

# HIRING ACROSS EUROPE

Great  
Place  
To  
Work<sup>®</sup>



# REPORT GUIDE



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# WHAT WE DO

Great Place to Work supports organisations in creating exceptional, high-performing workplaces where employees feel trusted and valued.

We are the leading workplace culture and recognition authority present in over **60 countries** and supporting in excess of **8,000 organisations** every year.

We help our clients drive trust and the employee experience that in turn enable and facilitate sustained success. Organisations recognised as Great Places to Work report greater talent attraction, higher retention and increased workforce productivity by putting the employee voice at the heart of their organisations. Our role is to analyse and benchmark what employees think and feel and evaluate organisations' people policies and practices to then identify the real issues that need to be addressed and acted upon to maximise and build on these workplace cultures and optimise organisational performance.

**We run the Best Workplaces™** awards to empower the organisations we work with to celebrate their achievements, build their employer brand and inspire others to take action.

By improving people's lives at work and the communities organisations serve, we want to help create a better world for everyone.

**To learn more, visit [www.greatplacetowork.com](http://www.greatplacetowork.com), and read "A Great Place to Work for All."** Join the community on LinkedIn, Twitter and Instagram.

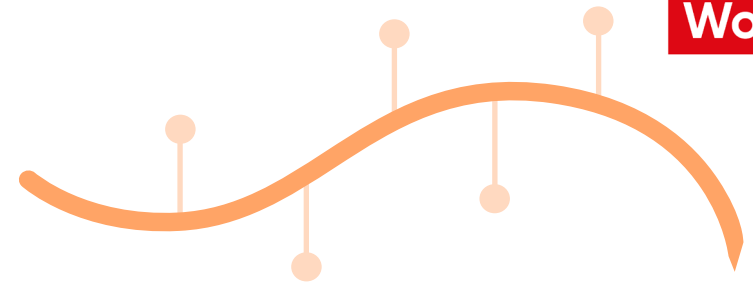


# EXECUTIVE SUMMARY

With HR tasked with recruiting the right candidates for the present but also the future, it is imperative that it juggles varying methods targeted at different populations when it comes to talent attraction.

Millennials and Generation Z are used to receiving personalised adverts, something older generations would typically find intrusive and overstepping the mark. Adoption of technology and advanced data analytics is widespread in marketing, sales and finance, and our respondents recognised the importance of technology and analytics in HR. The analytics capabilities in leading Human Capital Management solutions allow HR teams to customise employee experiences by delivering personalised content, predicting what new roles individuals may excel in, recommending tailored learning opportunities and even identifying at-risk talent to signal that more 1:1 time might be needed with his or her manager.

The ability to hire and keep the right person for the job is critical to any organisation's long-term success, but just as organisations are starting to comprehend recruitment techniques necessary to attract baby boomers and millennials, they must now contend with Generation Z. With HR tasked with recruiting the right candidates for the present but also the future, it is imperative that it juggles varying methods targeted at different populations when it comes to talent attraction.



But even with more advanced technological tools being available and known about, respondents within our study revealed a preference for traditional recruitment techniques. Our results revealed that more than 80% of structured recruitment processes were based on classical methods, with fewer than 10% adopting advanced analytical measures as part of their hiring steps. Although there was widespread understanding of how technology could be applied to recruitment, it would appear that traditional ones are still preferred by organisations across Europe, but as Generation Z make up more and more of the workforce, our respondents expect to be applying methods more suited to these candidates with much greater frequency.

To distil current hiring strategies from 13 different countries further, we divided the data into four categories: Traditional Recruitment, Millennial and Generation Z Recruitment, Measurement Rates, and Future Trends. We have also picked out some people practices being adopted by organisations across Europe.

# THE SURVEY

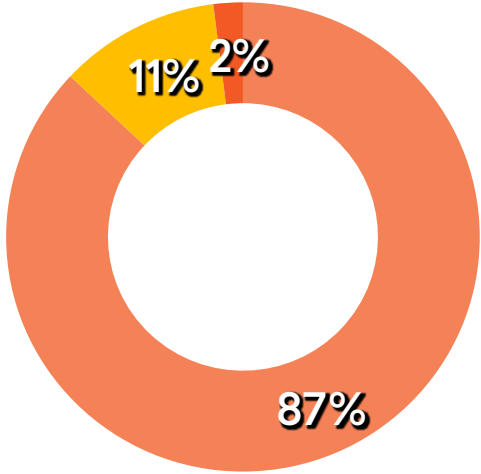


# COMPANIES PROFILE

With organisations competing for the best talent across divergent profiles and multiple generations, a wide range of recruitment channels are necessary to ensure attraction of these varying candidates.

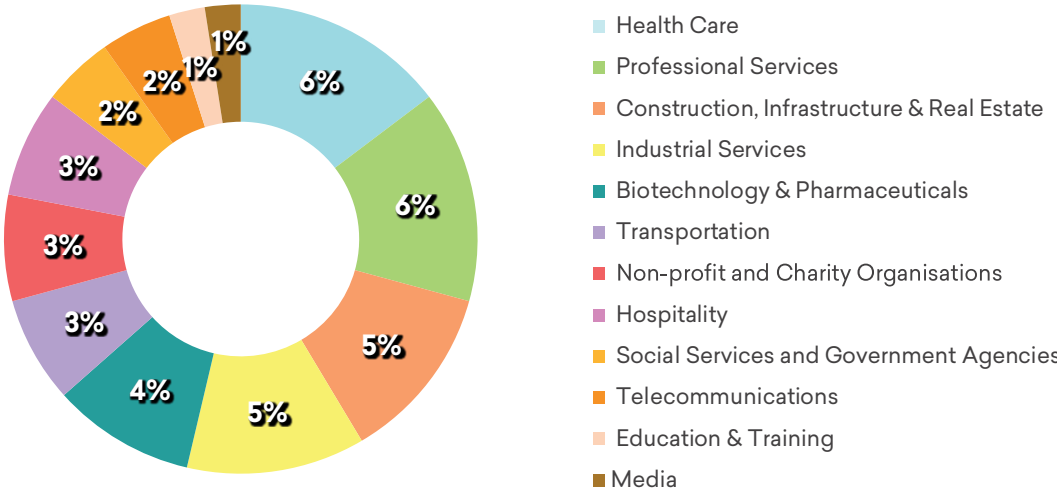
To take the pulse across Europe, Great Place to Work asked respondents from over **900 organisations** in 13 European countries\* about current hiring practices and also future recruitment plans.

COMPANY TYPE

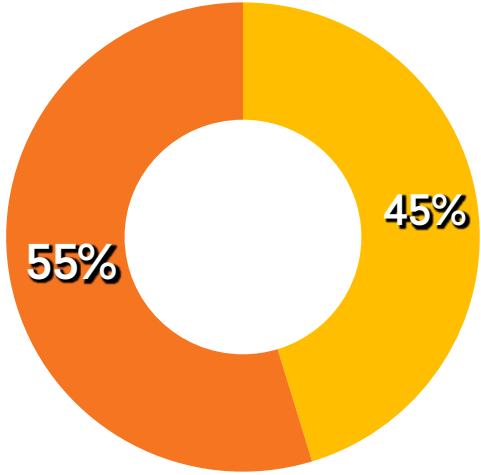


Private Public Semi-State

SECTOR DISTRIBUTION



ORGANISATION TYPE



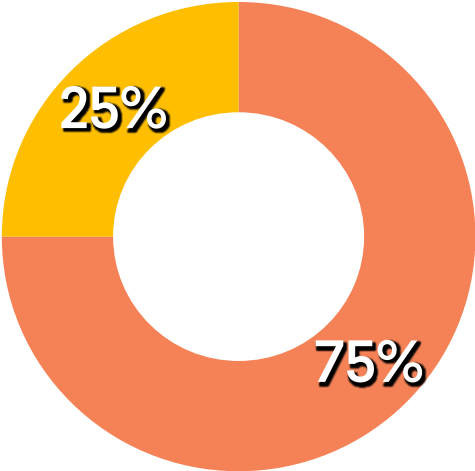
Domestic % Multinational %

\* Respondents from the following countries were surveyed: Austria, Denmark, France, Greece, Germany, Italy, Norway, Netherlands, Sweden, Spain, Switzerland, Turkey and the UK

# COMPANIES PROFILE

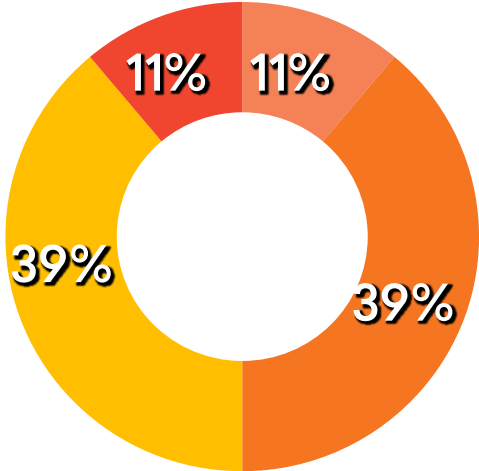
More than 900 organisations were represented across multiple sectors allowing us to unearth the latest patterns regarding hiring practices in Europe.

MEMBER OF TOP MANAGEMENT TEAM



■ Yes ■ No

CURRENT JOB POSITION



- HR Specialist
- HR Manager
- HR Director
- Other Profession (not HR)



# HIRING ACROSS EUROPE





# TRADITIONAL RECRUITMENT

## Why aren't we recruiting differently?

Organisations are leveraging traditional recruitment methods because these still deliver a superior outcome as they are the most prevalent and successful approach for HR leaders.

Employers today are fully aware that 90% of the current job market is candidate-driven and, despite all of the technology available to help better recruit new talent, the strength of a superior employer brand, the power of familiarity by hiring from within and employee referrals were all regarded as favourable methods to ensure the right hires were made.

While this is true now, the emergence of technology and its influence, and the dependence that Generation Z and future generations will continue to place on it, means that a more blended and integrated approach to recruitment will need to be implemented.

**94%**  
are hired internally

**JOB OPENINGS**



**92%**  
vacancy page on  
the company website

**THIRD PARTY**

**89%**  
use recruitment websites  
and/or newspapers



**WORD OF MOUTH**



**89%**  
try to influence and  
encourage organic word of  
mouth

**EMPLOYEE REFERRALS**

**89%**  
ask current employees to  
recommend candidates  
from existing networks



# MILLENNIALS AND GENERATION Z RECRUITMENT

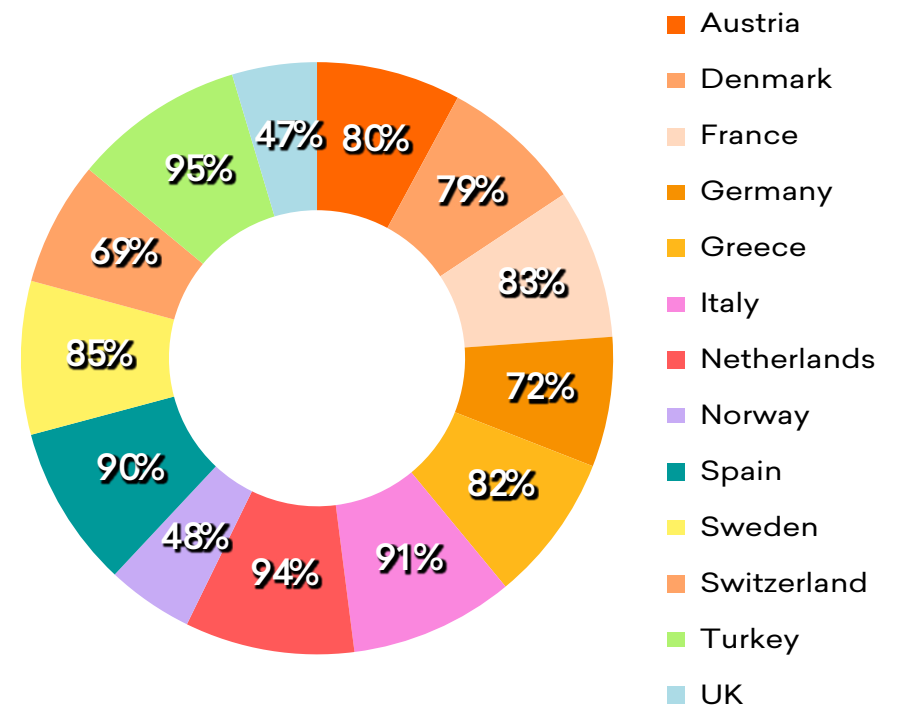
When it comes to hiring younger generations, HR leaders must be prepared to fulfil their needs not only by adapting the source and type of recruitment practice but also by creating a more tailored process.

It is widely established that in today's world, an organisation needs to offer flexible working hours and learning & development opportunities.

These digitally native generations not only want but demand immediate fulfilment. They don't simply work for money but place huge emphasis on the right workplace culture, an environment that allows them the opportunity to make an impact, and an organisation that offers plenty of recognition.

Our respondents recognised the need to showcase their employee value proposition to prospective candidates.

## INTERNSHIPS / TRAINEE PROGRAMS



\*Baby Boomers: Born 1946-1964 (54-72 years old)

Millennials: Born 1981-1996 (22-37 years old)

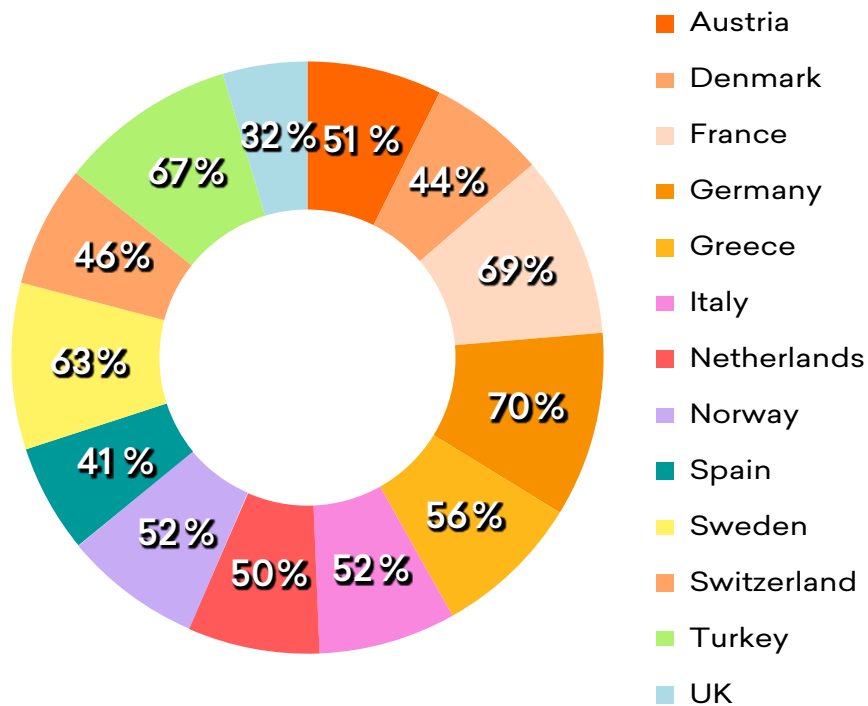
Generation X: Born 1965-1980 (38-53 years old)

Generation Z: Born 1997-Present (0-21 years old)

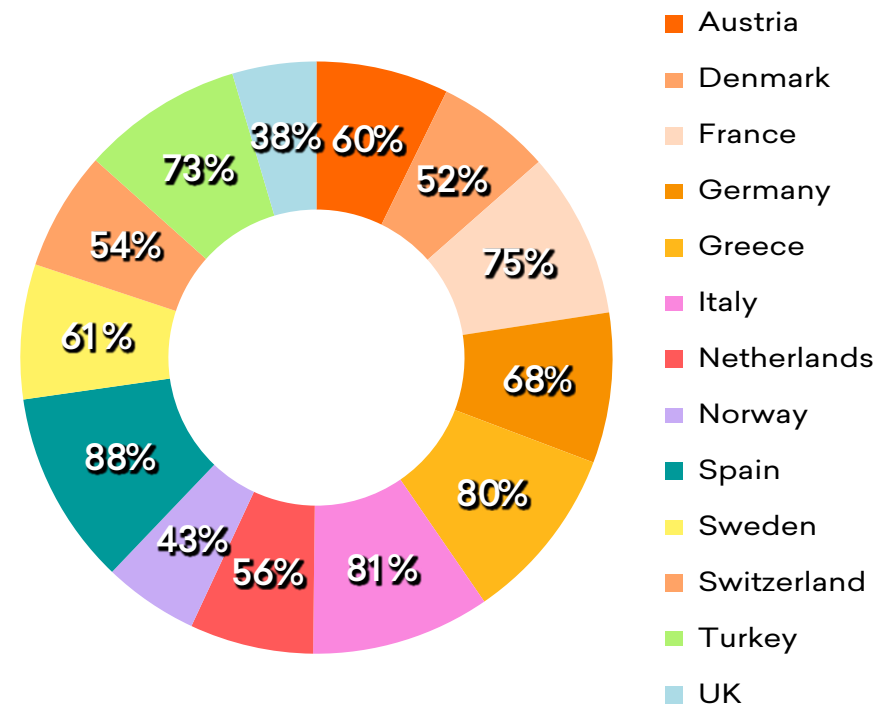
# MILLENNIALS AND GENERATION Z RECRUITMENT

There are significant variations in countries across Europe: while in Turkey 95% of the HR professionals said the organisation runs trainee programmes, in the UK only 47% reported running this type of scheme.

ALREADY RUNNING CAREER FAIRS



PARTNERSHIPS WITH UNIVERSITIES STUDENT ASSOCIATIONS



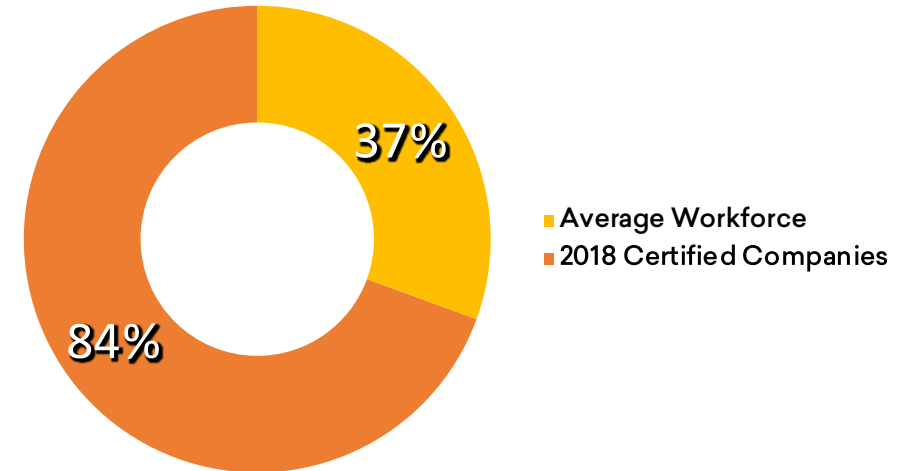
# MILLENNIALS AND GENERATION Z RECRUITMENT

Turns out a lot of people got millennials wrong.

Far from being selfish jobhoppers, they're just searching for a position with great leaders, fair base pay and support for their real-life needs.

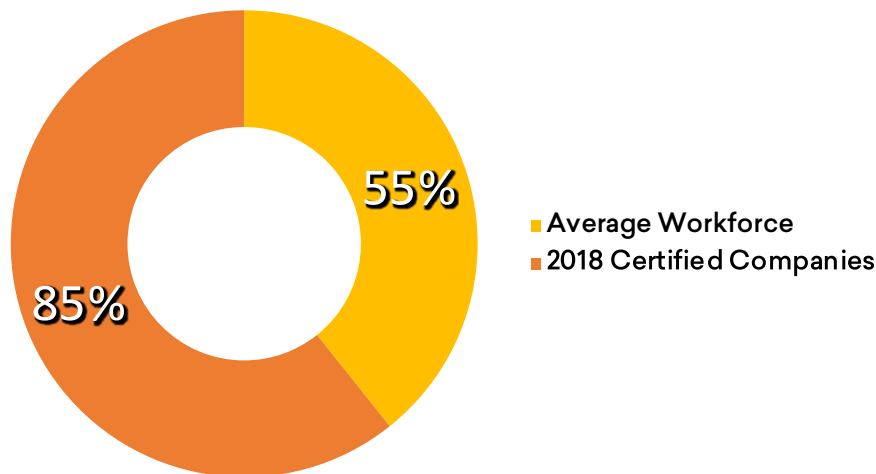
And when organisations deliver on those demands, millennials produce for their companies, big time.

## PRODUCTIVITY



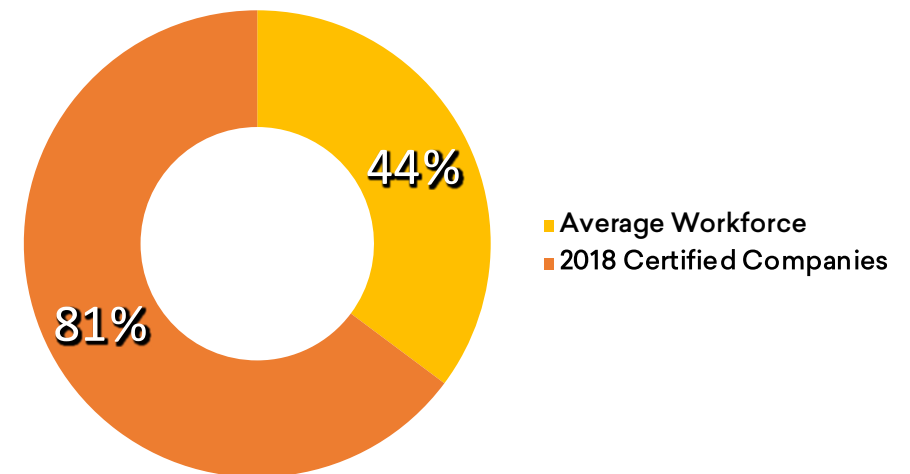
People are willing to give extra to get job done

## RECRUITMENT



I would strongly recommend my company to friends and family as a great place to work

## RETENTION

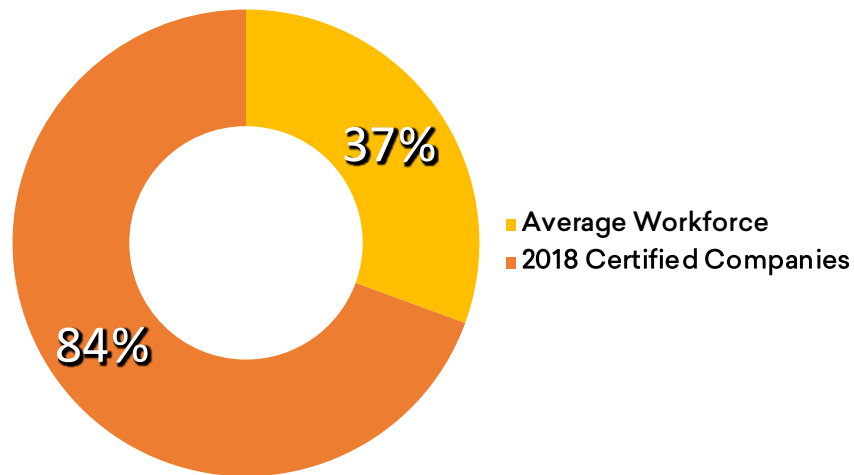


I want to work here for a long time

# MILLENNIALS AND GENERATION Z RECRUITMENT

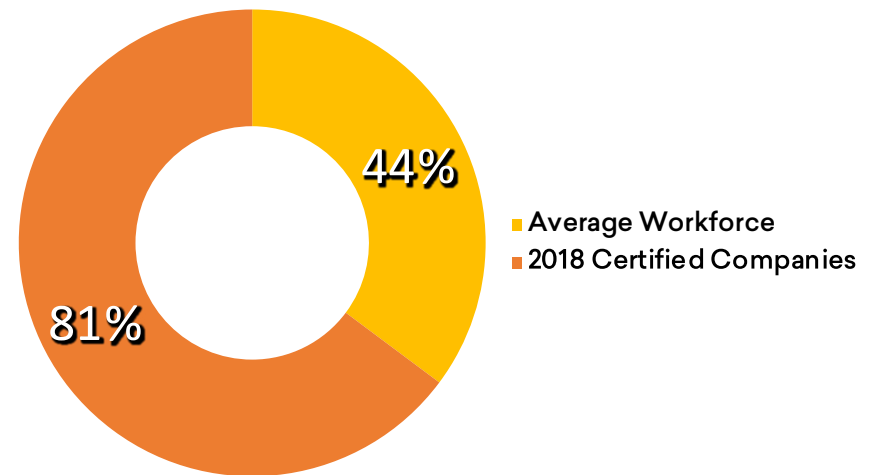
Companies that better recruit, retain and inspire millennials will reap significant competitive advantages today and years into the future.

## CUSTOMER SERVICE



Our customers would rate the service we deliver as “excellent”

## AGILITY



People here quickly adapt to changes needed for our organization’s success.

# MILLENNIALS AND GENERATION Z RECRUITMENT

More so than other generations, millennials lack faith in their leaders.



When millennials find a great workplace, they are super-loyal.

Members of the generation have been accused of being casual, careless job-hoppers. But our study suggests millennials simply aren't willing to stay in bad jobs. **When millennials find a great workplace, they want to stay. Millennials who experience a great workplace culture are 50 times more likely to plan a long-term future at their company than millennials who don't experience a great workplace culture.** While their competitors continually lose productivity and profits to employee turnover, companies with happy millennials retain their best talent and drive business results year after year.

70% believe managers play favorites



67% do not believe management's actions match its words



56% do not believe managements is competent



# MILLENNIALS AND GENERATION Z RECRUITMENT

**Millennials are powerful recruiters and brand ambassadors.**

Companies must have a strong employer brand and recruitment marketing approach in order to attract top talent. Candidates are now able to search quickly for any mention of an organisation on social media, job sites or news outlets, so positive and credible reviews are essential to fill open positions. Seventy-five percent of millennials turn to friends and family when making job decisions. Where's the easiest place an applicant can find valuable employer recommendations? Social media! Millennials are social media-savvy, and passionate about workplace culture, making your employees one of the most valuable marketing assets you can activate within your organisation. Millennials at Best Workplaces™ are 149 times more likely to strongly recommend their company as a great place to work to friends and family. That's a free recruiting team you can't afford to ignore!

**Millennials are 149 times more likely to strongly recommend their company to friends and family when it is a great workplace**



# HR MEASUREMENT RATES

## Measuring Success

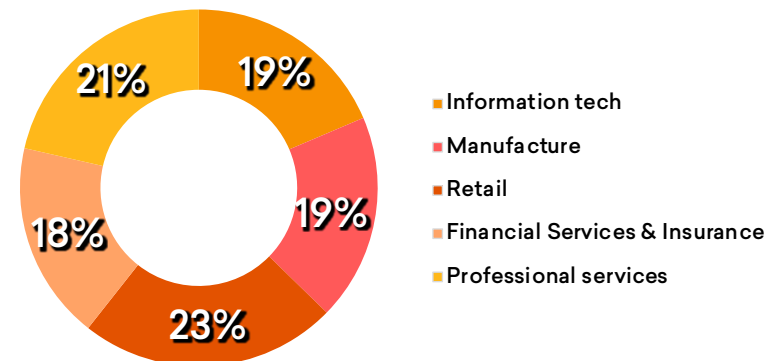
Our study showed that HR leaders rated recruitment success by time to hire and satisfaction rate: 58% of the HR professionals reported that it takes 1-2 months to find and hire a new candidate. **For another 26%, the recruitment time goes up to 3-4 months.**

In several European markets, the talent pool is small and HR departments are not satisfied with the hiring time.

When asked about the **satisfaction rate**, the majority of the HR professionals were very positive. However, there are sectors struggling more than others to fill job openings.

Only **38%** of HR professionals working in the **health care** sector are satisfied with their recruitment performance. Across Europe, the most satisfied country is **Spain** with **80%** whereas, **Sweden** is the most dissatisfied country with **36%**.

HR play a critical role in supporting organisational success and is responsible for creating an organisation built on high trust, high employee engagement and a first-class employee experience. Indeed, a recent study by HBR showed that 71% of senior executives thought employee engagement to be essential for an organisation's long-term success. By creating a high-trust environment, HR is able to lower employee turnover, reduce attrition, improve employee wellbeing, maximise and enable innovation and attract top talent through a strong employer brand. In creating a great place to work for all, HR is able to create and sustain an environment that allows all employees to flourish and thrive, and maximise their potential.





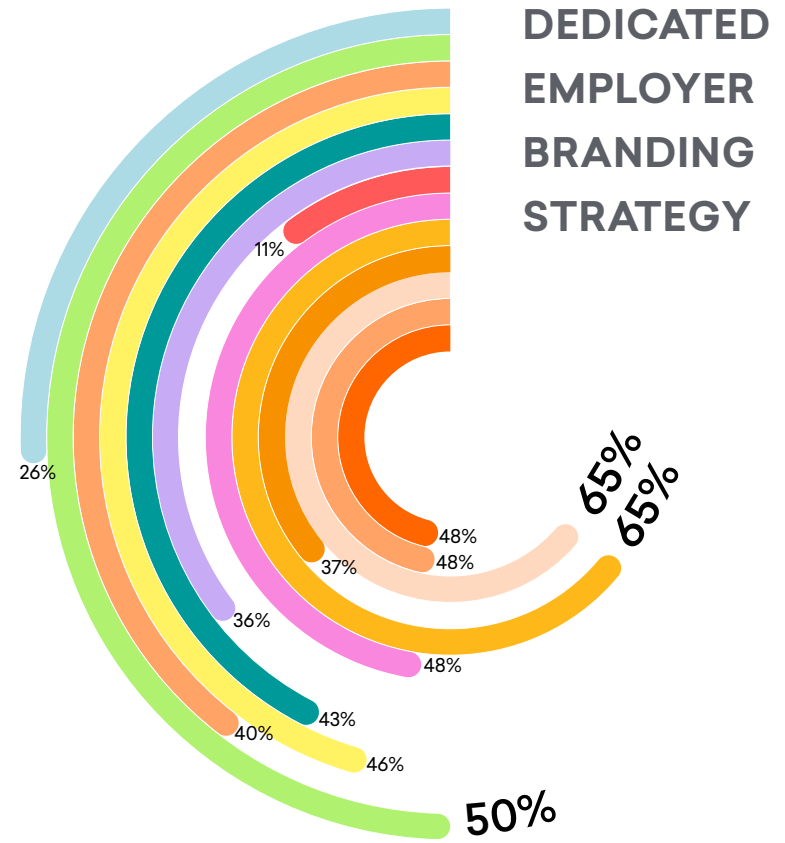
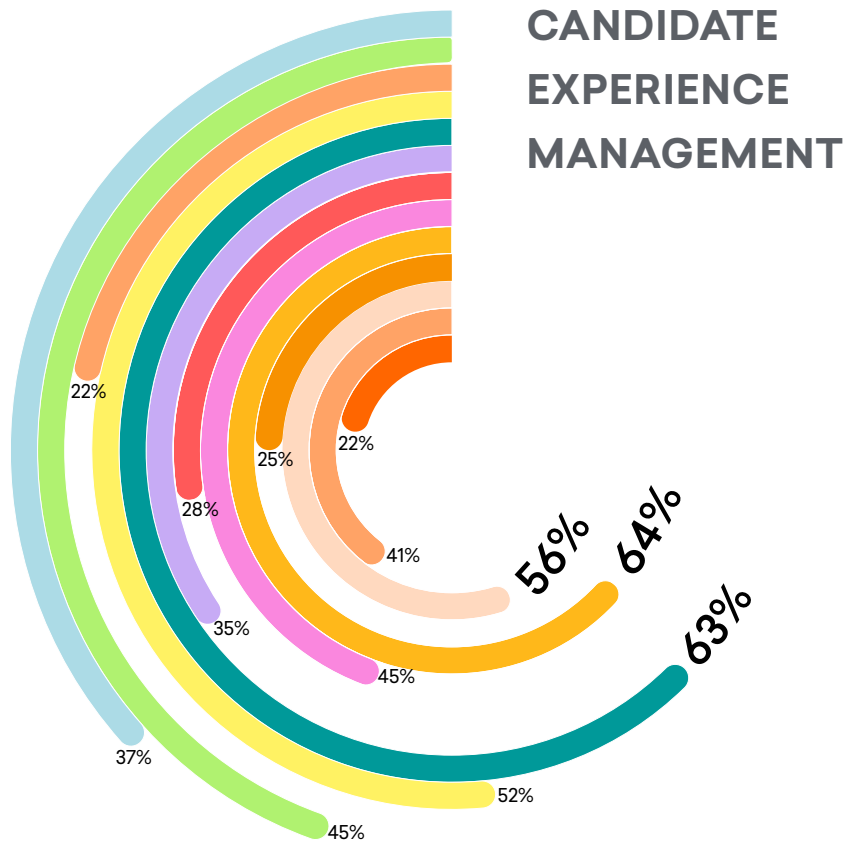
# KEY MESSAGES ON HIRING



# FUTURE OF RECRUITMENT

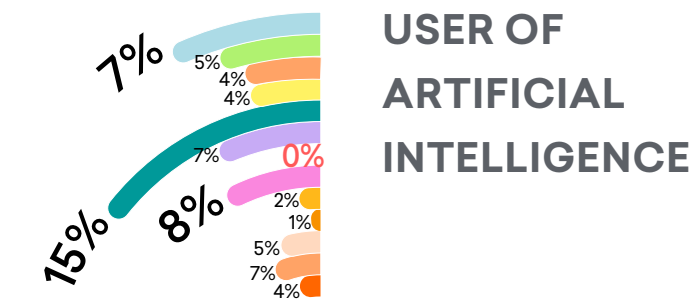
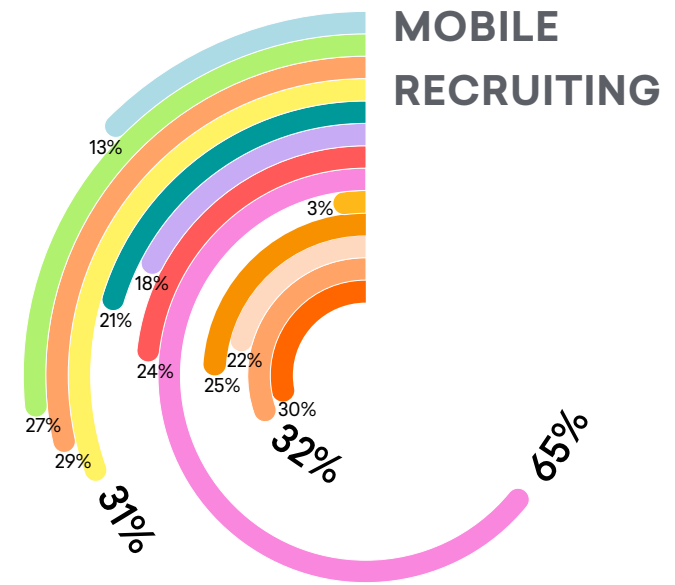
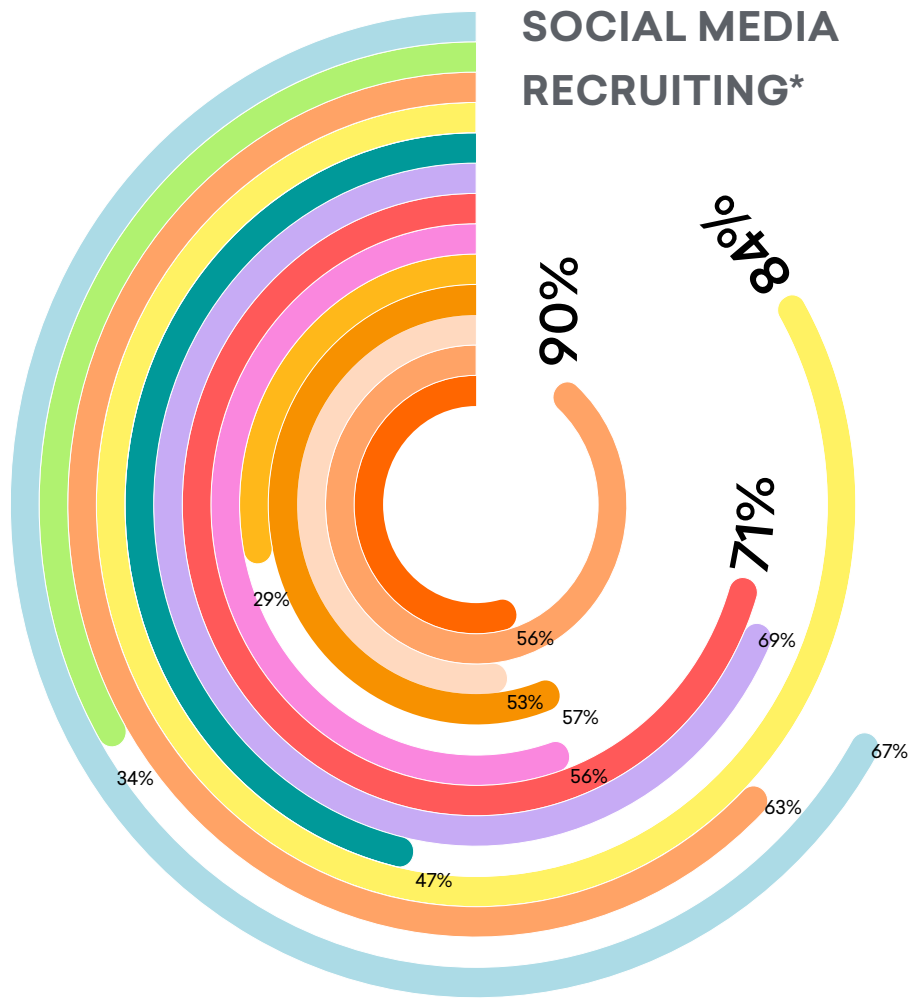


Every year, Great Place to Work asks HR leaders to weigh in on the new trends they are experiencing. In this case, we asked how they would hire effectively for the upcoming year.



- UK
- Turkey
- Switzerland
- Sweden
- Spain
- Norway
- Netherlands
- Italy
- Greece
- Germany
- France
- Denmark
- Austria

# FUTURE OF RECRUITMENT



\*LinkedIn, Facebook or Twitter

- UK
- Turkey
- Switzerland
- Sweden
- Spain
- Norway
- Netherlands
- Italy
- Greece
- Germany
- France
- Denmark
- Austria

# FUTURE OF RECRUITMENT

01



## CANDIDATE EXPERIENCE MANAGEMENT

- 41% of HR professionals say they are already working on job seekers' journeys.
- While in Greece and Spain managing candidate experience is pretty common (64% and 63%), in some other European countries, organisations are not even planning to focus on the recruitment and hiring experience. This is the case in German speaking countries where 51% of the HR professional from Switzerland, 49% from Germany and 48% from Austria, reported that candidate experience is not in their HR plans.

## DEDICATED EMPLOYER BRANDING STRATEGY

- Employer branding is increasingly becoming an important part of organisations' strategies to attract talents, reduce turnover and build a better work environment.
- A high percentage of professionals (45%) responded that they are already marketing their companies to desired job seekers. There are another 40% of HR professionals who reported that developing a employer brand is planned for the next 2 years. We expect these numbers to rise rapidly.

02



03



## RECRUITMENT TRACKING SYSTEM

- Applicant tracking tools that help organisations find, recruit and hire the best job candidates seem to be gaining popularity. Nowadays, 40% of the respondents are using some of these software solutions and another 38% are planning to invest on them in the short to medium term.

## ACTIVE CANDIDATES' SOURCING

- Across Europe, 66% of HR professional mentioned that they are using this recruiting option.
- Approaching candidates directly is widespread among Mediterranean countries. 85% of the respondents in Turkey and Spain reported applying active sourcing, 86% in Italy and 89% in France.

04

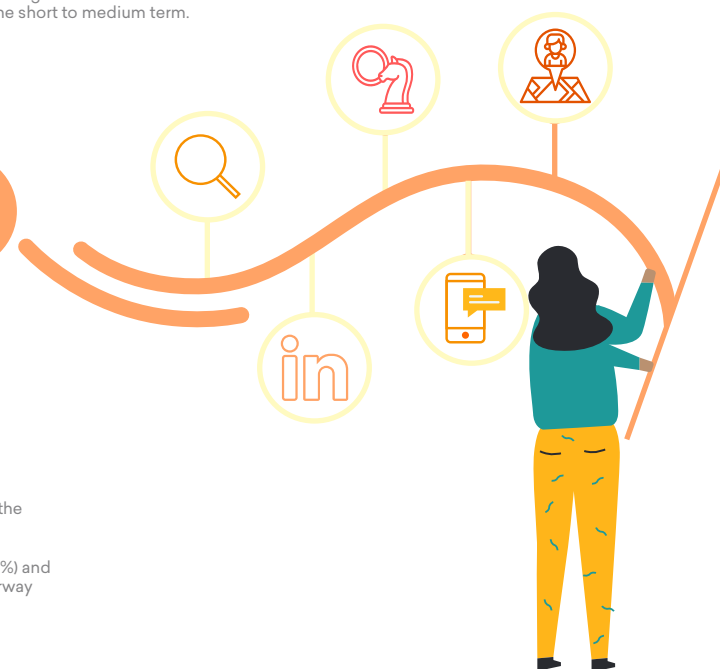


05



## SOCIAL MEDIA RECRUITING

- This is not only for recruitment but also for building and augmenting the organizational brand
- Just under 60% of HR professional trust in this recruitment strategy.
- Social media recruitment is particularly popular in the Netherlands (71%) and among Scandinavian countries: Denmark (90%), Sweden (84%) and Norway (69%).



# THE BEST PEOPLE PRACTICES ON HIRING

## UBISOFT

### Discovery Days

Several times a year, dedicated days by type of job are devoted to the recruitment of future trainees and alternates. The “Marketing Days” or “Finance Days” are organised at the headquarters of Ubisoft then associated with the “Programming Days” studios of Paris and region. These days bring together about thirty students/ candidates and offer presentations of trades, testimonials of collaborators, practical cases and even escape game to identify the good profiles!

## PLAISIO Computers

### We Want You

Through this program, candidates that have expressed their interest in working for Plaisio will have the opportunity to get to know the company through the “section presentation shots”, which is a guided tour around the company with a manager director presentation and managers of various departments. After, candidates can choose the department that suits them best.

## Dropbox

### Moderators

To ensure that every interviewer’s voice is heard and that everyone is focused on how a candidate fits with our core hiring attributes, we’ve added specially trained moderators within the office to facilitate the debrief discussion. These moderators have not met the candidate, they don’t report into the same department as the open role in question, and they have all gone through unconscious bias training. This creates consistency in our hiring practices and gives moderators a feeling of empowerment so that even during difficult hiring discussions with senior hiring managers who are under pressure to hire quickly, we do not compromise on our hiring bar.



# THE BEST PEOPLE PRACTICES ON HIRING



## CEO for one month

It is the project that, within the international Way To Work initiative, offers ambitious and talented young people the real possibility to work alongside the CEOs of the 48 Adecco Group countries for a month, who, as true mentors, prepare them to compete for the role of Global CEO For One Month, alongside the current CEO of The Adecco Group at world level. It is necessary to register on the Adecco waytowork.com website, enter information relating to one's educational background and previous experience and immediately begin to measure one's knowledge and skills through general knowledge questions, tests on the ability to work under stress, tests of self-knowledge. More than 13,500 of applications were received in 2018 in Italy out of a total of more than 200,000 globally. The Experience Work Day is in Milan HQ, the top 50 profiles that had already passed the first steps of the talent program were involved in an inspiring workshop, at the end of which the Top 20 were nominated, and they could concretely seize a unique opportunity facing a group assessment phase, which allowed the best 8 talents to enter the final stage of the Bootcamp with individual challenges and exciting teamwork. The 48 national CEOs, a demanding jury and the Country Manager, choose the new CEO for one month in Italy.



At **BDO**, all new employees are assigned a mentor to guide them throughout their first year. The mentor's role is – in addition to professional training – to be a friend and a friendly contact person. Their responsibility is to include the new employee socially and to help them embed as quickly as possible and make them feel a valuable part of the organisation's culture. All new employees also get a manager with personnel responsibilities who is responsible for the employee's professional and personal development, as well as supporting their wellbeing and workload. All managers with personnel responsibilities and all with mentor responsibilities conduct an obligatory training program to secure similar practices and adoption of the role and the responsibility. Also, they have developed a handbook for mentors.



# THE BEST PEOPLE PRACTICES ON HIRING

## VODAFONE

### Diversity as a Cornerstone

With segmented talent recruitment programs, the team make the decision based on “diversity as a cornerstone”. They define the values and competencies each candidate must have, and the manager chooses two that are vital for the position. Vodafone is focusing on millennials with specific plans and actions following digital and innovation in mobile-friendly platforms. They use videos to present job openings as well as manager and colleagues testimonials. The usual tests are transformed into gamification and virtual interviews to make the process more agile.

## IKEA

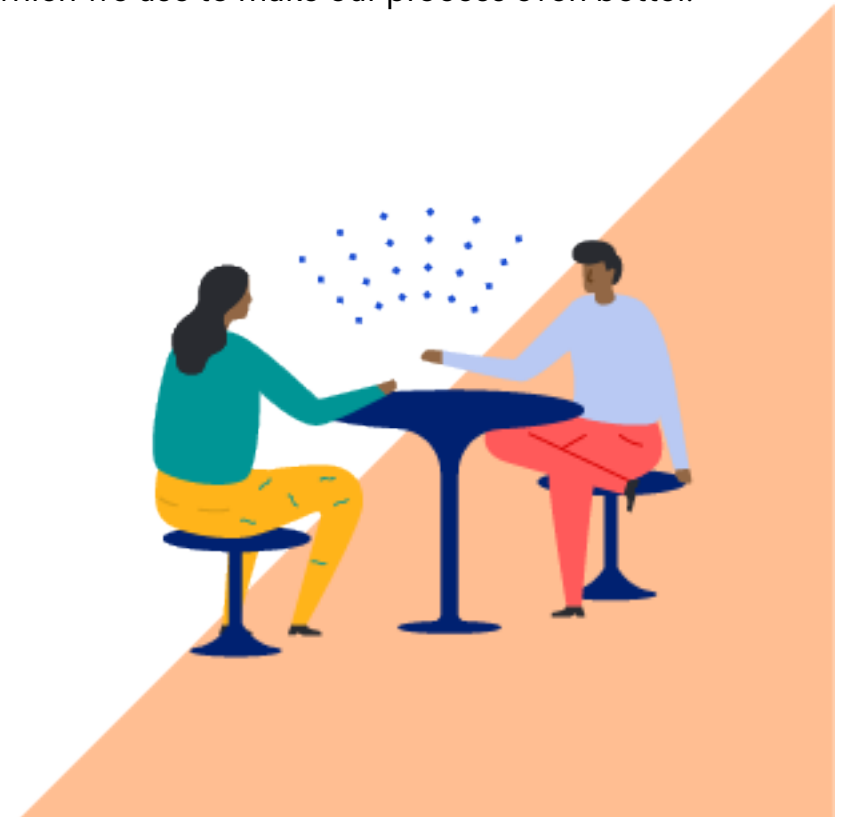
### The second chance

As part of our culture, we as co-workers at IKEA, have the privilege to make mistakes. We apply this also in the recruitment process and we informally call it “the second chance”. In practice it means that we favour candidates having had failures in their personal or professional life: e.g. candidate that has had to interrupt an apprenticeship with another employer, candidates with previous problems or people who have been outside of the labour market for a longer period.

## Intuit

### Whine & Dine

Intuit UK invite groups of former (unsuccessful) candidates and interviewers to a ‘Whine & Dine’ dinner in a fancy London restaurant to discuss the interview experience. In an informal setting, with free food and drink, employees speak to the former candidates about how they found the interview process. We obtain rich, detailed feedback which we use to make our process even better.



# REFERENCES

Unless otherwise indicated, all survey data is from the **Great Place to Work 2019 Study on Hiring Across Europe.**

1. *RECRUITER SENTIMENT STUDY - MRI Network, 2015 2ND HALF.*
2. *Udemy In Depth: 2018 Millennials at Work Report - Udemy Research, 2018.*
3. *The Impact of Employee Engagement on Performance - Harvard Business Review, 2013.*

