



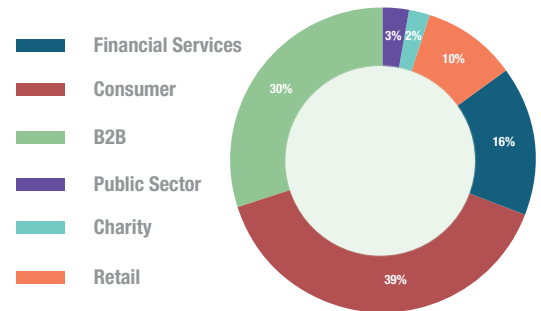
INTRODUCTION

January's IMF World Economic Update estimated global growth to be 3.4% in 2016 and 3.6% in 2017, with the UK to have the second highest growth in the G7 at 2.3% in 2016 and 2.1% in 2017. As organisations strive to capitalise on this, it is unsurprising that having the right people in place to create and execute growth strategies is one of the major priorities and challenges faced by many CEOs and Boards.

With this in mind, Page Executive surveyed 1,763 senior candidates to understand their sentiment toward the employment market and understand the challenges and opportunities organisations are facing in retaining and hiring high achieving people.

The majority of our respondents were in permanent employment in Financial Services, Consumer, B2B and Retail.

RESPONDENTS INDUSTRY SECTOR



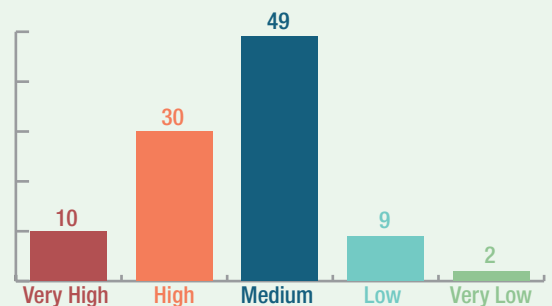
MARKET CONFIDENCE

Over the past 12 months we have seen a rise in the number of opportunities candidates are considering at any one time. Not so long ago, a headhunted candidate would typically only be considering a single opportunity. Now it is not uncommon to find leading talent being involved in multiple opportunities at once.

To highlight how receptive candidates are to new career opportunities, 89% of respondents confirmed they would consider moving employers in the next 12 months, with around 90% holding a positive view of the job market. This confidence, along with a reduced perception of risk in changing company, is a real threat for organisations seeking to retain talent. It is therefore an equal challenge for organisations seeking to hire, as they will find candidates are typically involved in multiple recruitment processes, leading to increased competition for high performing people.

The natural result of higher competition for candidates is that remuneration packages will have to be increased to secure key people. However, our survey points to this being a small element of why people leave and join organisations.

CONFIDENCE IN EMPLOYMENT MARKET



WHY MOVE? PUSH AND PULL FACTORS.

The reasons someone decides to leave their current organisation can be split in two defining groups; 'push' and 'pull' factors. Our survey sought to establish what the key push factors are for a candidate to leave their current organisation, and therefore be open to approaches from competitors, start speaking to their network and headhunters, or in extreme cases, resigning without a new job confirmed.



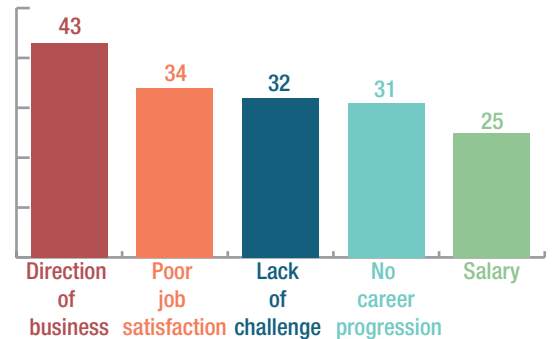
PUSH FACTORS

The responses to this question would suggest that the top four push factors are interlinked. This may stem from poor communication around business objectives, the glass ceiling as careers plateau at an organisation, and working where career progression and personal development are unclear.

Interestingly there is little difference in push factors between male and female respondents. The prime male push factor is not agreeing with the direction of the business, while female respondents cited a lack of career progression.

These push factors answer the question of why candidates feel compelled to leave their current organisation but what are pull factors? In essence, these are the things which attract an individual towards a new organisation; often things they are not experiencing at their current employer.

PUSH FACTORS

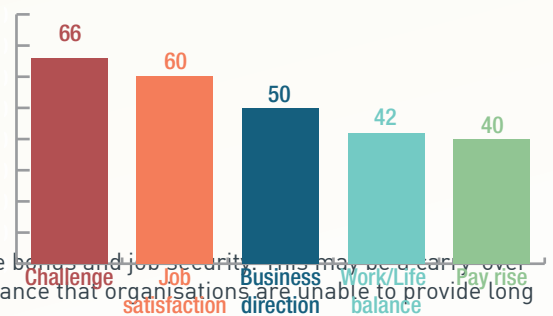


PULL FACTORS

Most CEOs and Boards have to accept that pull factors exist for many of their executive and senior management teams. It is inevitable, that occasionally a competitor will make such a compelling offer and leverage these pull factors, that it is almost certain the target person will leave their existing employer.

The three primary push and pull factors are consistent with each other, as is the fact that remuneration is a low motivation for moving. What does rank highly in pull factors is the opportunity for a better work life balance. This is an area of candidate consideration that has steadily risen in line with the improvements in remote office connection, and a focus on balanced lifestyles. Interestingly, the least important pull factors were bonuses and job security. This may be a carry over from the last recession where bonuses were uncertain, and the general acceptance that organisations are unable to provide long term job security.

PULL FACTORS



The generation to which respondents belong, does appear to have an impact on their pull factors. Generation X is typically attracted by a strong work/life balance and a professional challenge. This is likely to be linked to them being in the midst of raising a family. They will also typically want some composition of flexible, or agile working, at an organisation that is more interested in their work output rather than where it is undertaken.

Baby Boomers however are typically attracted by job satisfaction and its challenge. This may be the result of Baby Boomers often seeking personal gratification and public recognition in their professional lives. It can also be a result of them being "empty nesters" with no need to balance work and home so allowing them to focus on work and career.

This ability to match a candidate's generation will also be relevant as the adult millennials move into senior and executive positions. This generation are tech savvy, have a preference to work in a team environment and are unwilling to sacrifice lifestyles for work commitments. They will also seek constant feedback and praise for their work, requiring a slightly different management style. This will provide Boards and organisations a fresh set of challenges to engage, hire and retain this generation.

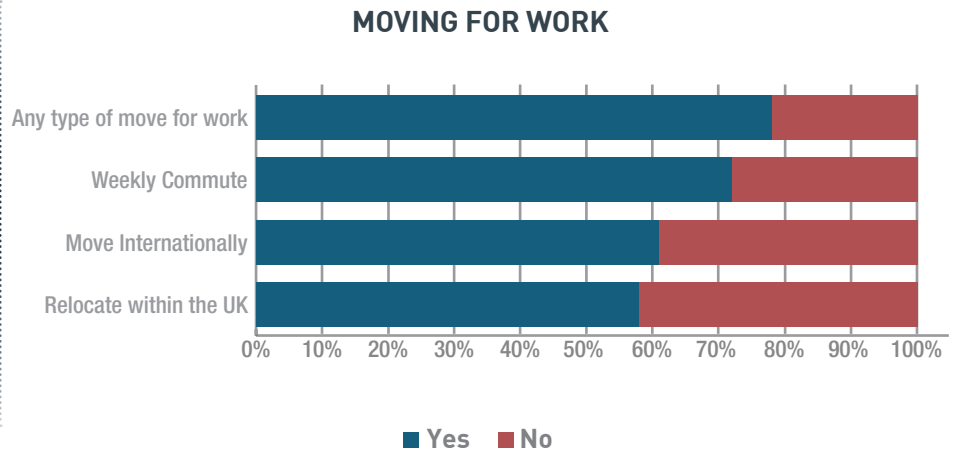
These generational traits are not prescriptive, but progressive organisations will be aware how to communicate and leverage their employer branding, working culture, career opportunities and organisational aspirations when hiring or retaining talent.



RELOCATION VS THE WEEKLY COMMUTER

As technology has enabled effective remote working, many organisations are comfortable to offer some form of flexible or agile working practices. However, many senior and board positions ultimately require a high level of office presence to interact with key stakeholders and direct teams.

Because of this, many candidates will need to consider relocating for a new position. 58% of respondents confirmed that they would be open to relocation within the UK, and 61% would look at an international move. Significantly, 72% of respondents are comfortable with weekly commuting. The advantage being they are able to pursue career opportunities, without having to relocate away from established support networks, schooling etc. This is an option which progressive organisations will consider providing to secure the services of high achieving talent. 22% of respondents stated that they were not open to a move of any kind.



CONCLUSION

An improving and stable global economy provides the assurance for organisations to invest in retaining and hiring key people to facilitate growth and change agendas. Indeed, KPMG’s 2015 Global CEO Outlook survey found that 78% of CEOs believed their headcount would increase, and 62% were more confident in the global economy than the previous year.

As organisations are more confident, so does a candidate’s sentiment to the employment market and therefore changing employer. As the restraints of a turbulent and uncertain economy are released, candidates are expressing they are more likely to act on their push factors, and will be more receptive to the pull of moving into the unknown world of a new employer. Should the move prove unsuccessful, they have the confidence in the market that a new opportunity will become available.

In such a confident and increasingly competitive candidate market, organisations will be forced to consider all elements of employee retention and hiring so they have the best people in place to realise growth ambitions. Organisations will need to focus on what may push their high achievers out of the business and address those concerns in order to retain said talent.

When an organisation needs to hire, they need to act upon the pull factors of their target candidates and understand how to compete in the marketplace beyond simply offering high remuneration packages. An organisation’s customary approach to hiring talent may not be the most appropriate to current and future market trends and progressive businesses will need to be proactive and adapt to be successful.