# International talent migration

European insights from LinkedIn

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# Introduction

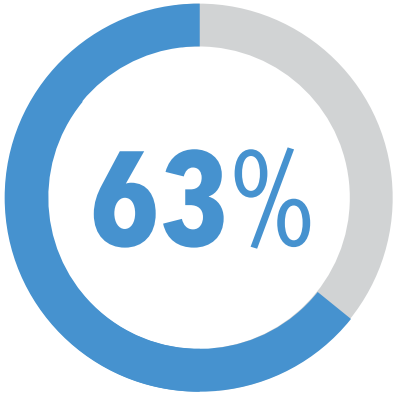
The hunt for talent is global. Worldwide, half of CEOs plan to increase their headcount next year, but 63% are worried about skill gaps.

As a result, employers are looking further for talent. Last year, at least 2.6 million LinkedIn members moved more than 100 miles for a job, and most of those moved internationally.

This report looks at who is moving, why they are moving, and how to attract this international talent to fill skill gaps.

It is based on LinkedIn data covering roughly half the world's knowledge workers, around 300,000 jobs, 3.5 million company profiles, 24,000 university pages and billions of weekly updates.

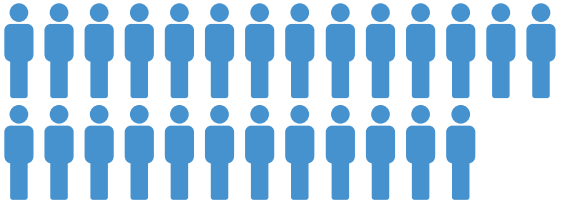
It also draws on the extensive research behind the reports *LinkedIn Talent Trends 2014* and *PwC Adapt to Survive*.




…of CEOs worry about the availability of key skills for their firm

Source: Adapt to Survive

2.6 million LinkedIn members moved more than 100 miles for a new job in 2013



# Strategic HR insight

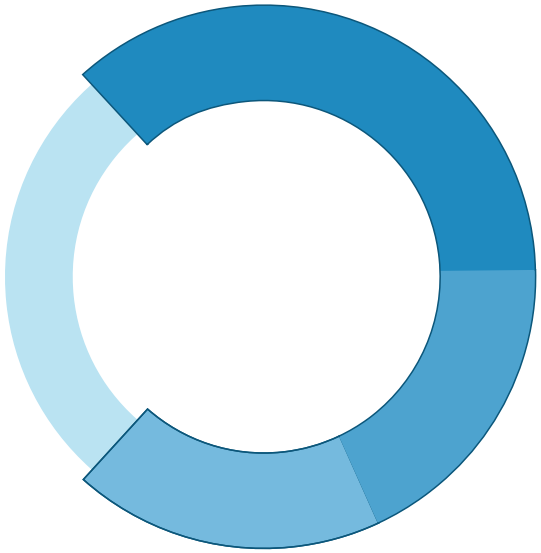
This report is designed to help HR leaders guide corporate strategy.

Its insights might help you decide where to open a new software lab, how to fill a middle management skills gap, or which company division needs support building an employer brand.

Pages 17 to 19 give specific suggestions on how to put the insights in this report into practice, so you can help your organisation to grow.

Globally, we know that 85% of employed professionals would consider changing job, but most of them are not actively looking for work.

Use these pages to help find and keep the best international talent.



- 85%
  - 12% Actively looking
  - 13% Casually looking a few times a week
  - 15% Reaching out to personal network
  - 45% Open to talking to a recruiter
- 15% Completely satisfied; don't want to move

Source: Talent Trends 2014

# Who is moving?

# The ‘average’ mover

As the hunt for talent becomes global, employers need to understand those professionals who move internationally.

On average, last year’s international movers had 7.8 years of experience, had been in their last role for 1.1 years before moving, and had held six previous positions. This suggests relatively young, mid-level professionals.

Large industries that require more specialised skills – such as software or energy – tend to see the highest turnover.

| Industries with most international talent migration: | |
|---|---|
| 01 | Software |
| 02 | Media and entertainment |
| 03 | Professional services |
| 04 | Oil and energy |
| 05 | Government, education, non-profit |

# What skills are in demand?

Our data shows that specialist skills are in very high demand.

Of the skills most common to international job movers, three of the top five were STEM skills (science, technology, engineering, and maths).

| Skills most common to migrant professionals: | |
|---|---|
| 01 | Social media marketing |
| 02 | Mechanical and aerospace engeneering |
| 03 | Java development |
| 04 | Life sciences |
| 05 | Military |

And the demand for STEM talent is forcing employers to look farther than they might like, with the relocation costs this often incurs.

International movers in STEM roles relocated, on average, 3,900 km. This is mainly driven by STEM talent moving from India to the US (and in particular San Francisco).

**There is a surge of STEM talent from India to California.**

# Where are people going?

# The keenest travellers

Europe's open borders allow skills to flow easily between nations. Last year, the five countries with the highest proportion of international job movers in the world were all in Europe.

Switzerland's size and close links to its neighbours make it the 'most-departed' country, proportionally.

| Countries with highest proportion of members who moved internationally: | |
|---|---|
| 01 | Switzerland |
| 02 | United Kingdom |
| 03 | Spain |
| 04 | France |
| 05 | Germany |

# Popular countries

The US features as a prominent destination for the three most mobile nations on the previous page, but so do neighbouring European countries. Germany, France and Belgium feature highly for the multi-lingual Swiss. UK workers seem most willing to travel long distances, perhaps because of language and historical links to Australia, India and the US. Workers moving from Spain may be choosing Mexico for similar reasons.

**Most common destinations from the three most-departed countries (see page 9)**

| 01 | Switzerland | 02 | United Kingdom | 03 | Spain |
|---|---|---|---|---|---|
| | Germany | | United States | | United Kingdom |
| | France | | Australia | | United States |
| | United States | | France | | Germany |
| | Belgium | | India | | France |
| | United Kingdom | | Germany | | Mexico |

# Talent winners and losers

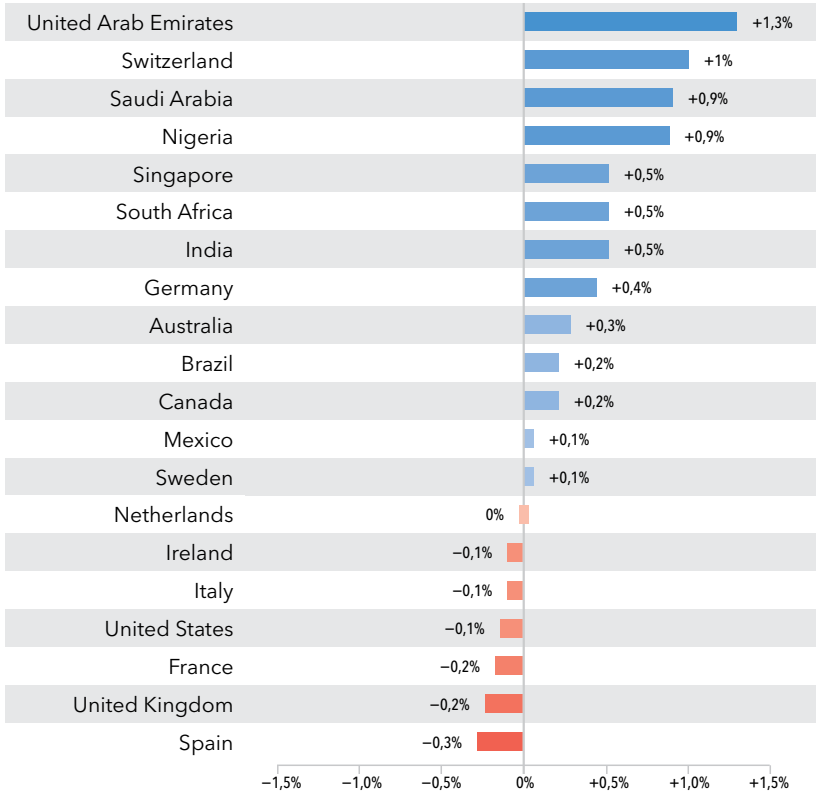
Switzerland and Germany saw the largest net talent gains within Europe, their workforces growing 1% and 0.4% respectively.

This is perhaps unsurprising, as they also had among the lowest unemployment rates in the continent. The UK, France and Spain saw the largest net losses.

More than 60% of LinkedIn members moving to Germany last year were from another European country. Most worked in engineering or research for the automotive and software industries.

**Countries gaining and losing from relocation**

Net movement (%gain - %loss) from November 2012 to November 2013



# Where do graduates go?

New graduates are often willing to relocate for work. The cities listed here have the highest proportion of recent graduates among their long-distance arrivals.

Paris comes top, with 42% of its long-distance arrivals being recent graduates. Each of the top ten cities is a big regional hub, suggesting that they attract young talent from many miles around.

Across these 10 cities, professional services and software roles were the most common for new grads. For this research, a new graduate is classed as having finished a degree in the last three years.

| Top 10 destination cities for new graduates | Movers who are new grads |
|---|---|
| Paris, France | 42% |
| Washington DC, US | 40% |
| Minneapolis-St Paul, US | 40% |
| Madrid, Spain | 39% |
| Chicago, US | 38% |
| New York City, US | 38% |
| London, UK | 35% |
| San Francisco Bay, US | 34% |
| Bengaluru, India | 34% |
| São Paulo, Brazil | 34% |

# Why do people move?

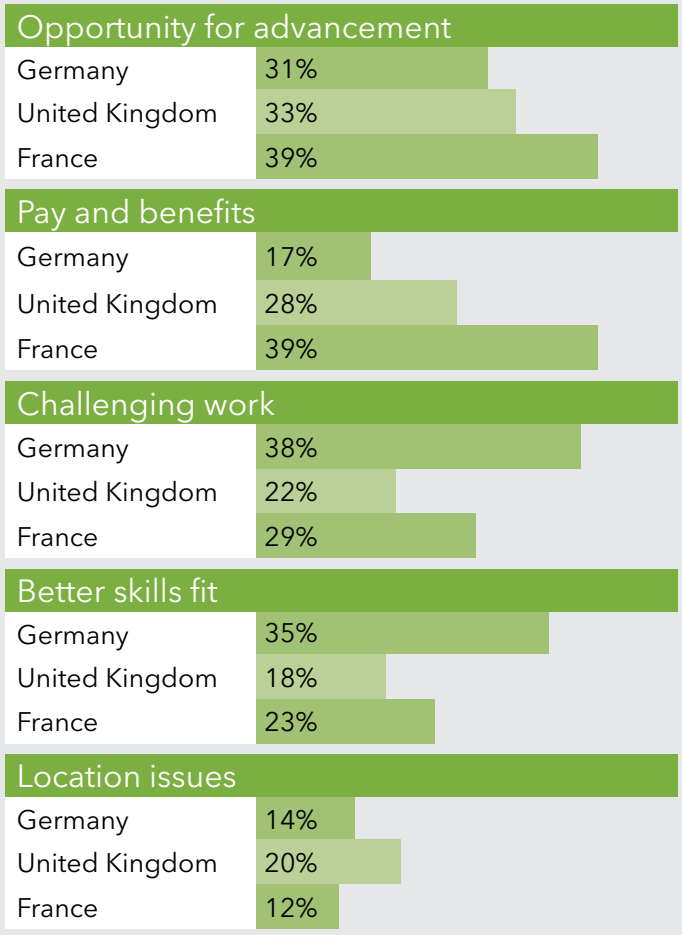
# Main motivators

So what motivates talent to move? For the Talent Trends report, we asked professionals who were actively looking for a new job to give their top three reasons for doing so. The most common responses in Europe's largest economies can be seen to the right.

The most notable difference is what pay means in each country. Only 17% of Germans consider money one of the top three factors for moving, but a good skills fit is much more important than in the UK and France.

Pay featured for 39% of professionals in France, more than twice the number in Germany. And location issues were more prominent in the UK, were average commuting times tend to be high.

**Three most important reasons for looking for a new job**

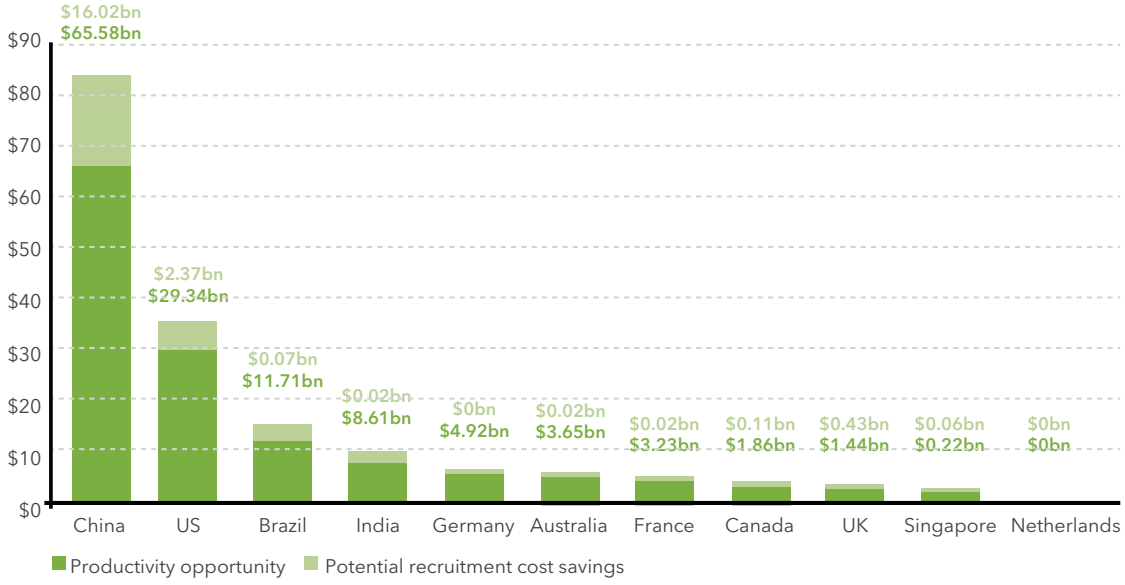


# Adapt talent or import it?

Importing talent is not the only way to fill skills gaps, you can also help your workforce to adapt to your needs. The LinkedIn/PwC report Adapt to Survive found that by better adapting talent, employers could gain billions of dollars in extra productivity.

The report gives China a low 'talent adaptability score' of 23 out of 100, while the UK gets 67 and the Netherlands 85. The scores are based on factors including frequency of job moves between sectors and roles. In countries where people are more willing to move, the adaptability score is higher. Limited adaptability may cost the Chinese economy more than $80 billion a year.

**The benefits gained if each country became as adaptable as the Netherlands:**




Source: Adapt to Survive

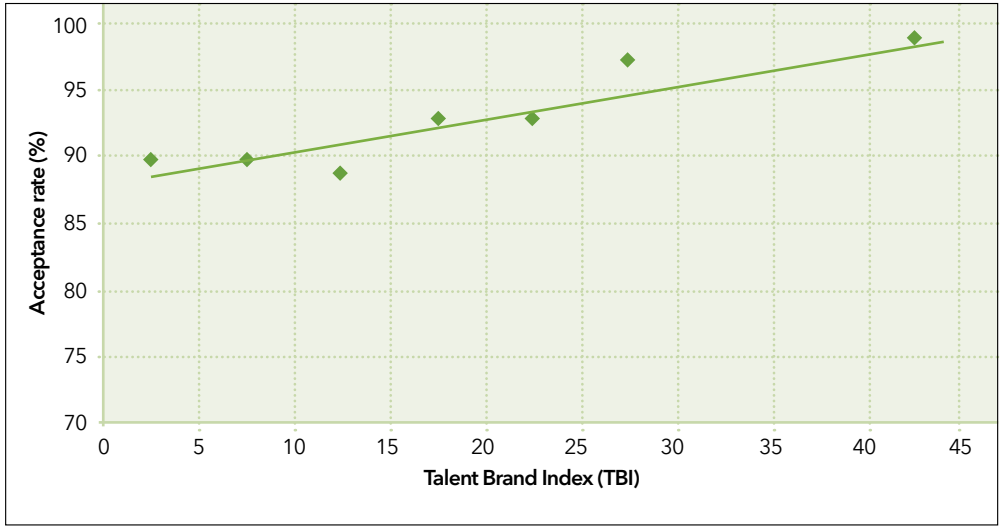
# Attracting international talent

In such a competitive environment, organisations must make themselves more appealing to international talent.

LinkedIn's Talent Brand Index (TBI) measures a firm's online appeal to potential employees. It is based on LinkedIn members' awareness of an employer and employer engagement with LinkedIn members.

PwC has found that a 1% increase in TBI can generate a 1.5% increase in acceptance rate and a 1% drop in short-term resignations. A strong TBI can cut staff turnover by 28%. Employers can increase their TBI by better engaging with potential future employees.

**TBI vs. Acceptance rate**




As Talent Brand Index rises, so does acceptance. The data points are average TBI and acceptance rates for clusters of organisations.

Source: Adapt to Survive

# Filling skill gaps

# How LinkedIn can help

So what does all this mean in practice? LinkedIn solutions address all the issues raised in this report, to help you in the global hunt for talent.

## Need: close local skill gaps

Broaden your search, and consider skills before location. For an immediate impact, LinkedIn Recruiter gives you full profiles of more than 300 million members and the broadest possible talent pool. Automatic search alerts help you find rare skills, and Jobs Network helps you target jobs with precision. In the longer term, focus on developing skills internally.

## Need: find experienced specialists

Hunt out the best. The more rare a skill, the harder it is to find. LinkedIn's talent pool reports show where to find untapped talent with specific skills. LinkedIn Recruiter's advanced searches and filters deliver more results of highly relevant candidates.

## Need: retain the best talent

Don't just hire people for the immediate vacancy, but seek out those who can adapt to your future needs. Up to 40% of movers leave for a better career opportunity, but LinkedIn's Internal Job Recommendations can highlight internal candidates who might fit a new role.

## Need: motivate talent to join you

Promote the whole package, not just pay and benefits, when persuading talent to join your organisation. And nurture those that got as far as interview, but didn't quite fit for the role in question. They may be perfect for the next job.
LinkedIn's talent management tools track notes, messages, and activity for every prospect, so you can build a relationship and get to know candidates better.

## Need: create a great employer brand

A strong employer brand is key for convincing international talent to relocate. Some 71% of those who follow a company on LinkedIn are interested in careers at companies they follow. Developing a country-specific LinkedIn Careers Page can boost your employer brand and improve acceptance rates.

# The Economic Graph

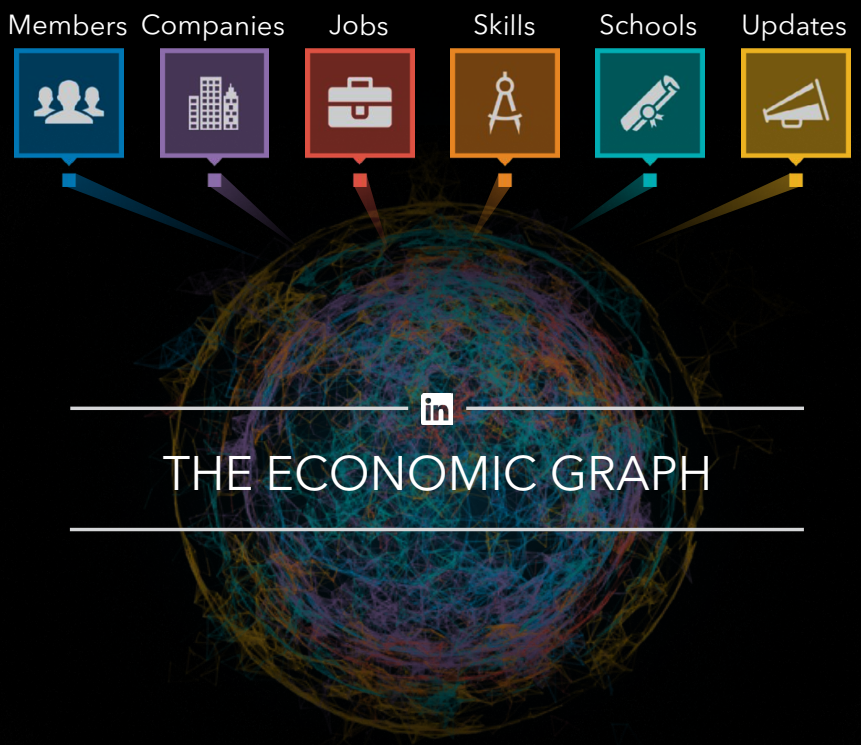
# LinkedIn's strategic vision

LinkedIn's Economic Graph is a digital map of the global economy with the goal of connecting talent with opportunity at massive scale. It has provided most of the source data for this report.

As the graph grows, we will be able to give more insights that can help you lead strategy and better understand the movement of talent.
We are developing it through analysis of the world's skills, jobs, education, companies and professional knowledge.

Our source data currently includes roughly half the world's knowledge workers, some 300,000 jobs, 3.5 million company profiles, 24,000 university pages and billions of weekly updates.

LinkedIn's long-term vision is to include every economic opportunity in the world.




*Visit the Economic Graph to learn more about how talent moves, how to attract it and how to keep it.*

# Questions?

Contact the LinkedIn Talent Solutions Team at internationaltalent@linkedin.com

Founded in 2003, LinkedIn connects the world's professionals to make them more productive and successful. With over 300 million members worldwide, including executives from every Fortune 500 company, LinkedIn is the world's largest professional network. LinkedIn Talent Solutions offers a full range of recruiting solutions to help organizations of all sizes find, engage and attract the best talent. We are committed to giving our members the best possible hiring experience.

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