUTIVE SPOTLIGHT

JACK WILEY, PH.D. – CHIEF SCIENTIFIC OFFICER

RESPECT, the book authored by engagement expert Jack Wiley, Ph.D. reveals what employees really want most from their employer, which can be summarized by the acronym RESPECT—Recognition, Exciting Work, Security, Pay, Education & Career Growth, Conditions, and Truth.

Decades of Dr. Wiley’s research demonstrate that organizations that create exciting work, developmental opportunities, security, honest communication, and positive work environments simply outperform those that don’t on every important financial, customer, and employee metric. This science-based methodology drives all of Engage2Excel’s solutions and offerings.

Dr. Wiley’s research verifies that recognition is consistently one of the top things that employees most want from their organization and their managers. Appreciating and recognizing employees for their contributions is a fundamental building block of sustained organizational performance.

CHARLES SCHERBAUM, PH.D. – CHIEF ANALYTICS OFFICER

Over a decade of research by Rideau’s Chief Analytics Officer, Dr. Charles Scherbaum, finds that managers who effectively recognize their employees have teams that are more engaged, deliver a better customer experience, and produce better financial results.

Not all managers, however, understand how to deliver effective employee recognition and many managers need focused, developmental opportunities to increase their recognition skill acumen. Rideau’s Vistance Learning® platform provides managers with prescriptive micro-learning that is customized to the specific needs of each individual manager.

Dr. Scherbaum’s research has shown that managers who engage with the Vistance Learning® platform are able to improve their recognition effectiveness and subsequently increase the engagement levels of their people and financial performance of their organization.
Founded in 1912, Rideau is one of world’s most experienced and respected employee recognition providers. From our roots as an awards manufacturer, we have become one of the world’s most knowledgeable career experience solutions providers. We are continuously improving the use of human capital management to drive results. Through research, we know that candidates want to feel what it’s like to work in an organisation before they even accept an offer, so we’ve combined the candidate and employee experience. Our broader approach looks at the entire talent lifecycle from pre-hire to retirement and focuses on attracting, engaging and retaining your best talent. Rideau’s approach to human capital management is data driven. Our innovative, SaaS-based Vistance™ platform coupled with our proprietary analytics and breakthrough Vistance™ RQ metric provides a unique human capital management solution that will generate measurable returns on your investment and lower your program costs.

SocialTalent offers a complete learning experience platform for hiring professionals in enterprise roles, helping teams to grow and adapt in an age of transformation. SocialTalent’s learning platform carefully curates video training for hiring teams, with exclusive learnings from the world’s leading hiring professionals. The company is based in Dublin, Ireland and services enterprise clients in the US, UK & Northern Europe with users in all corners of the world.

In a landmark partnership, HRO Today and the Wharton Center for HR have combined forces to create the Talent Acquisition Leader Executive Network Team (TALENT). The TALENT provides resources to gain a competitive edge in recruitment that helps advance the path to CHRO. Contact Renee Preston at 215-606-9562 to learn more.

WilsonHCG helps companies reach their talent objectives by transforming the way they function. No matter your talent needs, we can help: We’ve pinpointed the most experienced candidates for hard-to-fill C-suite positions and hired thousands of immediate-need employees within a short span of time.

There are a lot of companies that focus on talent solutions, but we’re different. We know you’re looking for more than filled seats, and that’s why we offer the industry’s most comprehensive and flexible talent solutions – and take a proactive approach. As a result, you’ll hire people that excel at their jobs and align with your corporate culture, leading to an innovative and cutting-edge company.
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