



Talent Trends 2014

What's on the minds of the professional workforce

LinkedIn Talent Solutions

Introduction

For career-minded people everywhere, these are interesting times. Economies continue to falter in several regions of the world, which can make job transition frustrating for the one in four professionals actively seeking their next role.

That said, for anyone open to a career move, we live in an era of unprecedented transparency. More job opportunities are viewable online, and the available context – information on the company, its culture, and the team including the hiring manager – has never been richer. Meanwhile, the Talent Acquisition industry has retooled and rethought its processes in order to proactively find the best people for the job, rather than waiting for the right candidates to come to them. All of which has an impact on the way people find and consider new careers.

It's against that backdrop that we bring you Talent Trends 2014.

About this survey

We surveyed over 18,000 fully-employed workers in 26 countries* to shed light on professional attitudes to jobseeking, job satisfaction and career evaluation around the world - so you can understand and attract top-notch employees to your company.

The results in this eBook are global averages, with some commentary on countries bucking the trends. For full country-specific breakdowns of the key questions, please refer to the detailed appendix.

*Surveyed countries: Australia, Brazil, Canada, China, Denmark, Finland, France, Germany, Hong Kong, India, Indonesia, Italy, Japan, Malaysia, Netherlands, New Zealand, Norway, Russia, Singapore, South Africa, Spain, Sweden, Turkey, UK, United Arab Emirates, United States

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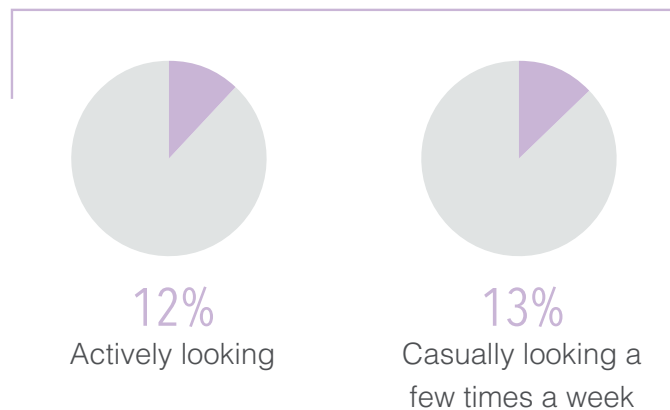
Active or passive candidates?

The global breakdown

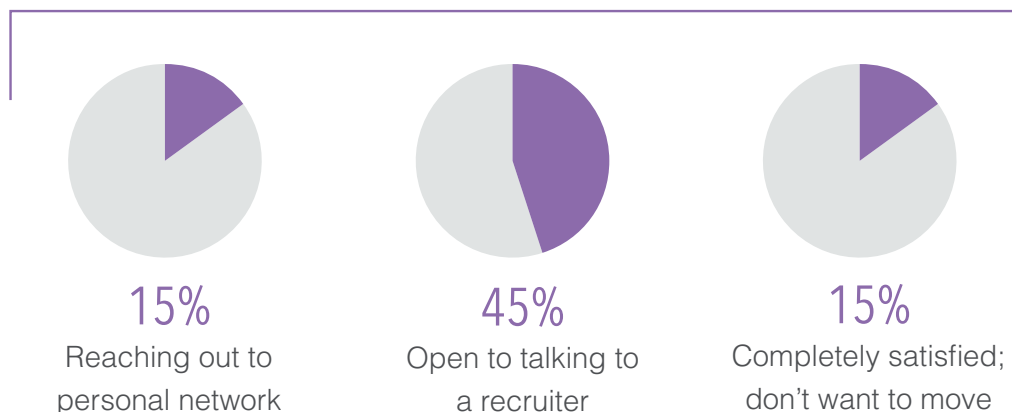
We asked fully-employed professionals to describe their current jobseeking status. Approximately 25% of global respondents claim to be actively looking for their next role. A whopping 45% are open to talking with a recruiter and another 15% are talking to their network. Only 15% say they are not interested in a new job.

How would you describe your job search status?

Active

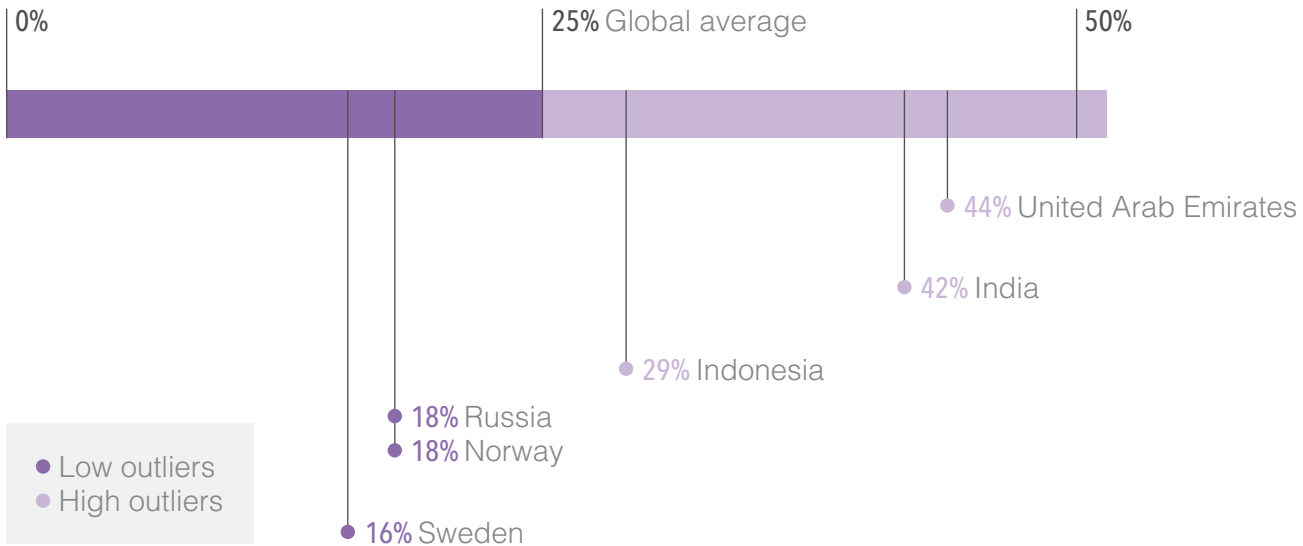


Passive

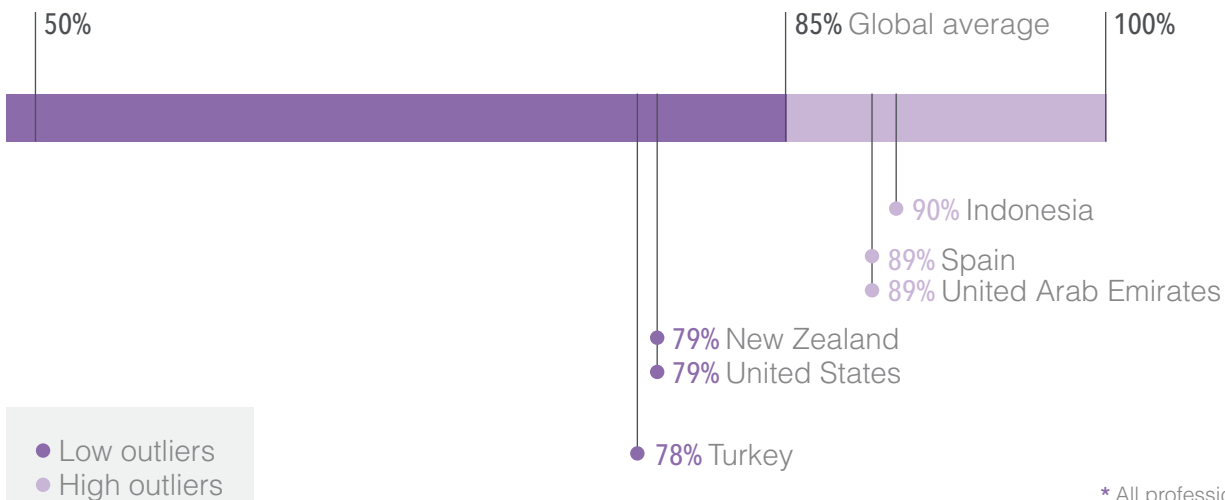


Talent trend outliers

Countries with unusual levels of active candidates



Countries with unusual levels of approachable candidates*

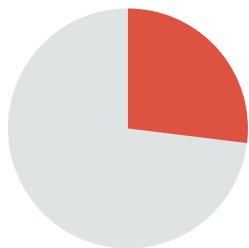


* All professionals except those who are perfectly happy in their jobs

Professional job satisfaction

The reported death of workplace happiness has, it seems, been greatly exaggerated. The overwhelming majority of professionals worldwide report being relatively content with their jobs and only 14% express outright dissatisfaction. While this paints a somewhat rosy picture for employers, note that 45% of survey respondents described their status as “somewhat satisfied,” indicating room for improvement.

How satisfied are you with your current role?



27%
Very
satisfied



45%
Somewhat
satisfied



14%
Neither satisfied
nor dissatisfied



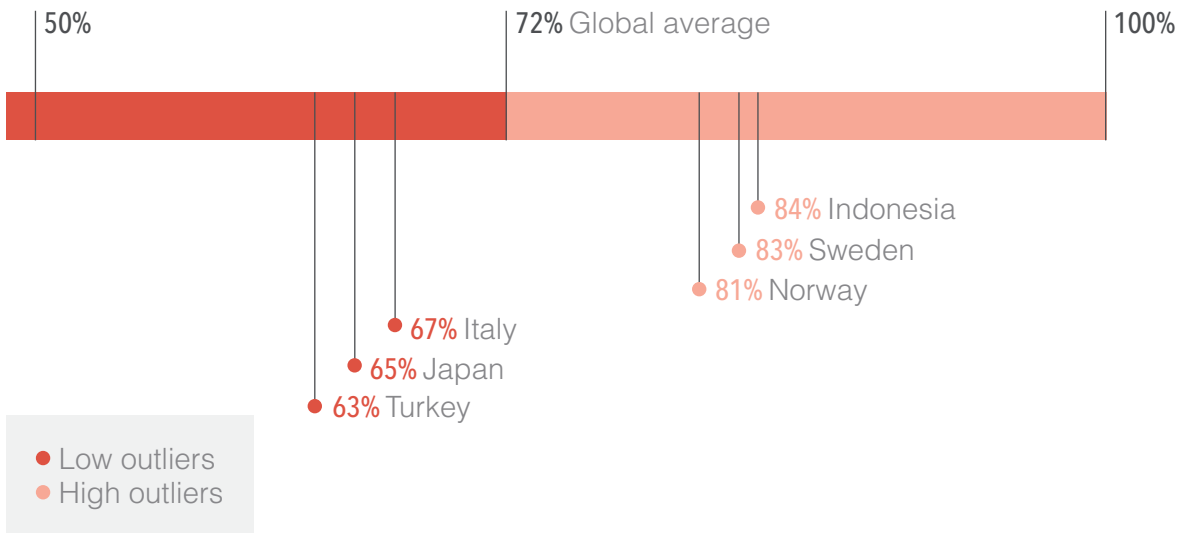
10%
Somewhat
dissatisfied



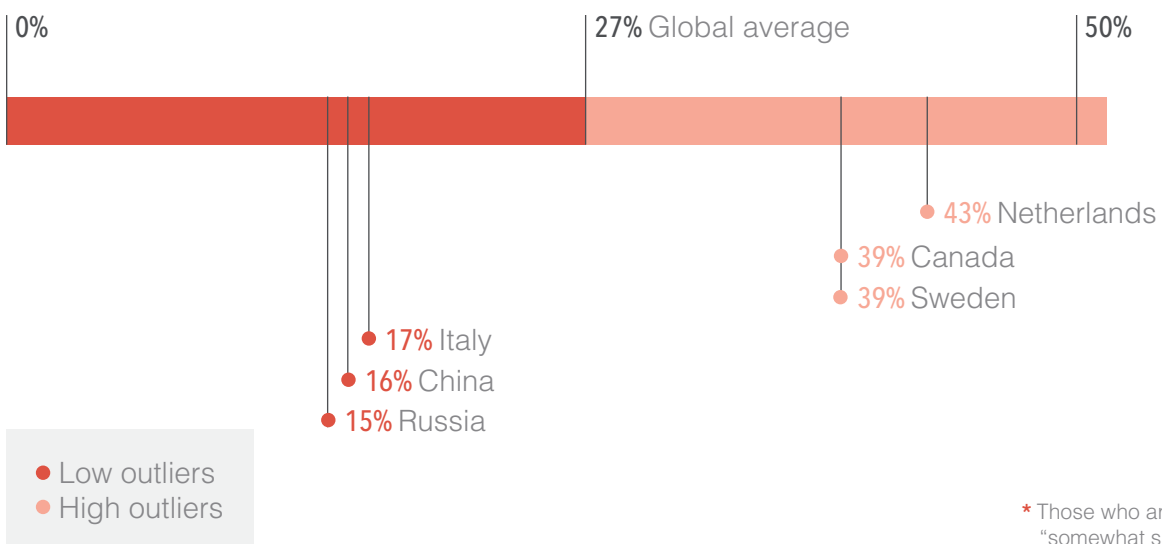
4%
Very
dissatisfied

Talent trend outliers

Countries with unusual levels of satisfied professionals*



Countries with unusual levels of "very satisfied" professionals

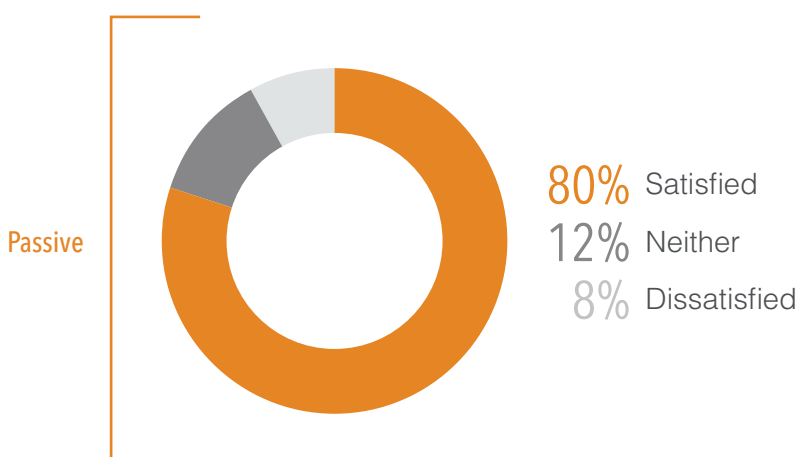
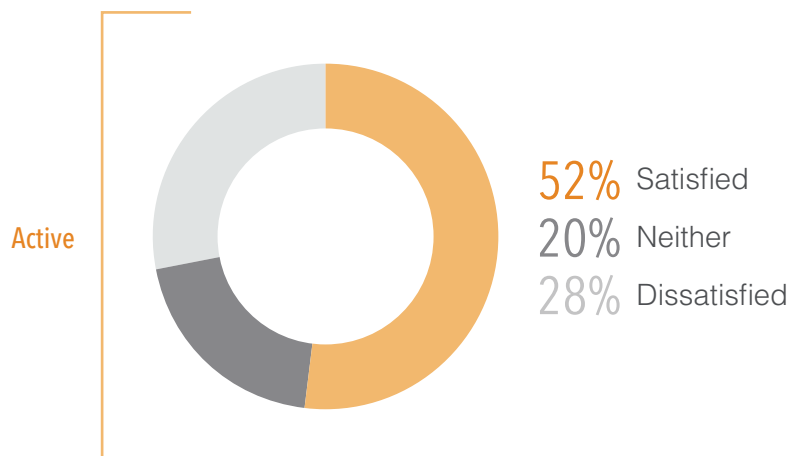


* Those who are either "very satisfied" or "somewhat satisfied" with their current role

Passive vs. active candidate job satisfaction

Digging a bit deeper, it's easy to see that active candidates have considerably higher levels of dissatisfaction compared to passives. However, no matter how satisfied a candidate is, you can often get their attention by offering a better career opportunity. Conversely, satisfaction is no guarantee of loyalty, as shown by the fact that over half of active candidates globally claim to be satisfied in their current roles.

How satisfied are you with your current role?



Top 5 motivations for changing jobs

When considering a job switch it turns out that the world's professionals have very particular preferences. While money is an important factor to both active and passive candidates, it is a much higher priority for passives. As a matter of fact, they say it's their number one motivation to switch careers, followed by work/life balance. Active candidates, on the other hand, are relatively more interested in opportunities for advancement and more challenging work.

Most important factors in seeking or considering a new job

Active

- 1 Greater opportunities for advancement
- 2 Better compensation & benefits
- 3 More challenging work
- 4 Better fit for skill set
- 5 More learning opportunities

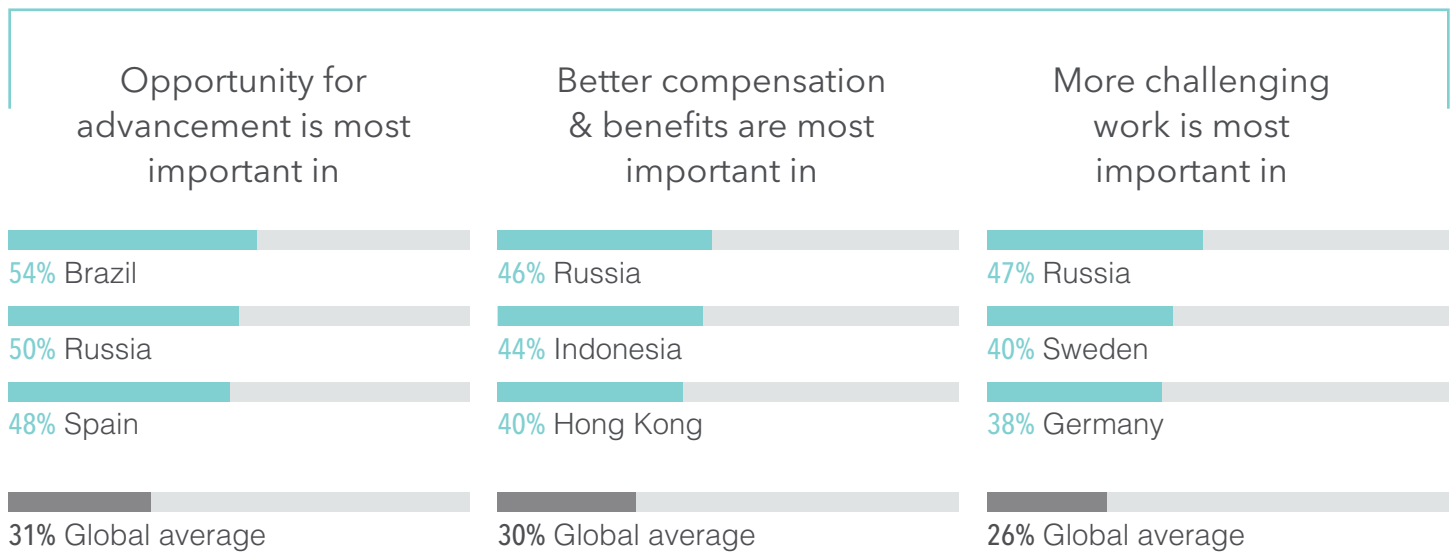
Passive

- 1 Better compensation & benefits
- 2 Better work/life balance
- 3 Greater opportunities for advancement
- 4 More challenging work
- 5 Better fit for skill set

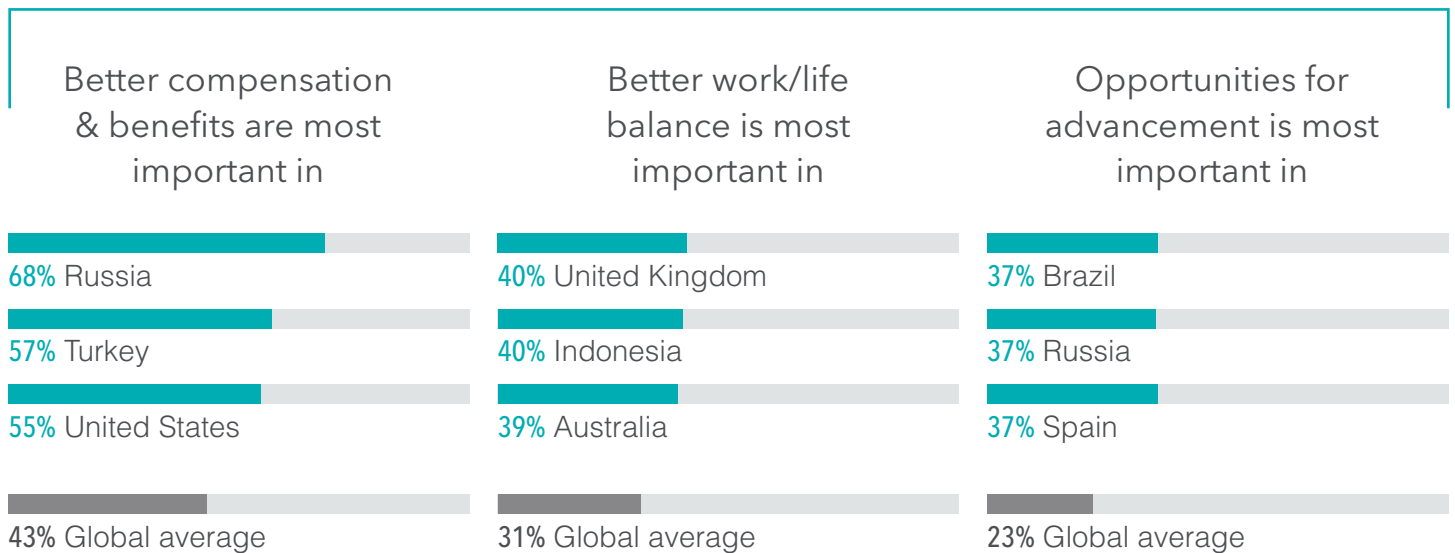
Talent trend outliers

In some countries candidates disproportionately focus on certain motivations to change jobs.

Active



Passive



5 things candidates don't care about in a job

On the flipside, we also asked passive and active candidates for their least important factors when considering a new job opportunity. It turns out that regardless of jobseeking status, the least important factor across the board is job title, followed by office location. If you want to entice candidates in a meaningful way, you may want to pick a different set of job benefits.

Least important factors in seeking or considering a new job

Active

- 1 Improved job title
- 2 Better office location (commute, city)
- 3 Unhappy with current team
- 4 Stronger relationship with manager
- 5 Personal reasons (family, health, etc.)

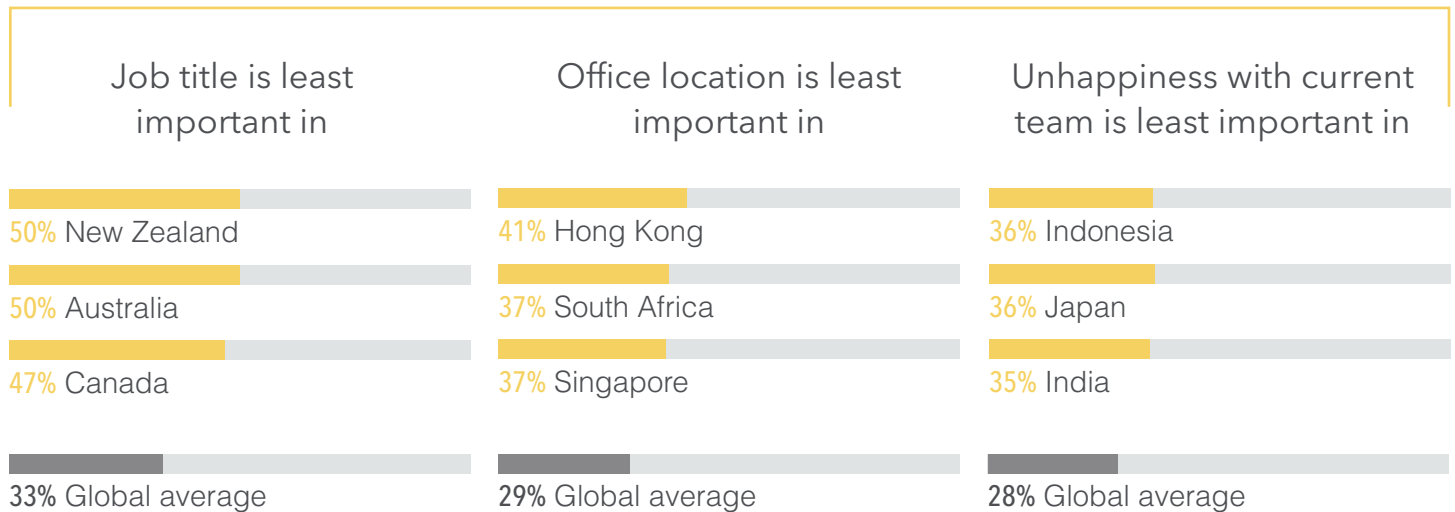
Passive

- 1 Improved job title
- 2 Better office location (commute, city)
- 3 Increased job security
- 4 Stronger relationship with manager
- 5 More impactful role

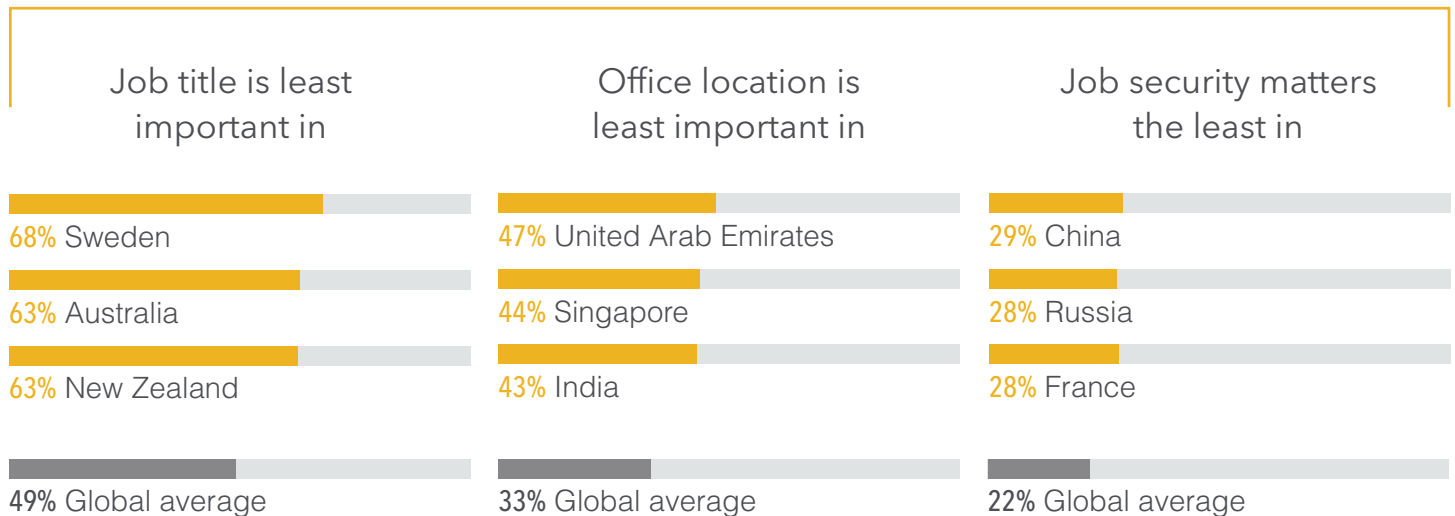
Talent trend outliers

Certain factors become even less important in changing jobs when we look at individual countries.

Active



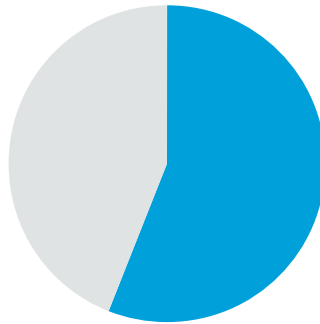
Passive



The importance of talent brand to professionals

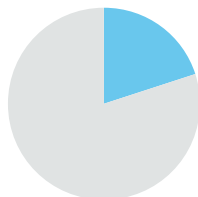
No matter where you look in the world, professionals agree that the most important factor in considering a new job is whether their prospective new company is perceived as a great place to work (in other words, whether the company has a strong talent brand).

Which of the following is the most important if you were to consider a new job?



56%

The company has a reputation as a great place to work



20%

The company has a reputation for great products and services



17%

The company has a reputation for great people

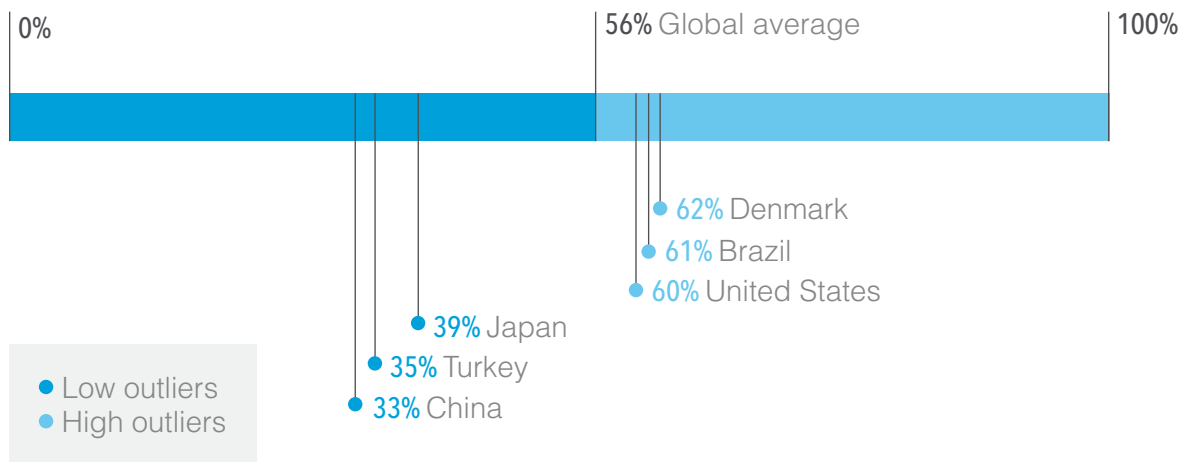


7%

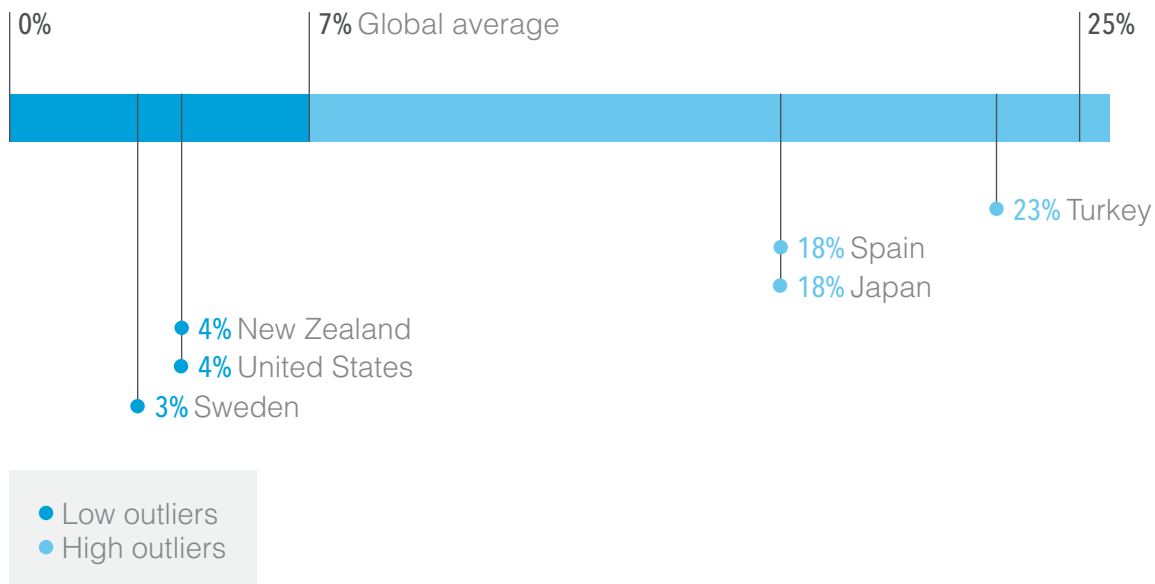
The company has a reputation for being prestigious

Talent trend outliers

Countries where talent brand/being a great place to work is most and least important

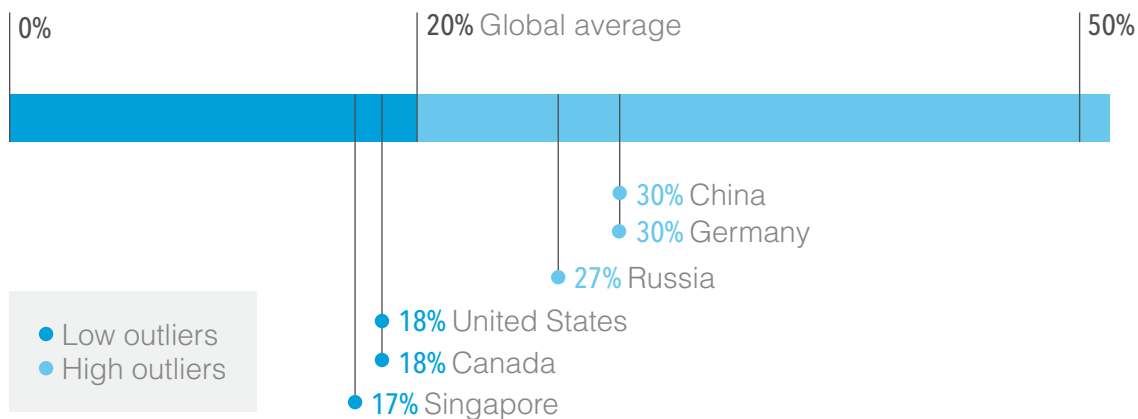


Countries where company prestige is most and least important

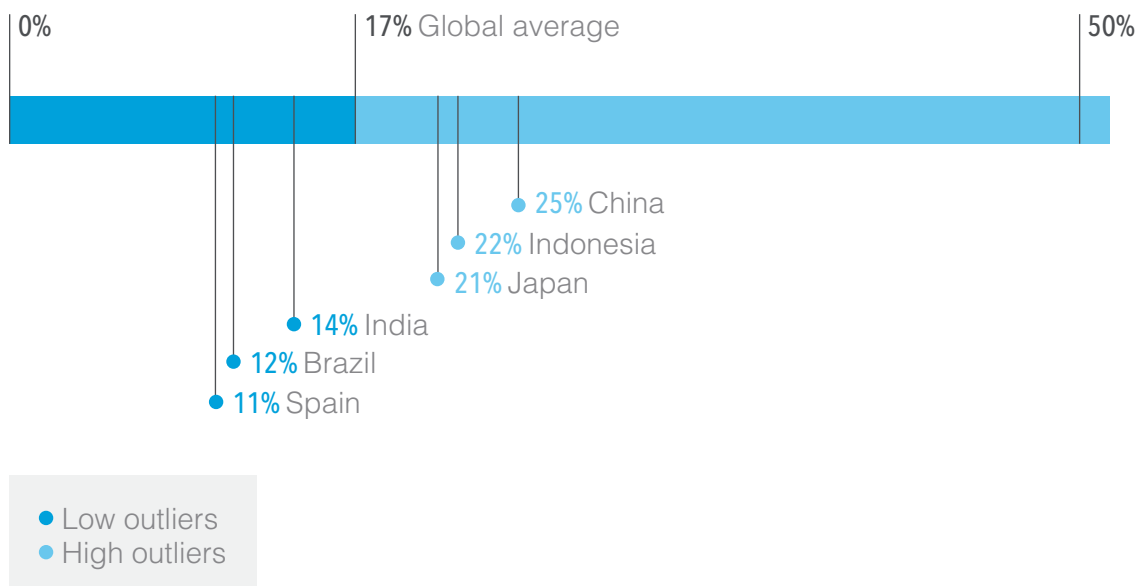


Talent trend outliers

Countries where reputation for great products and services is most and least important



Countries where having a reputation for great people is most and least important



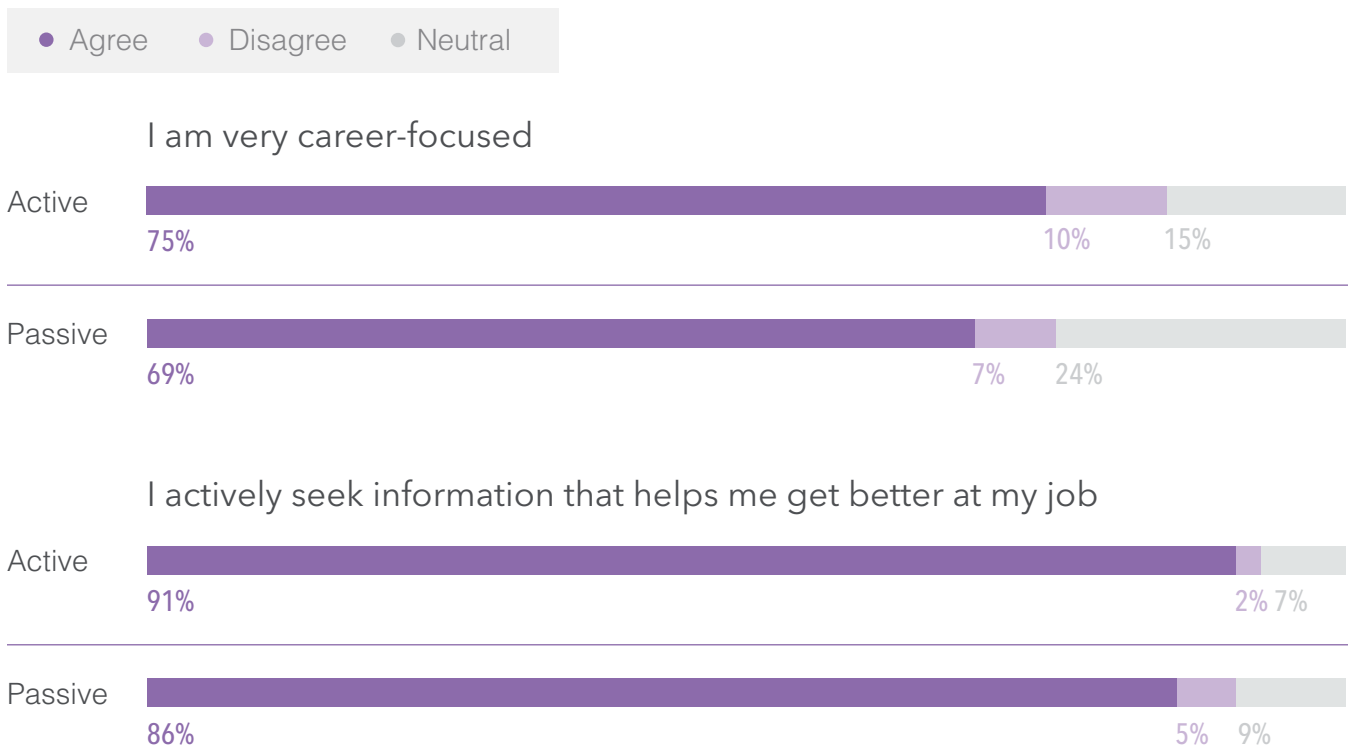
How passionate are professionals about their work?

Short answer: very. The majority of the people we surveyed expressed significant passion for the work they do, regardless of their passive or active jobseeking status. It's fascinating to see that professionals around the world are confident in their careers and putting in great effort to learn, grow and advance.



How passionate are professionals about their work?

(Continued)



How professionals stay on top of their careers

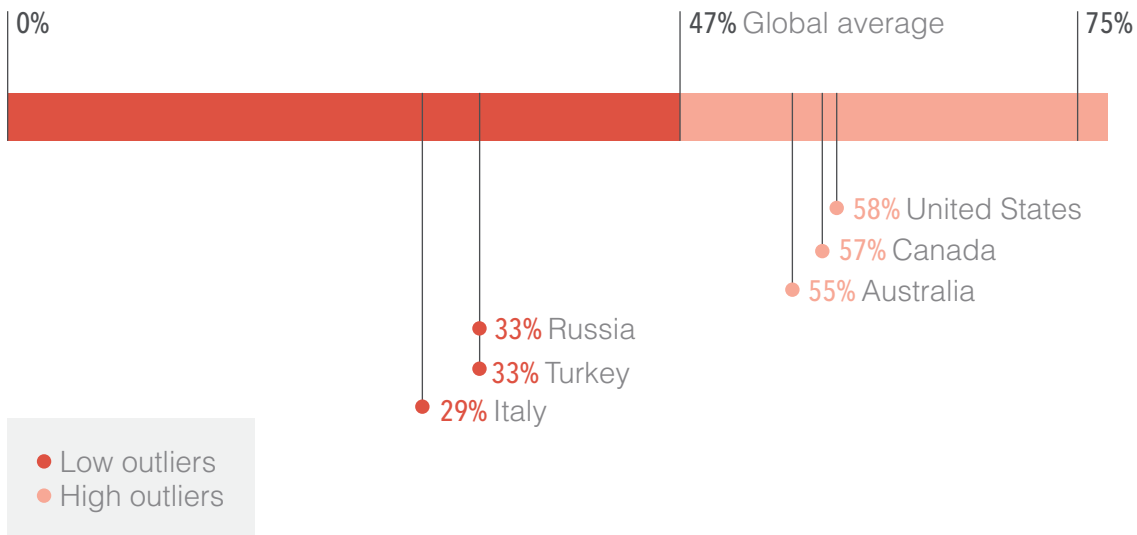
Ongoing career management is the new norm. Regardless of whether they are passive or active candidates, almost all professionals engage in some sort of career advancement activity on a monthly basis. Almost half network and keep their resumes and professional profiles up to date, and a healthy percentage are on the lookout for ways to improve their skills.

Which one of the following activities have you participated in during the past month?

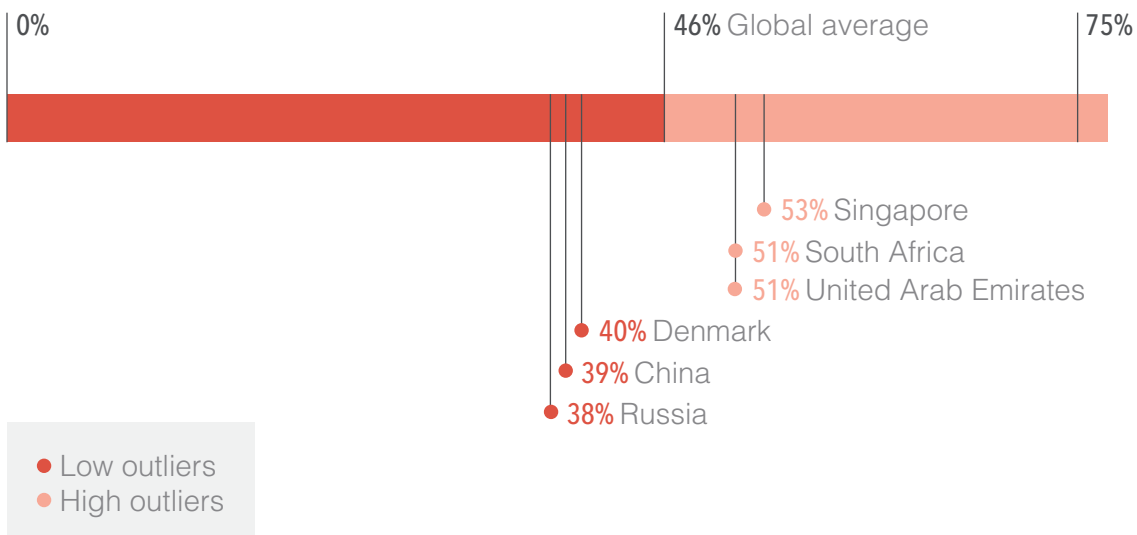


Talent trend outliers

Countries with unusual levels of professional networkers

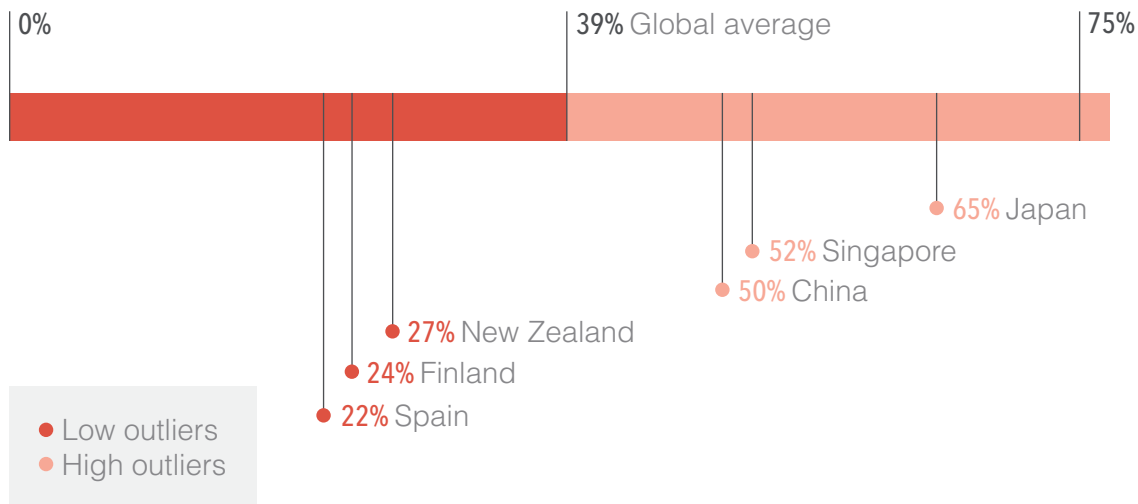


Countries most and least meticulous about updating profiles or resumes

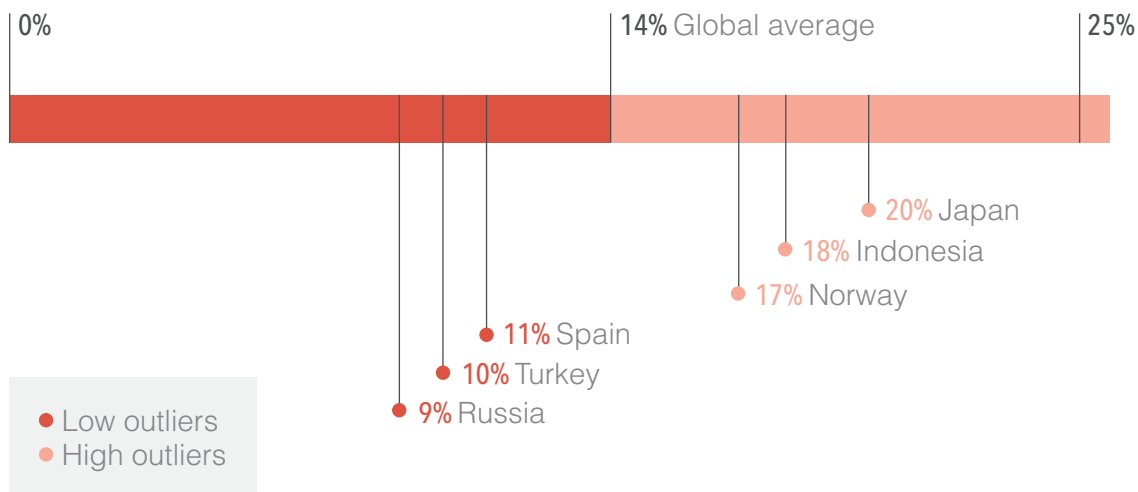


Talent trend outliers

Countries where professionals are most and least contacted by recruiters



Countries where professionals are most and least likely to explore a new position with their current employer



Implications for recruiting and HR teams

The data is interesting, but what should you do differently as a result? As you identify potential future employees, follow these three do's and don'ts to increase your chances of successfully engaging them.

✓ Do listen maniacally to your candidates

As you engage with prospective employees 1:1, follow every verbal and written cue. Test popular hot buttons like growth and learning, especially if those are areas of strength for your organization.

✓ Do invest in strengthening your talent brand

Professionals around the world are highly influenced by your company's reputation as a great place to work. Give them something to get excited about.

✓ Do take local attitudes into account

Don't use one-size-fits-all messaging when recruiting internationally, even for the same type of role. Challenging work seems unlikely to appeal to a Turkish candidate, but might be just what your next Dutch marketeer is looking for.

✗ Don't get complacent about your current employees

Work as hard to retain your existing team as you do to woo and secure new talent. In turn, they'll reward you by sticking around and talking up your company in the marketplace as a great place to work.

✗ Don't sell a position on compensation and title alone

While compensation is important to both active and passive candidates, titles matter less than you'd think. Appeal to their deeper motives, so they'll say "yes" to the opportunity.

✗ Don't be put off by passive candidates

Only 15% of the employed workforce claim to be so happy in their role that they won't even consider another position. Don't be shy; you're offering the perfect career for someone out there, and many candidates will be receptive to your outreach.

Appendix

Country-specific data

Data is our lifeblood here at LinkedIn. We know many of you are data-obsessed too, so we decided to publish a rich appendix with the complete survey breakdown, question by question across 26 countries. Enjoy!

Survey methodology: In June and December 2013 The LinkedIn Talent Solutions Insights Team conducted two separate online surveys of LinkedIn members in 26 targeted countries around the globe. Both of these surveys covered a variety of topics associated with jobseeking behavior on and off LinkedIn. Members were invited to participate through an email sent to their primary address. There were over 18,000 total survey respondents each of these surveys spread across the 26 countries. All respondents stated that they were fully-employed, in other words not unemployed, self-employed or working part-time. The overall margin of error for this study is $\pm 0.73\%$ at the 95% confidence interval and is higher for subgroups.

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 - 23** Professional job satisfaction for passive vs. active candidates
 - 25** Top motivations for changing jobs: active candidates
 - 28** What active candidates don't care about in a job
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 - 38** How professionals stay on top of their careers

Active or passive candidates: The global breakdown

How would you describe your job search status?

	Global Average	US	Canada	Brazil	Australia	New Zealand	Indonesia
Sample Size	N=18219	N=935	N=743	N=698	N=757	N=575	N=575
Actively looking	12%	10%	8%	10%	8%	7%	15%
Casually looking a few times a week	13%	13%	16%	11%	14%	12%	14%
Reaching out to my personal network	15%	13%	13%	17%	17%	14%	20%
Open to talking to a recruiter	45%	43%	43%	45%	42%	45%	41%
Completely satisfied; don't want to move	15%	21%	20%	17%	19%	21%	10%

	India	China	Japan	Singapore	Malaysia	Hong Kong	United Kingdom
Sample Size	N=923	N=963	N=751	N=574	N=570	N=559	N=742
Actively looking	28%	10%	10%	13%	15%	11%	11%
Casually looking a few times a week	14%	11%	10%	14%	11%	12%	15%
Reaching out to my personal network	11%	13%	12%	20%	22%	21%	13%
Open to talking to a recruiter	33%	53%	52%	40%	40%	42%	41%
Completely satisfied; don't want to move	13%	12%	16%	13%	12%	14%	21%

	France	Netherlands	Italy	Spain	Germany	Russia	Denmark
Sample Size	N=691	N=717	N=712	N=689	N=754	N=764	N=550
Actively looking	10%	7%	14%	8%	11%	6%	8%
Casually looking a few times a week	15%	13%	13%	16%	12%	12%	16%
Reaching out to my personal network	10%	15%	15%	13%	14%	16%	15%
Open to talking to a recruiter	49%	48%	46%	52%	47%	51%	49%
Completely satisfied; don't want to move	15%	17%	13%	11%	16%	15%	12%

	Finland	Norway	Sweden	Turkey	UAE	South Africa
Sample Size	N=557	N=579	N=570	N=741	N=768	N=762
Actively looking	5%	5%	8%	12%	25%	17%
Casually looking a few times a week	15%	13%	8%	13%	18%	11%
Reaching out to my personal network	21%	15%	15%	16%	14%	13%
Open to talking to a recruiter	47%	52%	56%	37%	31%	39%
Completely satisfied; don't want to move	12%	15%	13%	22%	11%	20%

● High
● Low

Survey results and percentages on particular questions could be slightly above or below 100% due to rounding.

Professional job satisfaction for passive vs. active candidates

How satisfied are you with your current role?

	Average	Global Passive	Active	Average	US Passive	Active	Average	Canada Passive	Active
Very satisfied	27%	33%	12%	38%	45%	14%	39%	47%	12%
Somewhat satisfied	45%	48%	40%	41%	42%	38%	40%	40%	39%
Neither satisfied nor dissatisfied	14%	12%	20%	9%	6%	17%	10%	7%	19%
Somewhat dissatisfied	10%	7%	20%	9%	6%	21%	8%	4%	21%
Very dissatisfied	4%	1%	8%	3%	1%	9%	3%	1%	10%

	Average	Brazil Passive	Active	Average	Australia Passive	Active	Average	New Zealand Passive	Active
Very satisfied	23%	28%	7%	32%	38%	10%	37%	43%	10%
Somewhat satisfied	51%	55%	37%	41%	43%	34%	40%	41%	36%
Neither satisfied nor dissatisfied	13%	10%	26%	14%	11%	24%	11%	9%	17%
Somewhat dissatisfied	10%	7%	21%	10%	8%	17%	10%	7%	26%
Very dissatisfied	3%	1%	8%	3%	1%	14%	2%	0%	10%

	Average	Indonesia Passive	Active	Average	India Passive	Active	Average	China Passive	Active
Very satisfied	30%	30%	29%	32%	41%	20%	15%	18%	7%
Somewhat satisfied	54%	57%	48%	42%	40%	45%	57%	61%	44%
Neither satisfied nor dissatisfied	12%	11%	13%	17%	16%	19%	10%	9%	14%
Somewhat dissatisfied	3%	2%	5%	7%	2%	13%	15%	11%	28%
Very dissatisfied	1%	0%	4%	2%	1%	3%	2%	1%	7%

	Average	Japan Passive	Active	Average	Singapore Passive	Active	Average	Malaysia Passive	Active
Very satisfied	17%	20%	5%	24%	30%	8%	23%	26%	14%
Somewhat satisfied	48%	53%	28%	48%	50%	42%	50%	52%	44%
Neither satisfied nor dissatisfied	14%	14%	14%	16%	13%	23%	18%	17%	20%
Somewhat dissatisfied	14%	11%	24%	10%	6%	21%	8%	5%	19%
Very dissatisfied	7%	2%	28%	2%	1%	5%	1%	0%	3%

	Average	Hong Kong Passive	Active	Average	United Kingdom Passive	Active	Average	France Passive	Active
Very satisfied	21%	25%	8%	33%	40%	11%	21%	26%	8%
Somewhat satisfied	46%	50%	33%	43%	44%	38%	49%	52%	42%
Neither satisfied nor dissatisfied	21%	19%	29%	11%	10%	15%	18%	16%	23%
Somewhat dissatisfied	9%	6%	20%	12%	6%	29%	8%	5%	17%
Very dissatisfied	3%	1%	10%	2%	0%	8%	4%	1%	10%

● High
● Low

Survey results and percentages on particular questions could be slightly above or below 100% due to rounding.

Professional job satisfaction for passive vs. active candidates

How satisfied are you with your current role?

	Netherlands			Italy			Spain		
	Average	Passive	Active	Average	Passive	Active	Average	Passive	Active
Very satisfied	44%	49%	20%	17%	20%	7%	20%	24%	4%
Somewhat satisfied	37%	36%	38%	50%	56%	35%	47%	50%	38%
Neither satisfied nor dissatisfied	9%	7%	13%	18%	15%	25%	21%	18%	31%
Somewhat dissatisfied	9%	6%	20%	11%	7%	21%	11%	7%	23%
Very dissatisfied	3%	1%	9%	4%	1%	12%	1%	0%	4%

	Germany			Russia			Denmark		
	Average	Passive	Active	Average	Passive	Active	Average	Passive	Active
Very satisfied	31%	38%	7%	14%	16%	4%	34%	41%	12%
Somewhat satisfied	45%	44%	46%	53%	57%	37%	46%	46%	45%
Neither satisfied nor dissatisfied	10%	9%	15%	19%	18%	26%	11%	8%	17%
Somewhat dissatisfied	11%	7%	23%	13%	10%	28%	8%	4%	20%
Very dissatisfied	3%	2%	9%	1%	0%	4%	2%	1%	6%

	Finland			Norway			Sweden		
	Average	Passive	Active	Average	Passive	Active	Average	Passive	Active
Very satisfied	25%	30%	8%	37%	41%	19%	39%	44%	16%
Somewhat satisfied	52%	53%	49%	44%	45%	37%	44%	45%	39%
Neither satisfied nor dissatisfied	8%	7%	13%	12%	10%	21%	7%	6%	13%
Somewhat dissatisfied	12%	9%	22%	6%	3%	16%	8%	5%	21%
Very dissatisfied	2%	1%	7%	2%	0%	7%	2%	0%	11%

	Turkey			UAE			South Africa		
	Average	Passive	Active	Average	Passive	Active	Average	Passive	Active
Very satisfied	20%	24%	7%	30%	38%	19%	33%	40%	14%
Somewhat satisfied	44%	48%	28%	47%	45%	49%	39%	40%	37%
Neither satisfied nor dissatisfied	18%	15%	26%	14%	12%	16%	14%	11%	23%
Somewhat dissatisfied	14%	11%	23%	7%	5%	9%	10%	7%	18%
Very dissatisfied	5%	2%	15%	3%	0%	6%	4%	2%	8%

● High
● Low

Survey results and percentages on particular questions could be slightly above or below 100% due to rounding.

Top motivations for changing jobs: Active candidates

Which of the following are the three most important reasons you are looking for a new job?

	Global Total	US	Canada	Brazil	Australia	New Zealand	Indonesia	India	China
Opportunities for advancement	31%	26%	33%	54%	27%	22%	18%	20%	30%
Better compensation & benefits	30%	29%	27%	34%	23%	27%	44%	32%	35%
More challenging work	26%	21%	23%	19%	33%	30%	28%	28%	22%
A role that is a better fit for skills	25%	29%	35%	22%	27%	30%	14%	28%	19%
More learning opportunities	22%	16%	17%	10%	15%	19%	24%	32%	20%
Improved work/life balance	20%	20%	19%	26%	23%	27%	20%	18%	13%
Increased job security	14%	16%	16%	13%	14%	13%	8%	15%	12%
Unsatisfactory leadership/management	13%	16%	19%	10%	16%	18%	7%	8%	10%
Better quality company	13%	16%	12%	13%	11%	5%	27%	14%	16%
To have a greater impact	13%	16%	19%	5%	21%	20%	11%	9%	19%
More recognition for contributions	12%	8%	10%	14%	12%	13%	10%	10%	10%
A more innovative company	11%	8%	8%	14%	13%	13%	5%	14%	10%
Location issues (e.g. commute, moving)	10%	16%	15%	7%	11%	11%	9%	9%	11%
More decision making authority	10%	7%	3%	10%	11%	9%	8%	12%	18%
Personal reasons (Family, health, etc.)	9%	10%	9%	6%	10%	7%	18%	8%	11%
Business values/culture do not align with my own	8%	8%	10%	12%	15%	10%	4%	5%	7%
A better job title	8%	4%	3%	14%	1%	3%	11%	11%	11%
Stronger relationship with manager	3%	3%	3%	1%	3%	4%	1%	2%	0%
Unhappy with current team	3%	4%	3%	1%	2%	6%	1%	2%	6%
Something else	4%	3%	3%	1%	3%	3%	2%	3%	3%



Top motivations for changing jobs: Active candidates

Which of the following are the three most important reasons you are looking for a new job?

	Japan	Singapore	Malaysia	Hong Kong	United Kingdom	France	Netherlands	Italy	Spain
Opportunities for advancement	29%	41%	40%	25%	33%	39%	34%	23%	48%
Better compensation & benefits	28%	29%	31%	40%	28%	39%	17%	28%	39%
More challenging work	27%	21%	16%	20%	22%	29%	35%	26%	17%
A role that is a better fit for skills	26%	22%	20%	20%	18%	23%	43%	32%	19%
More learning opportunities	16%	25%	28%	18%	15%	10%	12%	22%	16%
Improved work/life balance	21%	22%	25%	12%	20%	17%	13%	17%	16%
Increased job security	16%	12%	14%	13%	20%	18%	22%	19%	20%
Unsatisfactory leadership/management	14%	17%	11%	13%	18%	18%	17%	11%	9%
Better quality company	7%	13%	12%	24%	9%	11%	12%	12%	10%
To have a greater impact	16%	14%	14%	18%	10%	9%	16%	7%	3%
More recognition for contributions	9%	11%	19%	15%	17%	16%	12%	19%	13%
A more innovative company	12%	8%	7%	13%	15%	9%	13%	13%	14%
Location issues (e.g. commute, moving)	10%	7%	8%	9%	20%	12%	6%	13%	5%
More decision making authority	9%	13%	10%	10%	9%	14%	9%	7%	14%
Personal reasons (Family, health, etc.)	5%	8%	10%	7%	12%	6%	3%	5%	7%
Business values/culture do not align with my own	16%	6%	5%	17%	5%	6%	12%	9%	7%
A better job title	5%	4%	9%	8%	4%	4%	3%	10%	9%
Stronger relationship with manager	4%	6%	1%	5%	4%	1%	3%	3%	3%
Unhappy with current team	2%	4%	0%	4%	2%	0%	4%	3%	1%
Something else	2%	1%	1%	1%	7%	3%	8%	1%	2%

● High
● Low

Top motivations for changing jobs: Active candidates

Which of the following are the three most important reasons you are looking for a new job?

	Germany	Russia	Denmark	Finland	Norway	Sweden	Turkey	UAE	South Africa
Opportunities for advancement	31%	50%	27%	31%	18%	17%	31%	30%	30%
Better compensation & benefits	17%	46%	21%	27%	22%	17%	38%	35%	20%
More challenging work	38%	47%	32%	31%	34%	40%	5%	25%	31%
A role that is a better fit for skills	35%	27%	27%	35%	33%	28%	20%	24%	25%
More learning opportunities	17%	7%	26%	27%	24%	19%	17%	24%	25%
Improved work/life balance	10%	15%	12%	20%	13%	19%	19%	16%	15%
Increased job security	13%	7%	15%	19%	15%	14%	6%	12%	17%
Unsatisfactory leadership/management	13%	10%	22%	18%	20%	33%	15%	9%	13%
Better quality company	6%	12%	9%	11%	10%	16%	21%	18%	5%
To have a greater impact	16%	7%	14%	8%	11%	10%	20%	9%	18%
More recognition for contributions	13%	7%	12%	9%	10%	6%	12%	17%	14%
A more innovative company	10%	10%	10%	9%	11%	12%	15%	11%	9%
Location issues (e.g. commute, moving)	14%	4%	15%	9%	24%	14%	9%	6%	8%
More decision making authority	15%	10%	10%	5%	6%	2%	14%	9%	12%
Personal reasons (Family, health, etc.)	16%	2%	10%	2%	11%	10%	4%	9%	11%
Business values/culture do not align with my own	10%	5%	12%	13%	7%	16%	5%	6%	8%
A better job title	4%	11%	5%	4%	4%	2%	15%	12%	4%
Stronger relationship with manager	4%	2%	9%	4%	4%	5%	5%	2%	2%
Unhappy with current team	3%	2%	2%	2%	6%	5%	5%	3%	3%
Something else	3%	2%	3%	3%	9%	7%	3%	3%	3%



What active candidates don't care about in a job

Which of the following are the three least important reasons you are looking for a new job?

	Global Total	US	Canada	Brazil	Australia	New Zealand	Indonesia	India	China
A better job title	33%	38%	47%	13%	50%	50%	24%	25%	29%
Location issues (e.g. commute, moving)	29%	25%	29%	31%	28%	28%	28%	32%	28%
Unhappy with current team	28%	27%	30%	33%	34%	28%	36%	35%	30%
Stronger relationship with manager	25%	32%	22%	25%	28%	28%	36%	26%	22%
Personal reasons (Family, health, etc.)	19%	17%	22%	19%	17%	18%	26%	25%	23%
Increased job security	17%	14%	17%	19%	19%	12%	13%	16%	20%
Business values/culture do not align with my own	16%	16%	13%	18%	13%	6%	18%	16%	16%
Unsatisfactory leadership/management	16%	16%	15%	20%	13%	16%	21%	19%	17%
More decision making authority	14%	14%	13%	22%	13%	14%	14%	13%	14%
To have a greater impact	13%	8%	6%	30%	4%	14%	10%	11%	13%
A more innovative company	12%	13%	17%	10%	9%	11%	12%	9%	11%
Better quality company	11%	10%	9%	7%	8%	7%	8%	13%	7%
Improved work/life balance	10%	11%	9%	7%	11%	9%	4%	9%	10%
More recognition for contributions	9%	13%	9%	6%	11%	11%	9%	10%	7%
Better compensation & benefits	8%	8%	11%	8%	8%	11%	3%	7%	13%
Opportunities for advancement	8%	9%	7%	3%	7%	9%	13%	8%	7%
More learning opportunities	7%	6%	6%	9%	5%	10%	6%	3%	8%
More challenging work	7%	10%	6%	9%	5%	3%	10%	4%	9%
A role that is a better fit for skills	5%	5%	2%	3%	2%	3%	7%	5%	5%
Something else	1%	0%	0%	1%	0%	0%	1%	3%	0%

● High
● Low

What active candidates don't care about in a job

Which of the following are the three least important reasons you are looking for a new job?

	Japan	Singapore	Malaysia	Hong Kong	United Kingdom	France	Netherlands	Italy	Spain
A better job title	31%	36%	33%	33%	47%	35%	35%	17%	19%
Location issues (e.g. commute, moving)	34%	37%	32%	41%	23%	20%	30%	31%	32%
Unhappy with current team	36%	29%	33%	28%	29%	19%	26%	19%	31%
Stronger relationship with manager	22%	23%	27%	21%	19%	19%	22%	23%	32%
Personal reasons (Family, health, etc.)	20%	18%	17%	24%	16%	15%	24%	19%	18%
Increased job security	12%	14%	12%	23%	14%	32%	17%	14%	13%
Business values/culture do not align with my own	16%	18%	20%	13%	16%	17%	17%	14%	19%
Unsatisfactory leadership/management	19%	14%	23%	10%	14%	15%	17%	13%	26%
More decision making authority	12%	12%	16%	14%	15%	11%	14%	16%	9%
To have a greater impact	11%	13%	14%	9%	11%	24%	14%	13%	30%
A more innovative company	13%	20%	8%	19%	14%	20%	10%	14%	11%
Better quality company	10%	8%	14%	4%	16%	10%	9%	14%	13%
Improved work/life balance	11%	9%	7%	11%	4%	11%	9%	13%	7%
More recognition for contributions	12%	6%	5%	11%	11%	8%	4%	8%	12%
Better compensation & benefits	8%	6%	5%	5%	15%	4%	17%	14%	1%
Opportunities for advancement	9%	4%	7%	10%	8%	4%	9%	15%	3%
More learning opportunities	6%	8%	4%	7%	4%	15%	6%	11%	7%
More challenging work	3%	8%	9%	4%	7%	6%	6%	11%	6%
A role that is a better fit for skills	5%	6%	3%	4%	5%	8%	1%	8%	5%
Something else	2%	0%	2%	1%	0%	1%	1%	0%	1%



What active candidates don't care about in a job

Which of the following are the three least important reasons you are looking for a new job?

	Germany	Russia	Denmark	Finland	Norway	Sweden	Turkey	UAE	South Africa
A better job title	42%	19%	41%	35%	45%	42%	26%	24%	45%
Location issues (e.g. commute, moving)	24%	28%	21%	16%	28%	23%	36%	37%	37%
Unhappy with current team	26%	24%	27%	33%	24%	18%	28%	28%	26%
Stronger relationship with manager	22%	20%	19%	28%	21%	20%	26%	27%	29%
Personal reasons (Family, health, etc.)	18%	25%	17%	28%	19%	18%	32%	24%	15%
Increased job security	26%	21%	24%	18%	22%	14%	16%	19%	11%
Business values/culture do not align with my own	15%	24%	16%	18%	15%	18%	20%	19%	14%
Unsatisfactory leadership/management	8%	16%	13%	11%	13%	11%	13%	18%	20%
More decision making authority	11%	10%	14%	13%	16%	17%	17%	11%	16%
To have a greater impact	10%	24%	10%	10%	9%	11%	4%	14%	4%
A more innovative company	8%	15%	7%	11%	6%	12%	7%	13%	7%
Better quality company	11%	7%	14%	20%	13%	12%	10%	9%	15%
Improved work/life balance	16%	14%	9%	11%	12%	13%	9%	12%	7%
More recognition for contributions	8%	15%	9%	13%	12%	10%	8%	8%	13%
Better compensation & benefits	11%	2%	16%	11%	9%	10%	5%	6%	7%
Opportunities for advancement	6%	4%	10%	2%	8%	14%	7%	5%	9%
More learning opportunities	12%	15%	5%	1%	4%	4%	4%	7%	4%
More challenging work	4%	2%	5%	4%	2%	4%	15%	6%	8%
A role that is a better fit for skills	4%	2%	9%	2%	2%	6%	9%	5%	7%
Something else	1%	1%	0%	0%	0%	0%	0%	2%	0%

● High
● Low

Top motivations for changing jobs: passive candidates

Which of the following are the three most important factors that would entice you to pursue a new job opportunity?

	Global Total	US	Canada	Brazil	Australia	New Zealand	Indonesia	India	China
Better compensation & benefits	43%	55%	44%	51%	40%	39%	48%	35%	38%
Better work/life balance	31%	30%	37%	33%	39%	38%	40%	29%	28%
Opportunities for advancement	23%	21%	23%	37%	18%	21%	23%	22%	17%
More challenging work	21%	12%	18%	19%	18%	20%	16%	21%	13%
Better fit for skill set	21%	14%	12%	12%	13%	19%	9%	20%	11%
Increased learning opportunities	17%	19%	20%	16%	20%	25%	22%	27%	20%
More impactful role	14%	17%	16%	5%	15%	15%	12%	15%	15%
More recognition for contributions	13%	11%	11%	17%	14%	11%	11%	12%	12%
Increased job security	12%	20%	16%	12%	15%	9%	7%	11%	9%
Better office location (e.g. commute, city)	12%	15%	15%	13%	14%	8%	8%	14%	12%
Increased decision making authority	12%	10%	10%	9%	8%	8%	8%	12%	15%
A more innovative company	12%	9%	9%	11%	13%	11%	11%	14%	13%
Stronger leadership/management team	10%	13%	13%	4%	14%	10%	14%	10%	11%
Working with a better team	10%	8%	8%	7%	10%	10%	10%	9%	12%
Better alignment with company culture/values	10%	7%	8%	10%	9%	9%	9%	6%	15%
Higher quality company	10%	7%	8%	10%	8%	8%	17%	8%	13%
Stronger relationship with manager	6%	2%	4%	3%	4%	6%	2%	5%	6%
Improved job title	4%	5%	6%	11%	3%	3%	5%	7%	11%
Something else	3%	4%	2%	3%	3%	3%	3%	4%	1%

● High
● Low

Top motivations for changing jobs: passive candidates

Which of the following are the three most important factors that would entice you to pursue a new job opportunity?

	Japan	Singapore	Malaysia	Hong Kong	United Kingdom	France	Netherlands	Italy	Spain
Better compensation & benefits	28%	43%	44%	41%	39%	38%	41%	49%	55%
Better work/life balance	26%	37%	39%	26%	40%	27%	27%	30%	32%
Opportunities for advancement	16%	27%	28%	20%	22%	26%	22%	21%	37%
More challenging work	35%	10%	13%	13%	22%	22%	35%	30%	26%
Better fit for skill set	30%	14%	14%	19%	18%	17%	23%	13%	13%
Increased learning opportunities	18%	23%	25%	19%	18%	7%	11%	17%	20%
More impactful role	13%	14%	10%	17%	15%	8%	11%	7%	7%
More recognition for contributions	8%	14%	15%	14%	15%	16%	14%	16%	16%
Increased job security	9%	9%	9%	13%	15%	12%	11%	11%	15%
Better office location (e.g. commute, city)	16%	7%	9%	6%	15%	17%	17%	16%	4%
Increased decision making authority	14%	12%	8%	12%	9%	22%	13%	9%	9%
A more innovative company	11%	10%	11%	18%	8%	14%	14%	16%	12%
Stronger leadership/management team	10%	16%	15%	12%	8%	7%	5%	5%	2%
Working with a better team	13%	10%	15%	10%	7%	8%	9%	8%	9%
Better alignment with company culture/values	12%	9%	8%	8%	7%	13%	18%	13%	10%
Higher quality company	6%	13%	10%	10%	8%	7%	9%	14%	7%
Stronger relationship with manager	4%	5%	3%	6%	3%	4%	4%	2%	1%
Improved job title	3%	4%	5%	6%	5%	3%	3%	7%	6%
Something else	2%	1%	2%	2%	3%	3%	4%	2%	4%

● High
● Low

Top motivations for changing jobs: passive candidates

Which of the following are the three most important factors that would entice you to pursue a new job opportunity?

	Germany	Russia	Denmark	Finland	Norway	Sweden	Turkey	UAE	South Africa
Better compensation & benefits	39%	68%	27%	44%	38%	38%	57%	46%	42%
Better work/life balance	32%	22%	30%	27%	26%	23%	25%	27%	32%
Opportunities for advancement	16%	37%	16%	19%	14%	14%	31%	24%	22%
More challenging work	18%	24%	27%	21%	28%	29%	5%	18%	19%
Better fit for skill set	19%	12%	21%	22%	23%	18%	19%	13%	14%
Increased learning opportunities	12%	13%	32%	28%	32%	39%	14%	21%	24%
More impactful role	18%	9%	18%	17%	18%	17%	20%	11%	14%
More recognition for contributions	13%	11%	9%	9%	8%	12%	7%	9%	14%
Increased job security	16%	7%	11%	10%	11%	7%	4%	16%	18%
Better office location (e.g. commute, city)	11%	13%	11%	9%	13%	16%	13%	8%	10%
Increased decision making authority	19%	14%	16%	9%	15%	10%	13%	11%	11%
A more innovative company	15%	11%	17%	18%	14%	14%	12%	10%	12%
Stronger leadership/management team	9%	5%	13%	8%	12%	11%	8%	14%	12%
Working with a better team	9%	6%	15%	13%	12%	7%	15%	13%	7%
Better alignment with company culture/values	19%	5%	7%	7%	4%	3%	5%	7%	8%
Higher quality company	8%	10%	9%	9%	8%	9%	19%	14%	10%
Stronger relationship with manager	4%	4%	4%	3%	3%	4%	2%	5%	3%
Improved job title	3%	15%	4%	4%	3%	2%	15%	8%	3%
Something else	3%	3%	3%	4%	4%	4%	1%	2%	1%

● High
● Low

What passive candidates don't care about in a job

Which of the following are the three least important factors that would entice you to pursue a new job opportunity?

	Global Total	US	Canada	Brazil	Australia	New Zealand	Indonesia	India	China
Improved job title	49%	56%	55%	30%	63%	63%	52%	41%	43%
Better office location (e.g. commute, city)	33%	30%	31%	31%	41%	38%	34%	43%	31%
Increased job security	22%	14%	20%	25%	19%	22%	24%	28%	29%
Stronger relationship with manager	21%	23%	19%	36%	19%	20%	34%	24%	17%
Better alignment with company culture/values	17%	17%	15%	13%	14%	11%	12%	17%	11%
More impactful role	15%	10%	13%	42%	15%	17%	17%	10%	14%
Higher quality company	15%	12%	15%	9%	16%	19%	13%	15%	18%
Increased decision making authority	15%	19%	18%	18%	16%	13%	18%	12%	18%
A more innovative company	14%	18%	15%	18%	13%	9%	16%	17%	18%
Stronger leadership/management team	11%	6%	10%	13%	4%	6%	3%	10%	8%
Opportunities for advancement	11%	12%	15%	4%	14%	16%	8%	5%	14%
Better work/life balance	11%	7%	8%	5%	5%	6%	7%	11%	9%
Increased learning opportunities	10%	10%	10%	13%	10%	8%	5%	5%	11%
Better fit for skill set	9%	5%	6%	9%	7%	6%	11%	11%	16%
Better compensation & benefits	9%	8%	6%	6%	9%	8%	7%	9%	6%
More recognition for contributions	9%	22%	15%	6%	14%	13%	11%	11%	9%
More challenging work	8%	13%	10%	8%	7%	9%	10%	5%	17%
Working with a better team	7%	10%	11%	9%	8%	11%	8%	14%	4%
Something else	1%	1%	2%	1%	0%	1%	1%	2%	0%

● High
● Low

What passive candidates don't care about in a job

Which of the following are the three least important factors that would entice you to pursue a new job opportunity?

	Japan	Singapore	Malaysia	Hong Kong	United Kingdom	France	Netherlands	Italy	Spain
Improved job title	49%	60%	54%	48%	59%	59%	56%	17%	26%
Better office location (e.g. commute, city)	23%	44%	41%	43%	29%	23%	25%	36%	32%
Increased job security	26%	24%	19%	20%	18%	28%	17%	22%	22%
Stronger relationship with manager	11%	15%	27%	20%	23%	14%	15%	32%	22%
Better alignment with company culture/values	16%	20%	17%	16%	18%	11%	9%	18%	13%
More impactful role	20%	11%	10%	13%	11%	22%	30%	15%	41%
Higher quality company	23%	11%	10%	10%	18%	10%	10%	17%	13%
Increased decision making authority	11%	19%	16%	16%	15%	12%	16%	20%	19%
A more innovative company	22%	18%	18%	18%	15%	14%	13%	13%	13%
Stronger leadership/management team	12%	5%	5%	6%	12%	20%	14%	21%	31%
Opportunities for advancement	12%	10%	9%	11%	14%	7%	13%	14%	5%
Better work/life balance	14%	8%	5%	11%	6%	5%	8%	14%	8%
Increased learning opportunities	9%	7%	6%	14%	12%	31%	16%	9%	5%
Better fit for skill set	3%	7%	10%	8%	5%	5%	6%	5%	6%
Better compensation & benefits	20%	9%	7%	9%	11%	7%	11%	9%	4%
More recognition for contributions	7%	6%	12%	9%	7%	8%	5%	8%	14%
More challenging work	4%	16%	19%	12%	9%	6%	5%	4%	4%
Working with a better team	8%	4%	5%	7%	9%	8%	9%	10%	6%
Something else	1%	1%	1%	1%	0%	0%	0%	1%	1%

● High
● Low

What passive candidates don't care about in a job

Which of the following are the three least important factors that would entice you to pursue a new job opportunity?

	Germany	Russia	Denmark	Finland	Norway	Sweden	Turkey	UAE	South Africa
Improved job title	59%	26%	54%	57%	60%	68%	24%	46%	57%
Better office location (e.g. commute, city)	38%	32%	38%	31%	31%	25%	31%	47%	38%
Increased job security	18%	28%	22%	26%	24%	27%	28%	16%	18%
Stronger relationship with manager	19%	12%	20%	25%	27%	12%	21%	24%	29%
Better alignment with company culture/values	9%	27%	13%	18%	14%	21%	15%	13%	14%
More impactful role	17%	26%	10%	13%	12%	7%	8%	11%	12%
Higher quality company	11%	11%	20%	17%	15%	14%	9%	16%	14%
Increased decision making authority	11%	12%	12%	12%	13%	20%	15%	13%	13%
A more innovative company	11%	23%	13%	12%	11%	12%	13%	15%	10%
Stronger leadership/management team	14%	17%	9%	12%	12%	12%	12%	6%	5%
Opportunities for advancement	12%	4%	17%	12%	20%	16%	5%	12%	10%
Better work/life balance	9%	13%	10%	10%	13%	8%	10%	11%	10%
Increased learning opportunities	19%	14%	6%	7%	4%	4%	9%	11%	7%
Better fit for skill set	6%	10%	5%	3%	3%	6%	5%	10%	9%
Better compensation & benefits	14%	3%	11%	11%	10%	13%	3%	7%	7%
More recognition for contributions	8%	13%	10%	10%	8%	16%	18%	11%	19%
More challenging work	6%	6%	4%	8%	6%	4%	39%	12%	8%
Working with a better team	6%	10%	7%	8%	8%	9%	8%	8%	14%
Something else	1%	1%	0%	0%	0%	1%	2%	2%	1%

● High
● Low

The importance of talent brand to professionals

Which of the following is the most important attribute of a company if you were to consider a new job?

	Global Average	US	Canada	Brazil	Australia	New Zealand	Indonesia
Reputation as a great place to work	56%	60%	59%	61%	52%	52%	44%
Reputation for being prestigious	7%	4%	4%	7%	4%	4%	10%
Reputation for great people	17%	17%	19%	12%	22%	21%	22%
Reputation for great products/services	20%	18%	18%	19%	21%	23%	24%

	India	China	Japan	Singapore	Malaysia	Hong Kong	United Kingdom
Reputation as a great place to work	54%	33%	39%	59%	53%	45%	52%
Reputation for being prestigious	10%	11%	18%	8%	9%	10%	8%
Reputation for great people	14%	25%	21%	15%	19%	23%	19%
Reputation for great products/services	22%	31%	22%	17%	19%	22%	22%

	France	Netherlands	Italy	Spain	Germany	Russia	Denmark
Reputation as a great place to work	47%	57%	44%	49%	47%	45%	62%
Reputation for being prestigious	7%	6%	13%	18%	5%	7%	5%
Reputation for great people	22%	15%	19%	11%	19%	21%	14%
Reputation for great products/services	24%	22%	25%	22%	30%	27%	20%

	Finland	Norway	Sweden	Turkey	UAE	South Africa
Reputation as a great place to work	54%	59%	60%	35%	51%	44%
Reputation for being prestigious	5%	5%	3%	23%	12%	9%
Reputation for great people	18%	15%	17%	20%	16%	16%
Reputation for great products/services	23%	21%	20%	22%	21%	31%

● High
● Low

Survey results and percentages on particular questions could be slightly above or below 100% due to rounding.

How professionals stay on top of their careers

Which of the following activities have you participated in during the last month?

	Global Average	US	Canada	Brazil	Australia	New Zealand	Indonesia	India	China
Engaged in professional networking	47%	58%	57%	44%	55%	53%	48%	52%	42%
Edited my resume and/or a professional profile to keep it up to date	46%	49%	44%	49%	45%	44%	48%	51%	39%
Researched ways to update my skills to improve my career path	44%	46%	44%	45%	41%	41%	45%	48%	45%
Researched companies that interest me	40%	42%	39%	39%	34%	36%	35%	43%	38%
Received a message from a recruiter	39%	38%	37%	33%	34%	27%	47%	40%	50%
Researched new career opportunities that might interest me	39%	38%	39%	43%	33%	35%	40%	41%	36%
Heard about a job from a colleague, friend or family member	33%	39%	35%	36%	33%	31%	43%	33%	33%
Explored a new job at a different company	29%	28%	29%	26%	24%	27%	36%	32%	25%
Considered starting a business or self-employment	25%	22%	25%	27%	22%	24%	36%	22%	24%
Applied for a new job at a different company	25%	25%	20%	27%	20%	21%	30%	32%	21%
Contacted a colleague, friend or family member to get job recommendations	21%	21%	19%	31%	20%	16%	30%	27%	22%
Interviewed for a new job with a different employer	17%	14%	12%	19%	12%	12%	22%	18%	17%
Explored a new job with my current employer	14%	13%	15%	15%	16%	13%	18%	16%	14%
Contacted a recruiter or hiring manager to learn more about career opportunities	14%	13%	12%	15%	13%	13%	15%	15%	17%
Contacted a recruiter or hiring manager to follow-up on a job application	13%	12%	12%	13%	12%	15%	15%	16%	16%
I did not do any of these activities in the last month	11%	9%	10%	11%	13%	14%	9%	11%	11%
Applied for a new job with my current employer	8%	6%	6%	11%	7%	6%	13%	9%	8%
Interviewed for a new job with my current employer	6%	4%	5%	8%	6%	4%	12%	7%	6%
Other	2%	2%	3%	2%	3%	4%	2%	3%	2%

● High
● Low

How professionals stay on top of their careers

Which of the following activities have you participated in during the last month?

	Japan	Singapore	Malaysia	Hong Kong	United Kingdom	France	Netherlands	Italy	Spain
Engaged in professional networking	48%	47%	45%	51%	53%	42%	49%	29%	39%
Edited my resume and/or a professional profile to keep it up to date	50%	53%	51%	43%	48%	50%	44%	45%	51%
Researched ways to update my skills to improve my career path	50%	41%	49%	40%	40%	39%	38%	43%	59%
Researched companies that interest me	48%	41%	40%	37%	39%	43%	34%	41%	43%
Received a message from a recruiter	65%	52%	44%	47%	48%	43%	30%	35%	22%
Researched new career opportunities that might interest me	43%	42%	43%	37%	35%	42%	32%	46%	49%
Heard about a job from a colleague, friend or family member	34%	37%	35%	36%	31%	35%	28%	32%	32%
Explored a new job at a different company	45%	37%	30%	31%	28%	30%	22%	33%	33%
Considered starting a business or self-employment	35%	27%	32%	23%	22%	23%	20%	23%	31%
Applied for a new job at a different company	34%	29%	27%	21%	22%	26%	18%	28%	28%
Contacted a colleague, friend or family member to get job recommendations	23%	25%	23%	21%	17%	25%	17%	16%	23%
Interviewed for a new job with a different employer	32%	21%	19%	16%	13%	20%	12%	17%	13%
Explored a new job with my current employer	20%	17%	14%	11%	13%	15%	13%	15%	11%
Contacted a recruiter or hiring manager to learn more about career opportunities	29%	17%	12%	19%	14%	15%	10%	11%	9%
Contacted a recruiter or hiring manager to follow-up on a job application	22%	20%	12%	14%	13%	16%	10%	11%	8%
I did not do any of these activities in the last month	6%	10%	10%	11%	10%	11%	15%	11%	10%
Applied for a new job with my current employer	10%	7%	7%	6%	5%	10%	7%	11%	9%
Interviewed for a new job with my current employer	9%	5%	5%	4%	3%	9%	6%	7%	3%
Other	2%	3%	2%	2%	3%	3%	3%	1%	3%

● High
● Low

How professionals stay on top of their careers

Which of the following activities have you participated in during the last month?

	Germany	Russia	Denmark	Finland	Norway	Sweden	Turkey	UAE	South Africa
Engaged in professional networking	52%	33%	49%	49%	42%	44%	33%	49%	53%
Edited my resume and/or a professional profile to keep it up to date	49%	38%	40%	41%	45%	41%	40%	51%	51%
Researched ways to update my skills to improve my career path	41%	48%	39%	39%	36%	34%	39%	45%	50%
Researched companies that interest me	41%	36%	41%	40%	39%	36%	38%	45%	39%
Received a message from a recruiter	47%	41%	25%	24%	33%	31%	32%	44%	38%
Researched new career opportunities that might interest me	38%	35%	33%	44%	30%	36%	36%	42%	40%
Heard about a job from a colleague, friend or family member	34%	31%	29%	29%	27%	30%	36%	33%	27%
Explored a new job at a different company	25%	24%	29%	29%	22%	29%	27%	37%	24%
Considered starting a business or self-employment	21%	19%	17%	24%	14%	22%	19%	26%	38%
Applied for a new job at a different company	20%	15%	21%	20%	16%	21%	26%	38%	27%
Contacted a colleague, friend or family member to get job recommendations	17%	17%	14%	12%	12%	16%	27%	25%	20%
Interviewed for a new job with a different employer	15%	17%	14%	13%	12%	14%	20%	20%	13%
Explored a new job with my current employer	14%	9%	11%	13%	17%	14%	10%	15%	15%
Contacted a recruiter or hiring manager to learn more about career opportunities	10%	12%	6%	9%	6%	10%	13%	18%	12%
Contacted a recruiter or hiring manager to follow-up on a job application	12%	13%	8%	9%	7%	12%	14%	20%	13%
I did not do any of these activities in the last month	9%	12%	16%	10%	15%	16%	14%	9%	8%
Applied for a new job with my current employer	7%	7%	5%	3%	6%	7%	8%	10%	11%
Interviewed for a new job with my current employer	7%	7%	5%	3%	5%	5%	8%	6%	6%
Other	2%	1%	3%	3%	3%	2%	1%	2%	2%

● High
● Low

About the authors



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Leela is a self-confessed recruiting nerd. She and her team uncover global best practices, success stories and trends in the Talent Acquisition industry.



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Questions?

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