Leveraging Candidate Preferences in the Global War for Talent

Insights from ManpowerGroup Solutions’ Global Candidate Preferences Survey
Call to Action

2016/2017 TALENT SHORTAGE SURVEY

18% OF EMPLOYERS are having DIFFICULTY FILLING JOBS

THE UNITED KINGDOM RESULTS
The **HARDEST SKILLS** to find

For the fourth consecutive year, **Skilled Trades** are the hardest jobs to fill in the United Kingdom; **Drivers** are in second place, followed by **Engineers** and **Sales Representatives**.

**Skilled Trades** (electricians, carpenters, welders, bricklayers, plasterers, plumbers, masons and more)

**Drivers** (truck, lorry, heavy goods, delivery, heavy equipment and construction drivers)

**Sales Representatives** (sales executives, sales advisors and retail sales people)

**Management/Executives** (senior and board level managers)

**Doctors & Other Non-Nursing Health Professionals**

**Technicians** (production, operations or maintenance technicians)

**Office Support Staff** (secretaries, PAs, receptionists and administrative assistants)

**Restaurant & Hotel Staff**

**Nurses**

**WHY employers say it’s HARD TO FILL positions**

Lack of available applicants and lack of experience are the top reasons employers can’t fill positions.

- **37%** Lack of available applicants/ no applicants
- **17%** Lack of experience
- **16%** Lack of hard skills (technical competences)
- **12%** Looking for more pay than is offered
- **9%** Lack of soft skills (workplace competences)
Learnability Key to Address Skills Shortage

85% of employers are training and developing existing employees to fill open positions

- 85% Offer training and development to existing staff
- 75% Recruit outside the talent pool
- 60% Explore alternative sourcing strategies
- 43% Change existing work models
- 34% Pay higher salary packages to recruits
- 34% Outsource the work
- 28% Provide additional perks/benefits to recruits
Understanding Global Candidate Preferences

GLOBAL CANDIDATE PREFERENCES SURVEY

We asked 14,000 currently in the workforce ages 18-65

fielded in 19 influential employment markets across the globe

Candidates shared what matters most to them in the job search process
EMEA Respondents

- Germany = 785
- Netherlands = 753
- Norway = 794
- Poland = 749
- Spain = 750
- Sweden = 763
- UK = 766

- 21% managers
- 32% experienced individual contributors
- 14% entry level
- 14% graduate/undergraduate
- 6% executives
The EMEA Job Search Experience: Motivations & Attitudes
We asked: How much do you agree with the following statements?

- I'm satisfied with my job, I don't need to look for another one: 44%
- Automated messages about positions not targeted to me undermine an employer's credibility: 44%
- I would like to use mobile apps to apply for jobs from my smart phone: 42%
- I am always looking for the next job opportunity: 39%
- The best way to increase compensation level is through changing jobs: 38%
- Every job is temporary: 27%
- The best way to advance my career is to change jobs frequently: 24%
We asked: What do you consider most important when making career decisions?

<table>
<thead>
<tr>
<th>Job Search Motivation</th>
<th>EMEA</th>
<th>UK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of work</td>
<td>71%</td>
<td>65%</td>
</tr>
<tr>
<td>Compensation</td>
<td>24%</td>
<td>55%</td>
</tr>
<tr>
<td>Geographic location</td>
<td>49%</td>
<td>42%</td>
</tr>
<tr>
<td>Schedule flexibility</td>
<td>35%</td>
<td>38%</td>
</tr>
<tr>
<td>Opportunity of advancement</td>
<td>37%</td>
<td>32%</td>
</tr>
<tr>
<td>Benefits offered</td>
<td>24%</td>
<td>38%</td>
</tr>
<tr>
<td>Brand/reputation of the company</td>
<td>19%</td>
<td>25%</td>
</tr>
<tr>
<td>Industry</td>
<td>19%</td>
<td>19%</td>
</tr>
</tbody>
</table>
Moving for a Job Opportunity

We asked: How far would you consider moving for a job opportunity?

I wouldn't consider moving for a new job opportunity

- A new country: 26%
- A new city: 28%
- A new state/region: 17%

EMEA:
- A new country: 23%
- A new city: 27%
- A new state/region: 16%

Global:
- A new country: 26%
- A new city: 28%
- A new state/region: 17%
The EMEA Job Search Experience:

Work Preferences & Career Decisions
We asked: What are the top challenges you face in making career decisions?

- Lack of access to quality jobs: 34%
- Ageism: 28%
- Lack of awareness of quality jobs: 23%
- Access to continuing education: 21%
- Gender bias: 14%
- Lack of technical skills (e.g., technological/computer, mechanical, mathematical): 10%
- Cultural bias: 10%
- Disability discrimination: 8%
### Schedule Flexibility

We asked: Which one of the following types of schedule flexibility options is most important to you?

<table>
<thead>
<tr>
<th>Schedule Flexibility</th>
<th>EMEA</th>
<th>UK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible arrival and departure times</td>
<td>23%</td>
<td>28%</td>
</tr>
<tr>
<td>Full-time work from home/location independence</td>
<td>22%</td>
<td>20%</td>
</tr>
<tr>
<td>Choice and control in work shifts</td>
<td>7%</td>
<td>15%</td>
</tr>
<tr>
<td>Part-time work from home</td>
<td>7%</td>
<td>12%</td>
</tr>
<tr>
<td>Compressed shifts/work week (e.g., three 15-hour shifts or four 10-hour days per week)</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>Opportunity for sabbaticals or career breaks</td>
<td>5%</td>
<td>6%</td>
</tr>
<tr>
<td>Unlimited paid time off (PTO)</td>
<td>6%</td>
<td>5%</td>
</tr>
</tbody>
</table>
Seeing the Value in the Mission

Company vision and mission are growing concerns for UK Job Seekers. 27 percent compared to 16 percent in the prior year.
Career Decision Priorities

Compensation Transparency

37% increase in a year-over-year comparison

- Mexico: 49% (2015), 59% (2016)
- China: 66% (2015), 81% (2016)
- United Kingdom: 18% (2015), 28% (2016)
- Australia: 19% (2015), 31% (2016)
- United States: 31% (2015), 45% (2016)
The UK Job Search Experience:

Methods & Sources
We asked: When researching job opportunities, what sources do you use to gather information about a specific opportunity or organisation?

<table>
<thead>
<tr>
<th>Source of Information</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Search engine results</td>
<td>59%</td>
</tr>
<tr>
<td>Company website</td>
<td>54%</td>
</tr>
<tr>
<td>Social media networks (e.g., LinkedIn, Facebook)</td>
<td>30%</td>
</tr>
<tr>
<td>Recruiter/hiring manager for an organisation</td>
<td>26%</td>
</tr>
<tr>
<td>Peers</td>
<td>20%</td>
</tr>
<tr>
<td>News sites</td>
<td>20%</td>
</tr>
<tr>
<td>Industry associations</td>
<td>17%</td>
</tr>
<tr>
<td>Mobile apps</td>
<td>16%</td>
</tr>
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We asked: Of the options below, which do you believe is the most credible and reliable source of information about a company’s brand?

- Current employees of the company: 31%
- Company website: 24%
- Employer review websites: 15%
- Social networks (e.g., Twitter, LinkedIn): 7%
- News articles: 7%
- Recruiters/headhunters: 6%
- Peers not employed at the company: 5%

26% of global candidates surveyed reported having information about an employer’s brand pre-application.
Top Social Media Sites

We asked: Which of the following social media platforms have you used in the last two weeks?

1. Facebook - 80% (#1 Global = 85%)
2. Twitter - 43% (#4 Global = 41%)
3. Instagram - 34% (#3 Global = 43%)
4. Google+ - 24% (#2 Global = 45%)
5. LinkedIn - 24% (#6 Global = 29%)
6. Pinterest - 24% (#7 Global = 23%)
7. Snapchat - 24% (#5 Global = 30%)
What Next?
Rethink Your Employee Value Proposition

- **Job content matters**
- **Work flexibility**
- **Positioning total compensation**
Make Your Assets Social Media-Friendly

Build Your Career at ManpowerGroup!
Are you or someone you know interested in starting their career at ManpowerGroup as a recruiter? Great! Come see what working at ManpowerGroup is all about on Friday, June 16th from 9am-1pm. We will be interviewing candidates who are interested in working full time availability Monday-Saturday (shifts will vary). Please RSVP by clicking the link and a recruiter will reach out to you and get you scheduled for June 16th! http://ow.ly/wwf830cANTk

334 people reached

Eric Tickler, Sandra Oliveira and Jane Cunliffe
Engage Directly With Candidates

Emails with video link
Questions?