CAPES & APSO

WEC Conference Reflections & Insights

CAPES
VOICE OF THE STAFFING INDUSTRY

2025 / World EMPLOYMENT Conference

SOUTH AFRICA

World Employment Confederation: Who we are

The World Employment Confederation is the voice of the private employment services industry at the global level, representing national federations as well as workforce solutions companies from across the world.

Founded in 1967 under the name of CIETT, it has evolved to cover today a wide range of HR services, including agency work, direct recruitment, career management, Recruitment Process Outsourcing (RPO), Managed Service Provider (MSP) and more recently, Employer of Record.

Jacqui Ford, APSO CEO & WEC Board member

WORLD EMPLOYMENT CONFEDERATION

Thematic Areas

The Next Generation of the Workforce

The Next Generation of Leadership

The Next Generation of Labour Markets

The Next Generation of Recruitment

The Next Generation of Staffing Firms

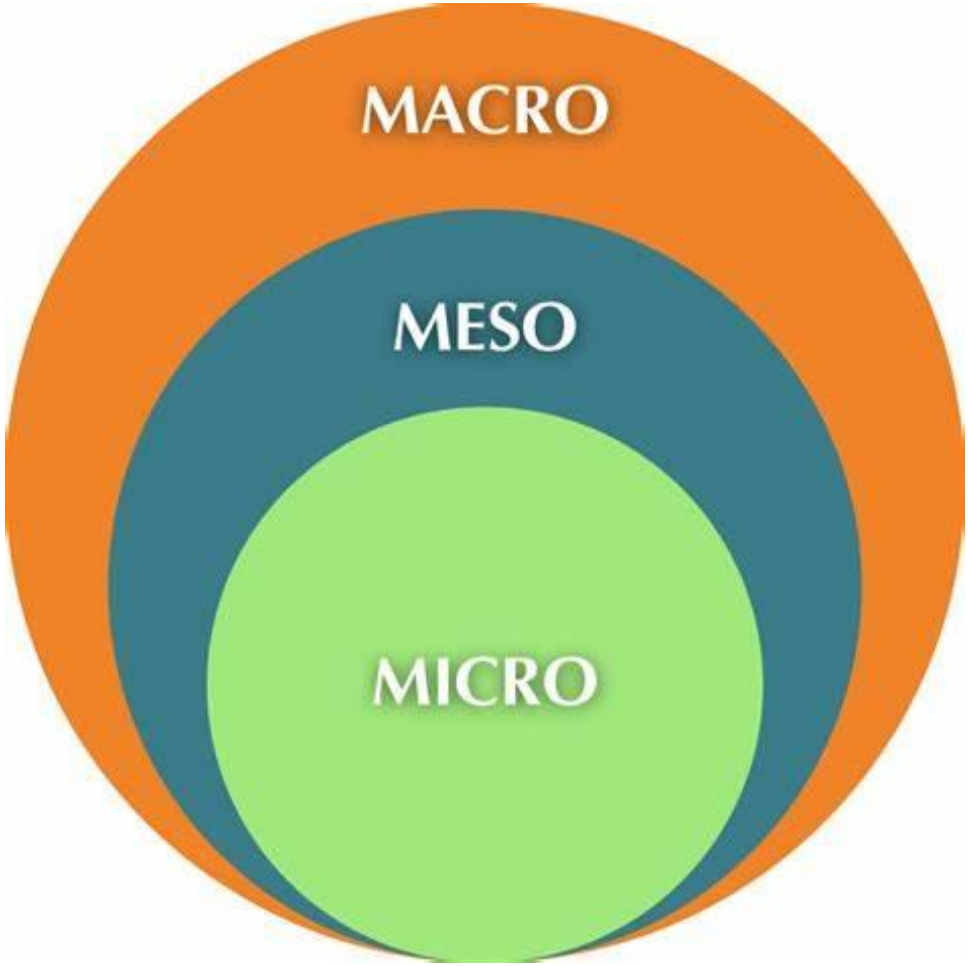
The Next Generation of Social Responsibility

The Next Generation of Competitive Edge in an AI-Powered Market

The Next Generation of Global Talent Solutions

The Next Generation of Staffing Professional

The Next Generation: The Lens



Macro – Global trends & leadership

Meso – The industry / staffing firms

Micro – The enterprise & the recruiter

Macro: Global trends & leadership

Macro: Global Trends & Leadership

- Find the sweet spot between high tech and high touch
- Do not start with the product, start with the customer
- To win in the marketplace, you first need to win in the workplace.
- CEX = Employee engagement; Customer experience

Leadership's role: Educate! Enable! Enforce!

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Nancy Rademaker

Macro: Global Trends & Leadership

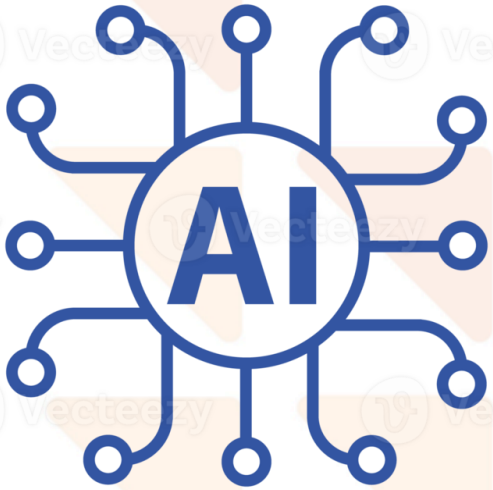
→ The exponential growth of AI
→ There's an AI for That
→ The #1 website for AI tools. Used by 50 million people to find the right tool for any task or use case

Δ Increased desire for flexibility from both employers & workers, the platform economy, self-employment and independent contractors are on the rise

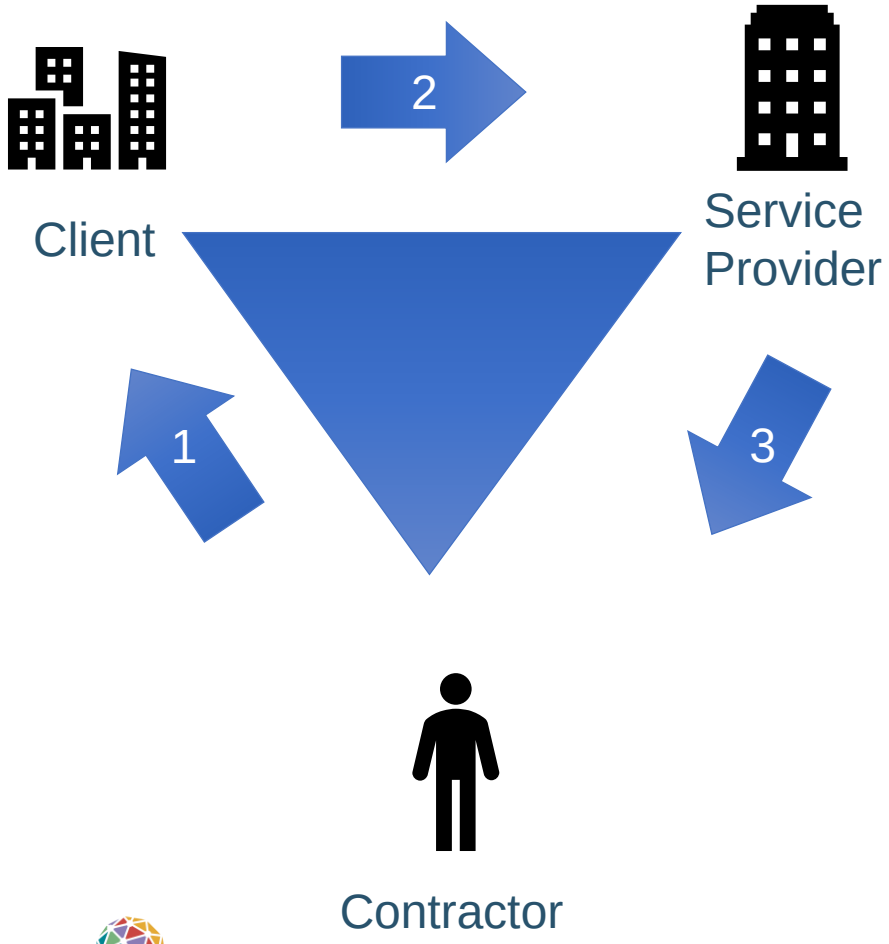
Δ An economic shift where digital platforms facilitate interactions between businesses, individuals and resources, which can lead to new economic opportunities and innovation

Δ Employer of Record (EoR) is gaining momentum

Δ Full employment can be addressed by migration and remote work, enhanced through strategic partnerships



It’s all about triangles…



Employer /Agent of Record*

1. A client identifies a self-employed candidate via their own recruitment channels.

2. Client asks service provider to setup the contractual relationship

after that:

3. The candidate renders his defined service, under his own responsibility, to the client. And the candidate can NOT be embedded in the client’s organisation

EoR / AoR exists in many more variations! Opt-in contractors, employed contractors, portage (in France) etc.

WORLD EMPLOYMENT CONFEDERATION
The Voice of Labour Market Enablers

LEADING IN A CHANGING WORLD OF WORK

Meso: The industry / staffing firms

Meso: The industry / staffing firms

VUCA - Volatility Uncertainty Complexity Ambiguity

- Δ Build recruitment businesses that are resilient, agile, and equipped for the future.
- Δ Explore key industry shifts, emerging technologies, and innovative business models that drive long-term success.
- Δ Gain insights into adapting to market changes, leverage data-driven strategies and develop a forward-thinking approach to talent acquisition.
- Δ Some of the technologies allow us to get closer to candidates and customers in a way that they want to be sold to and communicated with
- Δ It allows us to embrace new ways and forums for communication rather than traditional ways, which used to be just the telephone or face-to-face meeting.
- Δ Video has been around for a while, but it's getting better and better and it's really opening and changing the way that we communicate with candidates, consultants, and customers.
- Δ AI can make recruiters lazing – use AI as an enabler to enhance service delivery, not replace it.
- Δ Recruiters will not be replaced by AI – recruiters will be replaced by other recruiters using AI.
- Δ Recruitment companies need to remain competitive and sustainable in an evolving landscape.

Creating Future-fit Recruitment Companies

James Osbourne

more to come...

Meso: The industry / staffing firms

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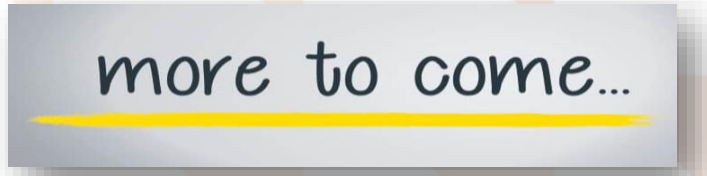
Worknation – An opportunity for collaboration:
Shaping the Future of Work in Africa
Global Africa

The exciting potential of Worknation, a collaborative initiative aimed at shaping the future of work across the continent.

Businesses, governments, and educational institutions can work together to address the unique challenges and opportunities in Africa's labour market.

Topics included skills development, workforce mobility, and fostering inclusive growth in a rapidly evolving digital economy.



Meso: The industry / staffing firms

Industry could move the needle and optimise DEIB when consulting on sectoral targets, supporting clients, as a retention strategy, to enhance the sense of belonging within a diverse workforce.

Diversity: Refers to demographics, including gender, age, ethnicity, race, sexual orientation, location, nationality, disability status, and more. Creating a workplace environment that supports and nurtures diverse employees is what matters.

Equity: An equitable organisation means that every employee receives equal opportunities, is treated fairly, and has the resources they need to succeed in their job, regardless of their background.

Inclusion: Means that all employees are treated with respect and care, despite any differences, and are made to feel welcome, valued, and heard.

Belonging: All employees should feel accepted, valued, and heard at work. Belonging is about fostering psychological safety in team situations, where every team member is comfortable expressing themselves without fear of judgment or retribution. Regardless of how long an employee has been in the company or team, they should feel welcome and needed and receive the same comradery and opportunities as anyone else.

Meso: The industry / staffing firms

Overview of the latest legislative & industry update impacting our sector

Elias Monage

→ A high-level briefing on the most recent legislative changes and industry developments affecting the staffing and recruitment sector

→ Expert insights into regulatory shifts, compliance challenges, and how these updates impact businesses

→ As a key industry leader, he also highlighted CAPES' role in advocacy and engagement with policymakers to shape a more sustainable and competitive industry landscape

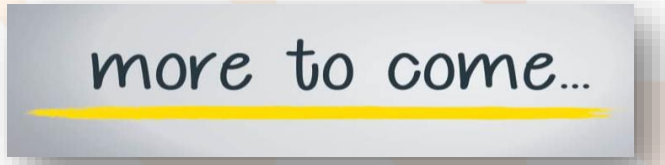
Insights from a fireside chat with Richard Branson

Johnny Goldberg

→ An exclusive fireside chat with Sir Richard Branson, offering valuable insights into leadership, innovation, and the future of business

→ Delved into Branson's perspectives on entrepreneurship, risk-taking, and navigating challenges in a rapidly evolving world

- The power of story-telling by an authentic leader
- Choose the right people
- Find balance



Meso: The industry / staffing firms

Shared experience with our trusted partner: DEL

Martin Ratshivhanda

Director: Private Employment Agencies and ES Board Secretariat

- Think global, act local – the rules are being rewritten
- Enriches knowledge of international trends
- Opportunities to explore PPPs
- Regulatory Insights
- Trusted partners
- Employment Services Board
- Bilateral relationship
- MOU

employment & labour

Department:
Employment and Labour
REPUBLIC OF SOUTH AFRICA

The Great Mismatch

Engage DEL to accelerate Bilateral agreements and initiatives to support skills for export and/or cross-border placements, to maximise current global demands for skills and talent.

Meso: The industry / staffing firms

The industry makes significant contribution to the SDGs, particularly SDG 8 – Decent work and Economic Development. Such references should be utilised when engaging the appropriate audience, who are responsible for 2030 Agenda and included in marketing material & proposals.

Micro: Enterprise & the recruiter

Micro: Enterprise & the Recruiter

Ideas & Inspirations

- Valuable perspectives on how international trends can be adapted to local markets to stay ahead in an evolving industry.
- **#love your work**, but ensure you have a commercial model which makes sense.
- Walk away from bad business.
- Cost of doing business in Australia is high – clients are looking for lowest cost solutions – offshore, insourcing. Pushing for 180 days payment terms.
- Shift in market – large players losing out to boutique, specialised services and are seeking to offer complementary services to gain share of wallet.
- Don't give away IP; detailed tenders and proposals can unintentionally offer complete solution, which can be used without any financial gain to the proposer. Seek to gain consulting fees, avoid oversharing IP

- AI presents for enhancing efficiency, improving candidate matching, and streamlining processes. The potential risks, such as job displacement and ethical concerns need to be considered and how businesses can navigate these challenges to leverage AI responsibly.

Micro: Enterprise & the Recruiter

Staffing trends 2025: Talent Sourcer to Talent Strategist

HR Consulting	Outplacement / Career trainers	Employee Engagement & Retention
Online Job Advertising	Staffing	Outsourcing / SOW* Consulting
Payrolling EoR	Upskilling & reskilling	Workforce solutions

Agent / Artificial Intelligence	Human Intelligence
Information processing & memory	Common sense & reasoning
Speed & scalability	Emotional intelligence
Maths & logical reasoning	True creativity
Precision & consistency	Consciousness & self-awareness
Creativity (in specific domains)	Ethical & moral judgement
Autonomous adaption & learning	
Emotional understanding	
Unbiased processing	

more to come...

Micro: Enterprise & the Recruiter

- Recruitment is not just about hiring, but about creating long-term success for businesses, employees, and society.
- Ethical, purpose-driven recruitment practices can drive both profitability and positive social impact.
- Recruitment firms can align their strategies with a higher purpose while maintaining a competitive edge in the industry.
- This means they should consider serving all stakeholders, including their employees, humanity, and the environment.
- They shouldn't limit the impact of their achievements to just their management teams and shareholders.
- Principles of conscious capitalism—balancing business growth with responsibility, sustainability, and meaningful work.

Conscious Capitalism in Recruitment

Tabea Tshesane

Worknation:

Shaping the Future of Work in Africa

Ross Stewart

Employer of Record (EOR)

Johan Opperman

EOR

Definition (EOR):
An Employer of Record (EOR) is a third-party organization that legally employs workers on behalf of another business. The EOR takes on all employment-related legal and administrative responsibilities, such as payroll, tax withholding, benefits administration, and compliance with local labour laws. The client company directs the employee's daily work and performance but does not serve as the legal employer.

Structure and Roles in an EOR Arrangement:
There are three main stakeholders in an EOR setup:
•**Client Company:** The business that needs to hire talent, often in a country or region where it lacks a legal entity. The client manages the employee's tasks and work output.
•**Employer of Record (EOR):** The official employer for legal and tax purposes. The EOR handles employment contracts, payroll, taxes, benefits, compliance, onboarding, and offboarding.
•**Employee:** Works under the supervision of the client company but is legally employed and paid by the EOR. The employee receives salary, benefits, and legal protections through the EOR.

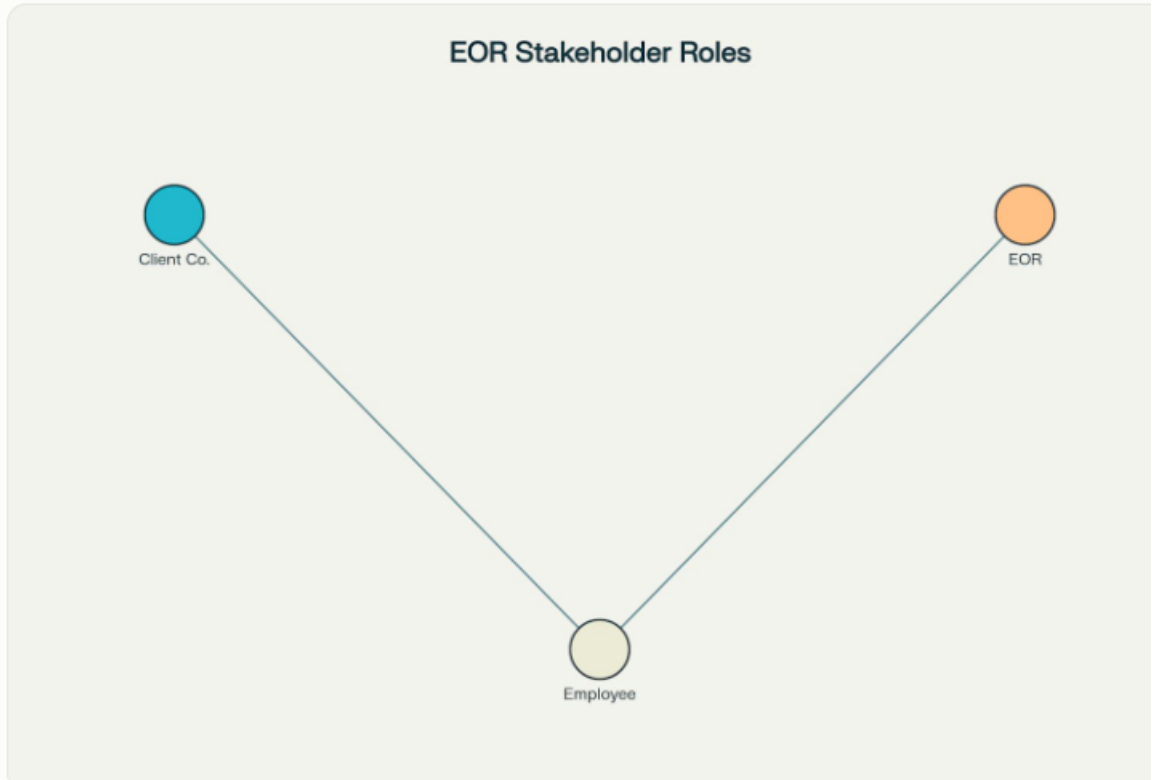
Key Functions of an EOR:
•Processing payroll and managing tax withholdings
•Ensuring compliance with local employment laws and regulations
•Administering employee benefits
•Drafting and maintaining employment contracts
•Supporting onboarding and offboarding processes

Prevalence and Growth of EORs:
The use of EORs has grown rapidly due to the rise of remote work and the need for companies to hire internationally without establishing local subsidiaries. The EOR model is especially popular among technology, healthcare, education, and finance companies that require global talent. Small and mid-sized businesses particularly benefit from EORs, as they enable international hiring while minimizing legal and administrative complexity.

EOR

Stakeholder	Role & Responsibilities
Client Company	Directs daily work, manages performance, sets compensation
Employer of Record (EOR)	Legal employer, manages payroll, benefits, compliance, contracts
Employee	Performs work for client company, employed by EOR

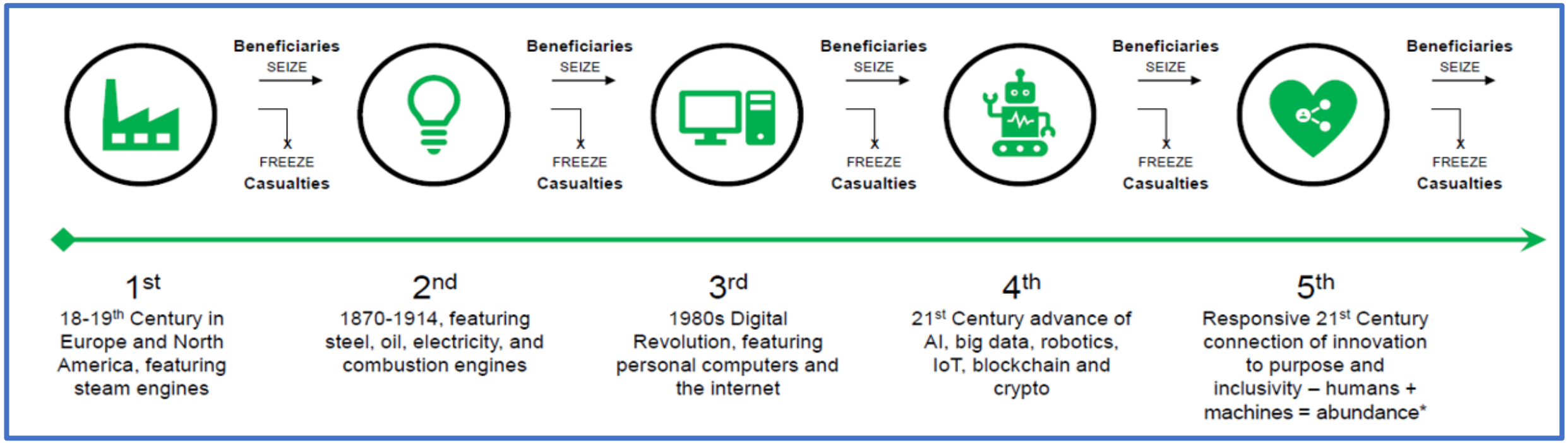
Diagram: Stakeholders and Their Roles in an EOR Arrangement



AI: Beneficiary or Casuality?

Transforming the Staffing Industry

John Botha



1st
18-19th Century in Europe and North America, featuring steam engines

2nd
1870-1914, featuring steel, oil, electricity, and combustion engines

3rd
1980s Digital Revolution, featuring personal computers and the internet

4th
21st Century advance of AI, big data, robotics, IoT, blockchain and crypto

5th
Responsive 21st Century connection of innovation to purpose and inclusivity – humans + machines = abundance*

Why This Matters

"AI won't replace staffing agencies — but agencies who use AI **will** replace those who don't."

THE 5 FATAL MISTAKES

Why Businesses Fail to Adapt & How to Avoid Their Fate

1 RESISTANCE TO CHANGE

Companies become comfortable with success and refuse to evolve. They ignore emerging technologies and cling to outdated business models, even when market signals scream for transformation.

POLAROID

Despite inventing digital photography, Polaroid refused to cannibalize their instant film business. They watched competitors take over while protecting yesterday's profits.

2 POOR LEADERSHIP & VISION

Leaders fail to anticipate market shifts or make critical strategic decisions too late. They lack the vision to see beyond current success and miss the next wave of innovation.

BUILDER.AI

Leadership overpromised on AI capabilities without proper technical foundation. Poor strategic decisions led to massive layoffs and credibility loss in the no-code space.

3 PREMATURE SCALING

Companies build expensive infrastructure and operations before validating customer demand. They assume success will continue and scale too fast without proper market testing.

WEBVAN

Spent $1.2 billion building delivery infrastructure before proving the online grocery model worked. Burned through cash trying to scale nationally without local success.

4 LACK OF TRANSPARENCY

Companies misrepresent their capabilities, hide problems from stakeholders, and make promises they can't keep. This destroys trust and credibility when the truth inevitably surfaces.

BUILDER.AI (Again)

Oversold AI capabilities to investors and customers, claiming fully automated development that required significant human intervention. Transparency issues led to investor pullouts.

5 IGNORING CUSTOMER SHIFTS

Companies stop listening to evolving customer needs and digital behavior changes. They assume customer loyalty will persist while competitors offer better, more convenient solutions.

BLOCKBUSTER

Ignored customer shift toward convenience and on-demand entertainment. Customers wanted streaming and home delivery, but Blockbuster stuck with physical stores and late fees.

THE PATTERN IS DEADLY

These failures aren't random. They follow a predictable pattern of complacency, denial, and reactive panic. The companies that survive are those that anticipate change, embrace innovation, and put customer evolution at the center of their strategy.

AI REVOLUTION

BENEFICIARY OR CASUALTY

Transforming the Staffing Industry Forever

THE TRANSFORMATION IS HAPPENING NOW - CHOOSE YOUR SIDE

AI BENEFICIARIES

- 10x faster candidate matching and placement
- 85% improvement in candidate-role fit accuracy
- 60% reduction in operational costs
- 300% increase in client satisfaction scores
- 24/7 automated screening and engagement
- Predictive analytics for market trends
- Unlimited scalability without proportional costs
- Perfect compliance and audit trails
- Market leadership and competitive moats
- Data-driven decision making advantage

VS

AI CASUALTIES

- Slower, manual processes losing clients daily
- Higher mismatch rates damaging reputation
- Escalating costs with shrinking margins
- Frustrated clients switching to AI competitors
- Limited by human hours and capacity
- Reactive instead of predictive planning
- Cannot scale without massive hiring
- Compliance risks and human errors
- Constantly playing catch-up
- Decision paralysis from information overload

77%

of staffing firms plan to increase AI investment in 2025

$4.4B

AI recruitment market size by 2030

68%

faster time-to-hire with AI automation

3X

higher revenue growth for AI-adopting firms

THE AI TRANSFORMATION TIMELINE

2024-2025

Early adopters gain massive competitive advantages. Late adopters start losing clients.

2026-2027

AI becomes table stakes. Non-AI firms face existential crisis as clients demand automation.

2028-2030

Market consolidation. Only AI-powered firms survive and thrive in the new economy.

THE CHOICE IS YOURS

But the window is closing fast.

Every day you delay AI adoption, your competitors gain ground. Every manual process you maintain costs you clients, talent, and market share.

Will you lead the AI revolution or become its casualty?

The staffing industry is transforming. Your position in it depends on the decisions you make today.

Risk Matrix for SA Staffing Firms

Quadrant	Description	Examples
Q1	🟢 AI Leaders – Ready and Resilient	Digital-first agencies, AI upskilled
Q2	🟡 Traditional Strongholds – High client trust, low tech adoption	Large recruiters without automation
Q3	🔴 At Risk – No AI, no strategic future	Admin-heavy firms with poor agility
Q4	🟠 AI Explorers – Tech-first, but underprepared	Start-ups lacking compliance culture

& IMPLEMENTATION →

STRATEGIC POSITIONING & RE

Q2: TRADITIONAL STRONGHOLDS

High client trust and established relationships, but dangerously low tech adoption. These firms risk being disrupted despite their current market position.

Examples:

- Large recruitment firms without automation
- Legacy agencies relying on manual processes
- Traditional headhunters with strong networks
- Established firms avoiding digital transformation

VULNERABLE

Q1: AI LEADERS

Ready and resilient. These firms have successfully integrated AI while maintaining strategic depth. They're positioned to dominate the future market.

Examples:

- Digital-first staffing agencies
- AI-upskilled recruitment teams
- Tech-enabled boutique firms
- Data-driven talent platforms
- Automated compliance leaders

THRIVING

Q3: AT RISK

No AI adoption and no strategic future. These firms face existential threat as clients demand automation and competitors offer superior solutions.

Examples:

- Admin-heavy firms with poor agility
- Paper-based recruitment processes
- Agencies resistant to change
- Manual-only operations
- Firms with outdated systems

DANGER

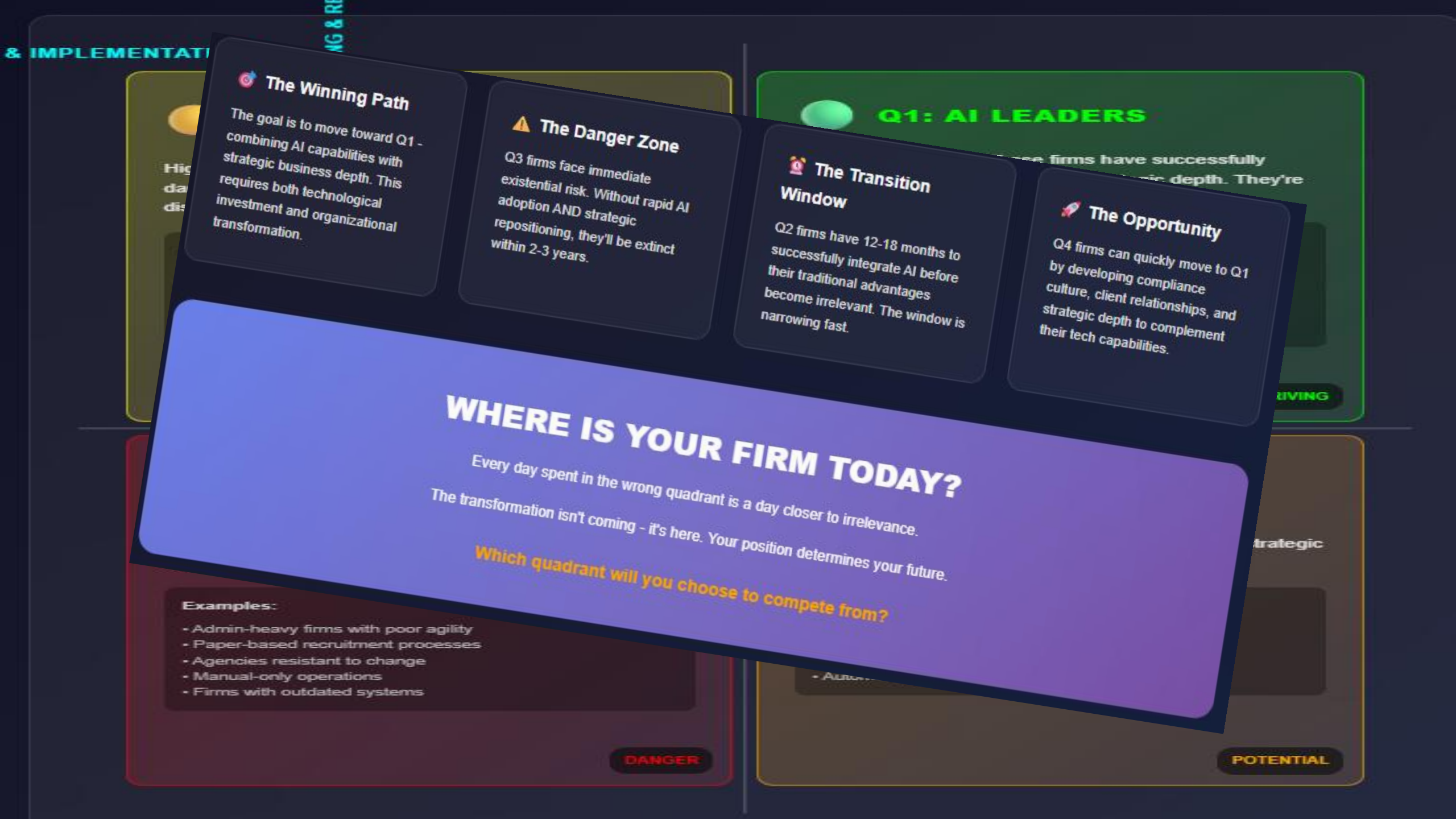
Q4: AI EXPLORERS

Tech-first approach but underprepared for market realities. These firms have the tools but lack the strategic foundation for sustainable success.

Examples:

- Start-ups lacking compliance culture
- Tech-heavy but inexperienced firms
- AI-focused but relationship-poor agencies
- Automation-first without business depth

POTENTIAL


& IMPLEMENTATI
NG & RE
Q1: AI LEADERS
firms have successfully
depth. They're
RIVING
trategic
Examples:
- Admin-heavy firms with poor agility
- Paper-based recruitment processes
- Agencies resistant to change
- Manual-only operations
- Firms with outdated systems
DANGER
POTENTIAL
The Winning Path
The goal is to move toward Q1 - combining AI capabilities with strategic business depth. This requires both technological investment and organizational transformation.
The Danger Zone
Q3 firms face immediate existential risk. Without rapid AI adoption AND strategic repositioning, they'll be extinct within 2-3 years.
The Transition Window
Q2 firms have 12-18 months to successfully integrate AI before their traditional advantages become irrelevant. The window is narrowing fast.
The Opportunity
Q4 firms can quickly move to Q1 by developing compliance culture, client relationships, and strategic depth to complement their tech capabilities.
WHERE IS YOUR FIRM TODAY?
Every day spent in the wrong quadrant is a day closer to irrelevance.
The transformation isn't coming - it's here. Your position determines your future.
Which quadrant will you choose to compete from?

AI TRANSFORMING STAFFING

Revolutionizing Recruitment Through Intelligent Automation

Enhancing efficiency, accuracy, and strategic decision-making across all staffing processes

31%	60%	40%	85%
HIGHER REVENUE GROWTH	REDUCTION IN SCREENING TIME	LESS RECRUITER WORKLOAD	IMPROVED MATCHING ACCURACY

1 AI-DRIVEN CANDIDATE MATCHING

Leveraging sophisticated algorithms to analyze skills, experience, and job requirements for precise placements, dramatically reducing mismatches and accelerating time-to-hire.

Revenue Impact

Higher placement success rates + Enhanced client satisfaction = Direct revenue boost

2 AUTOMATED CV SCREENING

AI parses resumes, scores candidate suitability, and generates comprehensive summaries, enabling recruiters to focus on high-value strategic engagements.

Efficiency Gain

60% reduction in screening time while minimizing unconscious bias

3 BOT-CONDUCTED INTERVIEWS

AI interview bots conduct initial assessments via voice or text, analyzing responses, nonverbal cues, and engagement patterns for real-time candidate evaluation.

Speed Advantage

Significantly shortened hiring cycles with consistent assessment quality

4 DISCIPLINARY PROCESS AUTOMATION

AI bots handle evidence review, charge drafting, and compliance checks, ensuring legal fairness while dramatically reducing administrative burden.

Compliance Boost

60% reduction in administrative workload + Enhanced legal compliance

5 HYBRID WORKFORCE DESIGN

Offering clients intelligent role-redesign options combining human expertise with AI capabilities, optimizing task allocation for maximum efficiency.

Strategic Value

Optimized human-AI collaboration = Enhanced client value proposition

6 PREDICTIVE WORKFORCE PLANNING

AI forecasts talent demand using historical data and market trends, identifying future hiring needs and retention risks for proactive recruitment strategies.

Future-Ready

Proactive resource allocation + Reduced recruitment urgency costs

7 VIRTUAL RECRUITING ASSISTANTS

Intelligent chatbots automate scheduling, follow-ups, and candidate queries, dramatically improving response times and candidate experience.

⏰ **Productivity Gain**

40% reduction in recruiter workload + Enhanced candidate satisfaction

8 BIAS-FREE DIVERSITY ENHANCEMENT

AI removes biased language from job descriptions and evaluates candidates objectively, building inclusive teams while mitigating compliance risks.

🌈 **Inclusion Impact**

Objective candidate evaluation + Reduced legal compliance risks

9 REVENUE ANALYTICS OPTIMIZATION

Advanced tracking of AI-driven metrics including time-to-fill, cost-per-hire, and revenue-per-placement for data-informed strategic decisions.

📊 **Growth Multiplier**

31% higher revenue growth through intelligent strategy optimization

10 SEAMLESS SYSTEM INTEGRATION

AI embedded into existing ATS/CRM platforms for unified workflows, ensuring scalability without operational disruption.

🔧 **Operational Excellence**

Enhanced interoperability + Scalable growth without system chaos

💰

Revenue Growth

AI-powered agencies report 31% higher revenue growth through improved efficiency and client satisfaction

Operational Efficiency

60% reduction in administrative tasks allows focus on high-value strategic activities

🎯

Precision Matching

Advanced algorithms deliver superior candidate-role fit, reducing turnover and increasing client retention

🚀

Competitive Advantage

Early AI adoption creates sustainable competitive moats and market leadership positions

THE AI TRANSFORMATION IS NOW

Every process. Every decision. Every advantage.

The staffing agencies embracing AI today are building tomorrow's industry standards. Those waiting are watching opportunities disappear to more agile competitors.

Transform your agency. Transform your future.

Legislative Shifts

GLOBAL BUSINESS SOLUTIONS
FUTURE THINKING, NOW

Labour Law – pipeline, 2025

Is it applicable to us? → Understand & interpret → Impact assessment → Policy & practice response → Action plan

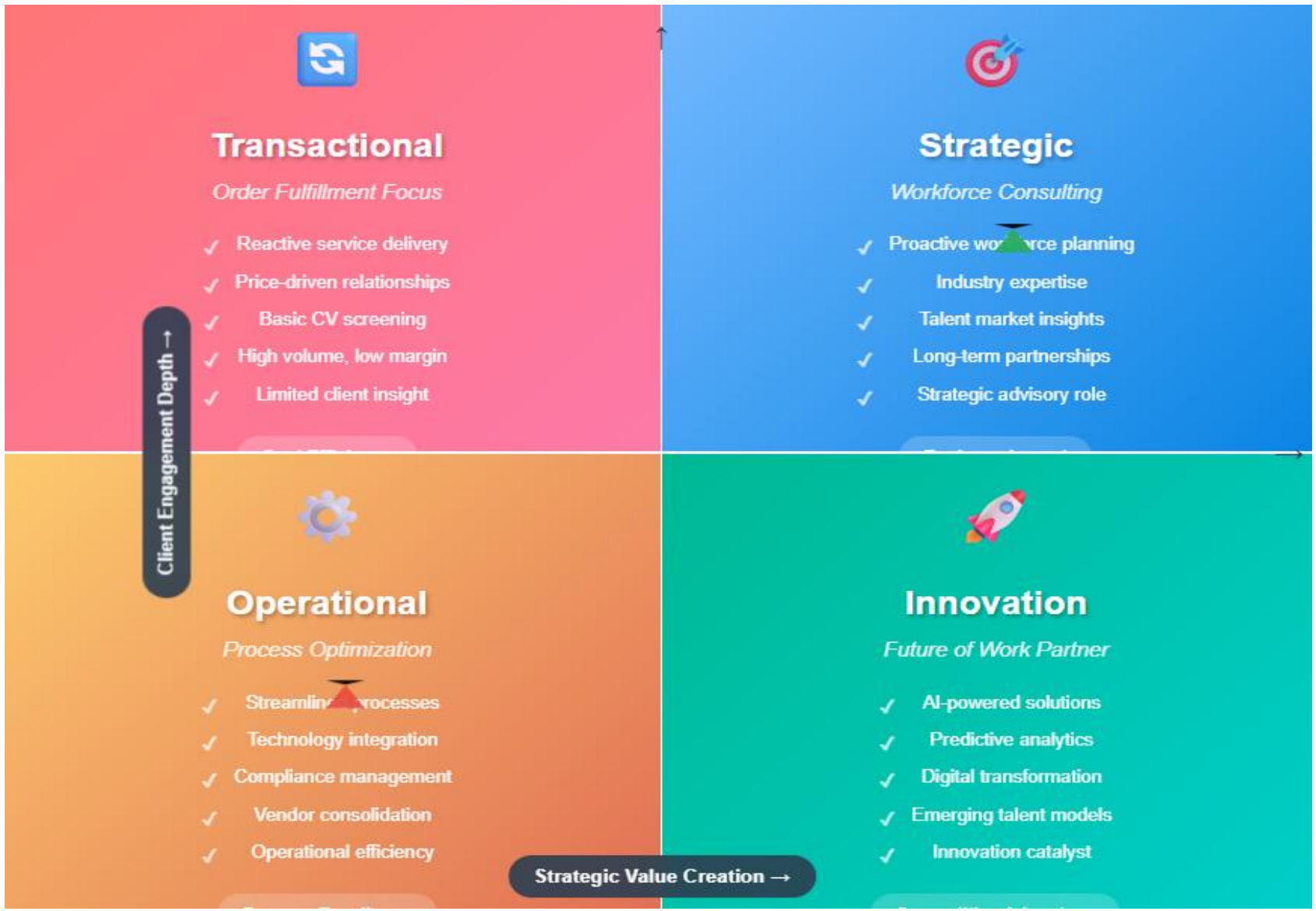
Statute	Scope	Status	Envisaged timing	
Employment Equity Amendment Act (EEAA) & Regulations	Definitions, Ministerial Targets, Certificates of Compliance	Promulgated in full	1 January 2025 & 15 April 2025	**Done**
National Minimum Wage Act / Earnings Threshold	Annual increase in NMW	Public comments	1 March 2025 /1 April 2025	**Done**
Employment Services Amendment Bill and NLMP	Platform Workers, Foreign Nationals	NEDLAC	TBC	**Parliament**
Tobacco Products and Electronic Delivery Systems Control Bill	Extension of Restrictions to Non-nicotine and e-Devices, Sale of these, and Designated Areas for Smoking	Step 1 of Parliament (Introduced)	TBC	**Stuck**
Comprehensive Labour Law Review	LRA, EEA, BCEA, NMW Act	Report signed by NEDLAC	Q3/4 2025	**Parliament**
Traditional Healers Regulations	Registration, Qualification, Experience and other requirements for Certification	Comments complete	TBC	**Stuck**
Parental Leave Matter	Extension of 4 Months Leave to Non-childbearing Parents, Adoptive & Commissioning Surrogate Parents	Awaiting Constitutional Court Confirmation	Imminent	**Imminent**
Companies Amendment Act (Act 16)	Amendments in effect: sections 1 (definition of securities), 16, 40, 45, 48, 61, 72 (subsections 5, 6A, 7A, 8A, 9A and 11), 90, 95, 135, 160, 167, 194 and 204 (mainly address social & ethics committee matters, MOI amendments and loans and financial assistance)	Certain sections promulgated	27 December 2024	**Done**
Code of Good Practice on Dismissal (Draft)	Covers all 3 types of dismissal, clearer, less onerous for smaller businesses, balances resource optimisation with fairness with certainty	Comment 60 days from 21 January 2025	April 2025	**Imminent**

Opportunities in a VUCA World

John Botha

Staffing Agency Strategic Positioning Model

Mapping Client Engagement Maturity in a VUCA World



Evolution Pathway

Transactional
Basic staffing services, reactive approach, cost-focused relationships

Operational
Process optimization, technology integration, efficiency improvements

Strategic
Workforce consulting, long-term partnerships, business impact focus

Innovation
AI-powered solutions, predictive analytics, future of work transformation

Strategic Positioning Insights

In a VUCA world, staffing agencies must evolve beyond transactional relationships to create sustainable competitive advantages. The journey from order-taking to strategic partnership requires investment in technology, talent, and client relationship depth. Agencies positioned in the Innovation quadrant demonstrate resilience and growth potential by becoming indispensable partners in their clients' transformation journeys.

Staffing Industry Opportunities

Navigating Success in a VUCA World

VUCA: Volatile • Uncertain • Complex • Ambiguous

V	U	C	A
Volatile	**Uncertain**	**Complex**	**Ambiguous**
Rapid change and instability	Unpredictable outcomes	Multiple interconnected factors	Unclear cause and effect

Employment Equity Amendments & Workforce Planning

Legislative changes create new compliance requirements and opportunities for strategic workforce planning.

- Enhanced diversity and inclusion reporting
- Strategic workforce analytics and planning
- Compliance advisory services
- EE plan development and monitoring

Impact Potential:

Employment Services Amendment Bill & National Labour Migration Plan

New regulatory frameworks reshaping employment services and migration policies.

- Updated licensing and registration requirements
- International talent acquisition opportunities
- Cross-border workforce solutions
- Enhanced service delivery standards

Impact Potential:

Flexibility & Agility

VUCA environments demand adaptive business models and responsive service delivery.

- Scalable workforce solutions
- Rapid deployment capabilities
- Flexible contract arrangements
- Agile organizational structures

Impact Potential:

Skills Gap Solutions

Critical skills shortages create opportunities for specialized recruitment and training services.

- Skills assessment and mapping
- Targeted upskilling programs
- Specialized talent pools
- Competency-based matching

Impact Potential:

Client-Centric Solutions

Customized service delivery focused on specific client needs and industry requirements.

- Consultative partnership approach
- Industry-specific expertise
- Tailored service packages
- Long-term strategic alliances

Impact Potential:

Margin Growth through AI & Technology

Leveraging artificial intelligence and technology to drive efficiency and profitability.

- AI-powered candidate matching
- Automated screening processes
- Predictive analytics and insights
- Digital platform optimization

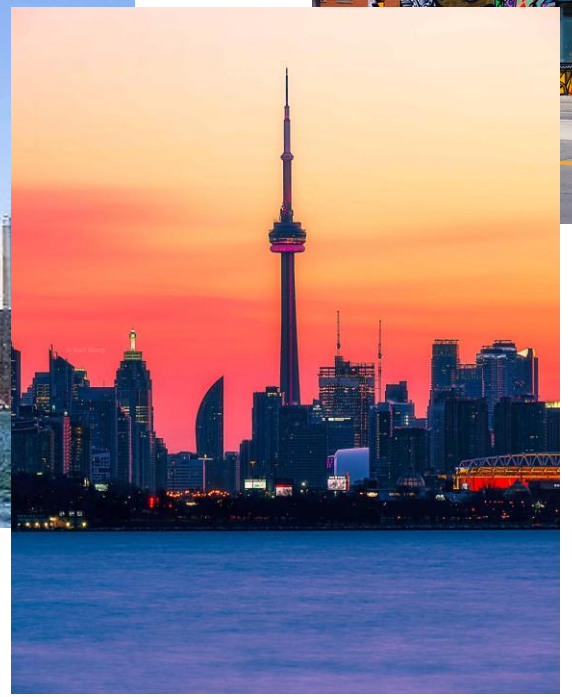
Impact Potential:

Way Forward: Toronto

World Employment Confederation Conference

May 2026

Toronto, Canada



WORLD EMPLOYMENT CONFEDERATION

THANK YOU!

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