

navigate the  
talent experience:

winning with an  
experiential advantage.

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# accelerate talent strategy with an experiential difference.

As employers around the world look to transform their workforces during a time of intense competition for skills and increasing consumer behaviors in the workplace, many human capital leaders are taking a closer look at their talent attraction and retention strategies. You and your peers realize that to keep candidates and employees engaged and interested in your organization, a strong employer brand is essential. It's likely that one of your brand pillars rests on creating an experiential difference that lifts you above competitors as an employer of choice.

We heard this from many human capital and C-suite leaders through our 2018 [Talent Trends](#) research, a survey of more than 800 executives in 17 countries. Our research reveals that 71% of leaders believe that talent's expectations of employers are continually increasing. As part of this leadership group, you must constantly evolve your employee value proposition (EVP) to stay aligned with their needs.

Facing this realization, many companies are making significant investments to create an experiential journey that's valued and sought out by job seekers and employees alike. You may be undertaking similar initiatives with the hopes of building the best and brightest workforce, and moving a step ahead of the competition. The goal is to become a talent-centric business that really focuses on the needs of its workers, with an understanding of how that drives the business forward.

Some of the world's largest companies are doing this, knowing that in a highly digital and automated world, employers need to understand how to better engage with talent.

Consider the case of WellCare, a rapidly growing U.S. provider of government-sponsored managed care services. When the company decided to embrace a recruitment process outsourcing (RPO) solution specifically to ensure white-glove service for its applicants, it signaled its dedication to ensuring a positive candidate journey. Megan DePecol, the company's senior director of talent acquisition says it is important to have a process that provides timely responses to the inquiries of applicants.

"Today, things are made simple and easy and there is an app for everything. You can order groceries and do your banking on an app. In general, customers are expecting things to be quick, fast and simple," she explains. "Why should the hiring process be any different? Candidates would like to apply for a job with a few clicks and participate in a streamlined interview process. If they get an offer, the entire process should be painless. If any of the process is long and drawn out, you're going to lose out on that candidate."

The talent experience refers to the quality of the journey you deliver to candidates from the pre-employment stage through to offboarding from your organization and beyond. Every touchpoint along the way including attraction, sourcing, applying, screening, hiring, onboarding, employment and post-employment affects the perception that talent has of your organization. By creating the most positive experience possible, you accelerate your talent attraction effectiveness.



There are many more stories like this, with the common link being that human capital and C-suite leaders are creating an experiential difference to gain access to and retain the best talent.

So how can you evolve into a highly engaging, talent-centric organization? There are different ways to get there, but elevating your employer brand through a well-defined talent journey is one of the most sustainable and effective attraction strategies you can embrace today.

As our data indicates, your peers around the world are making this approach a priority and believe technology will be a critical component of this strategy. Among the key findings are:

- 51% are increasing investments in technology to improve the talent experience in the workplace (top-cited investment category)
- 46% are increasing investments in technology to improve the candidate experience (top five cited investment category)
- 75% plan to enhance their candidate experience
- 91% believe their company brand is beneficial to attracting talent, and 42% are increasing budgets in this area

The human capital leaders we surveyed also believe artificial intelligence (AI) and robotics will enhance their ability to source, attract and engage talent while simultaneously creating a more positive experience for the candidate in the recruitment funnel. For example, SMS-based candidate outreach, personalized and automated job application updates, and intelligent chatbot coaches help nurture a strong relationship between employee and employer.

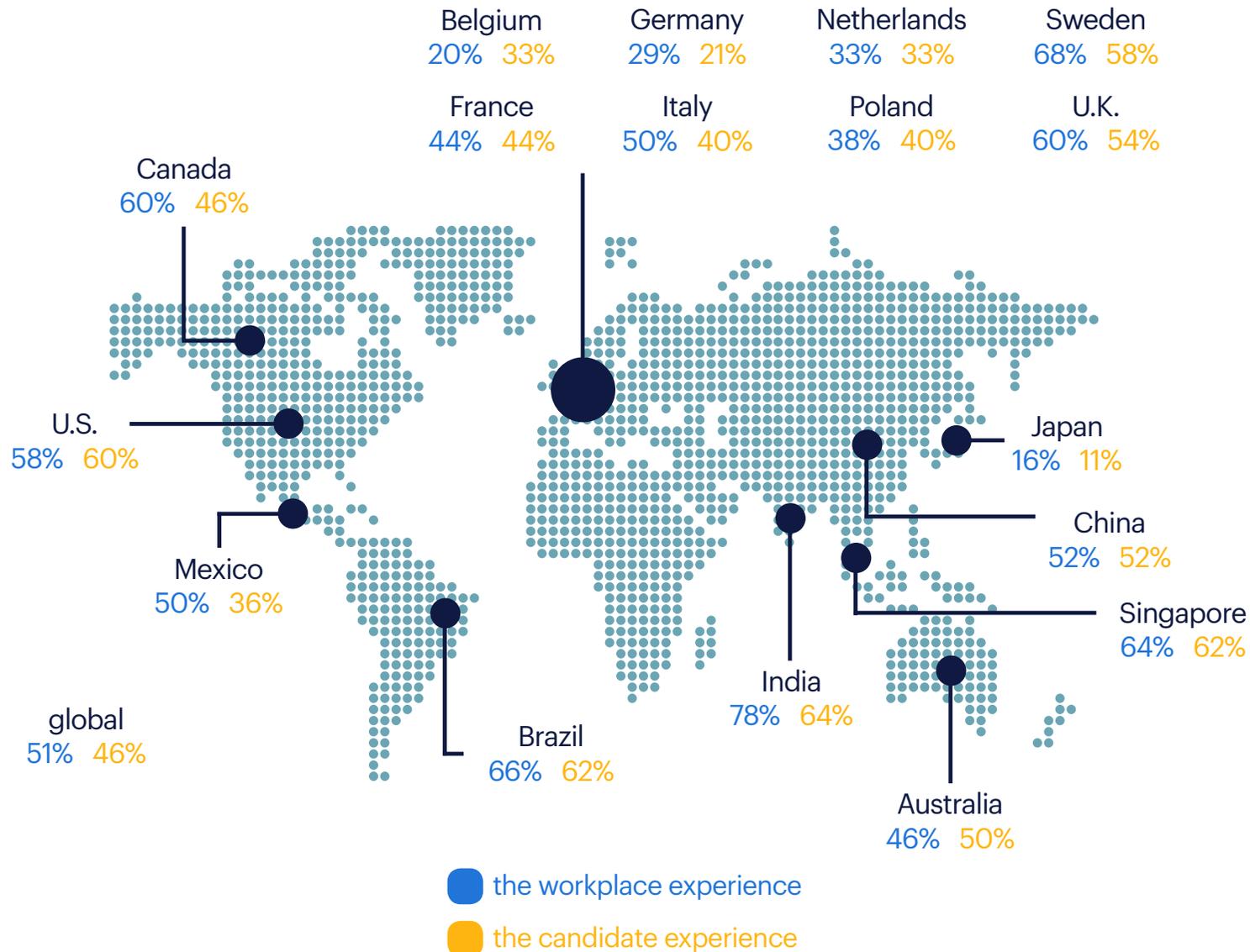
Millennials, now the largest generation of workers, expect companies to provide increasingly powerful tools to get their work done. In its [2016 Future of Work](#) report, Adobe found that 81% of office workers say state-of-the-art technology is more important than office design or on-site amenities. What this tells us is that to increase engagement, you should also be well-equipped with innovation.

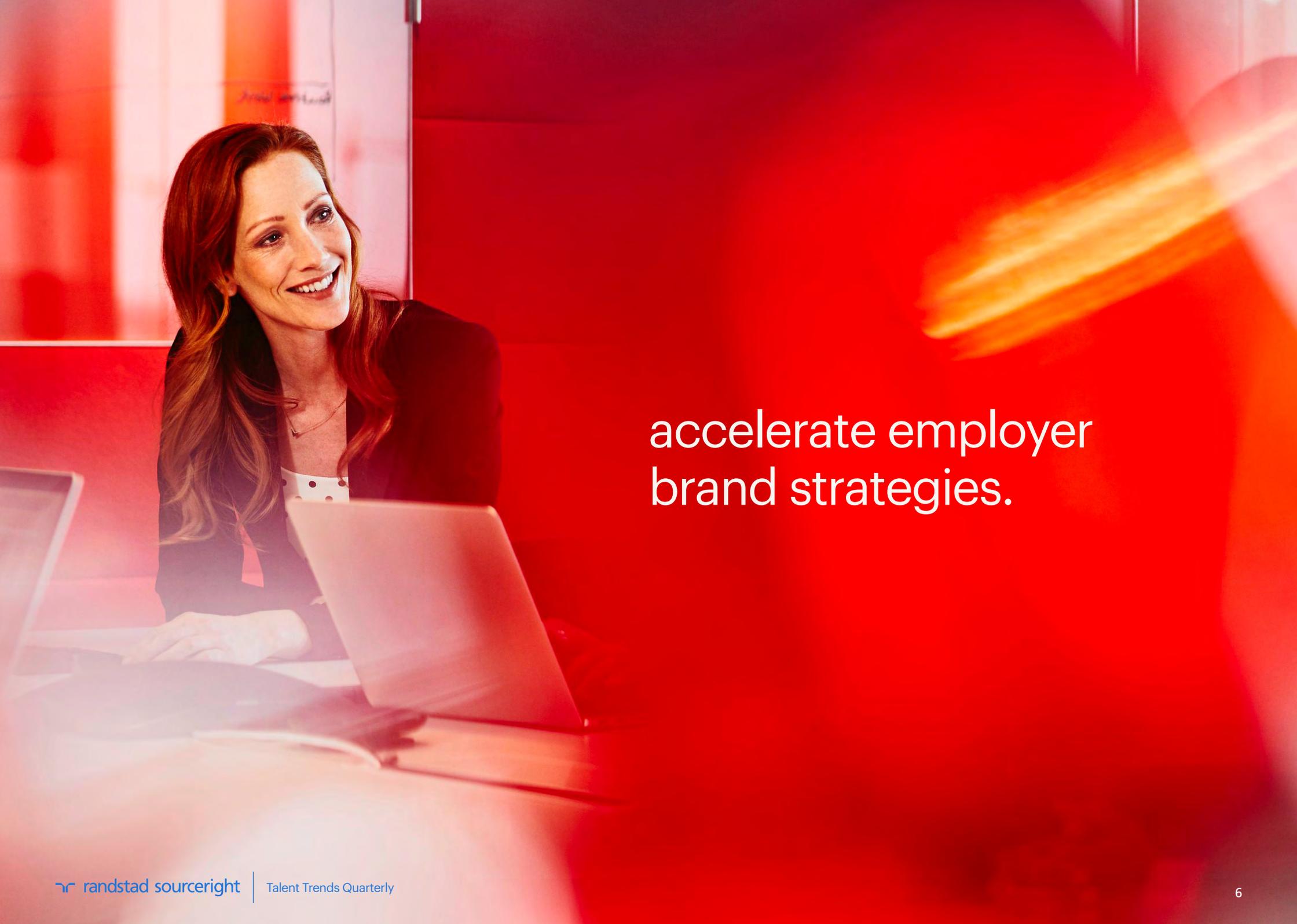
There is no question that technology should be an important component of your experiential advantage, but the human touch is just as or even more critical. We communicate differently today — often through online channels and portals. When talent is in need of human intervention, however, they expect immediate access to subject matter experts who can provide advice and guidance.

Successful employers have been focusing on creating experiential advantages for years, but we are seeing this movement reach critical mass due to shifting expectations and growing talent scarcity. If you haven't made a long-term commitment to assessing and improving your employer brand, and the talent experience that supports it, don't wait any longer. A deliberate approach will help you accelerate access to talent and gain a competitive business advantage.

Rebecca Henderson  
CEO, Randstad Sourceright

# employers are increasing tech investments to improve:





accelerate employer  
brand strategies.

# is your employer brand keeping pace in a rapidly evolving talent marketplace?

Once an afterthought at many organizations, employer branding is now a driver of talent attraction, engagement and retention strategies. Not only are companies investing more in this area, but senior leaders are also taking greater interest in how their employer brands can support business growth and corporate brands.

Our 2018 [Talent Trends](#) research indicates C-suite and human capital leaders are strong advocates of an effective employer brand. In fact, 91% believe their employer brand is beneficial to their organization, and 90% consider it extremely or very valuable to attracting talent. Their growing focus on employer branding is likely the result of continued concerns about how talent scarcity will affect their ability to grow, with nearly one-third (32%) saying lack of skills is one of the top concerns of today's executives. A higher percentage (71%) say that as a result, talent acquisition is also a major priority.

These concerns have spurred some companies to embrace a centralized approach to employer branding. We're seeing an increased focus in the Life Sciences & Healthcare industry particularly. This is in part because the sector has been traditionally more conservative and opaque about its operations and people, but as it seeks out developers, programmers and other digital talent, it is faced with having to become more transparent about its work and its image to win talent. For example, in 2017 Merck Group appointed a head of employer branding, and last year, Sanofi also created a global lead for its employer brand strategies.

Sanofi's Roger Morawski, who came from a product marketing background, says the decision came as a result of several factors, including growing competition for talent, initiatives to build out the company's talent acquisition capabilities and alignment with its larger goal of uniting the different parts of the company behind a single vision, a common set of values and a shared culture.

"We want to be one Sanofi. There are some common things that can come under the Sanofi corporate umbrella, but then you have to have targeted EVPs – for different job families, functions and countries. The challenge is to have global messaging but also targeted messaging," he emphasized.

For many global employers, aligning their brands — employer and others — has become an important part of strengthening the organization's overall identity. In fact, according to [LinkedIn](#), leading organizations that have strong employer and consumer brands boast 36% higher cumulative growth in shareholder value than others. Notable brands, such as Coca-Cola, Apple and Nike, demonstrate that by approaching their employer brand with the same rigor as their products, they can create a highly compelling attraction strategy.

Among the most important benefits talent leaders say they've experienced as a result of their employer brand are access to a greater talent pool (cited by 48% in our Talent Trends research), greater employee engagement (46%) and increased retention (43%) — demonstrating the equally effective impact of their brands on internal and external audiences.

Many organizations are also highly confident in their employer brand strategies; 85% say they are paying enough attention to and investing in their brand. Just 4% say they need to do more; however, as businesses become more digitalized, they may need to dedicate more budget and resources to best compete for skills that are historically outside their industry's domain.





“The alignment of your employer brand with your corporate brand — different strands of the same DNA — should be a perpetual goal for your organization. When you commit to bringing best practices and a deliberate mindset to all of these brand activities, there is a clear benefit to business outcomes.”



**James Foley**

senior vice president, employer brand  
Talent Innovation Center

[read more expertise from James](#)

## 3 ways to nurture your employer brand.



**create a dedicated employer brand leader and centralize the function.**

By doing this, you'll be able to coordinate all branding activities and promote a consistent message to talent inside and outside the organization.



**build a business case by clarifying your goals and showing how enhancing employer brand can help achieve them.**

Involve all relevant stakeholders — hiring managers, HR executives, business leaders, marketing — in defining the deliverables.



**prioritize activities that can achieve quick and measurable wins.**

This will help your program to gain momentum and demonstrate how real and meaningful the ROI is for executive sponsors.



take the employer  
brand fitness test

# what are the top-reported experienced benefits of employer branding?

The data included here represents the top-three experienced benefits of employer branding, as reported by surveyed talent leaders across 17 countries. Numbers represent the percentage of talent leaders who cite each benefit in the noted countries.

Global	48% larger number of qualified applicants	46% stronger employee engagement	43% increased retention
Australia	56% increased employee productivity	50% larger number of qualified applicants	50% stronger employee engagement
Belgium	47% increased employee satisfaction	47% increased retention	43% stronger employee engagement
Brazil	54% increased employee productivity	52% larger number of qualified applicants	52% stronger employee engagement
Canada	58% larger number of qualified applicants	44% stronger employee engagement	42% increased employee productivity
China	60% increased employee satisfaction	60% faster hiring times	52% stronger employee engagement
France	58% larger number of qualified applicants	42% increased employee satisfaction	42% stronger employee engagement
Germany	52% larger number of qualified applicants	52% increased retention	40% stronger employee engagement
India	68% larger number of qualified applicants	66% stronger employee engagement	34% increased employee satisfaction
Italy	56% larger number of qualified applicants	50% stronger employee engagement	42% increased retention
Japan	41% increased retention	32% lower recruitment costs	27% increased employee productivity
Mexico	54% stronger employee engagement	48% larger number of qualified applicants	34% increased employee productivity
Netherlands	67% stronger employee engagement	33% larger number of qualified applicants	33% faster hiring times
Poland	43% increased employee productivity	40% stronger employee engagement	36% increased retention
Singapore	62% larger number of qualified applicants	56% increased employee productivity	48% increased retention
Sweden	68% increased employee productivity	52% increased retention	44% larger number of qualified applicants
U.K.	44% larger number of qualified applicants	42% increased retention	40% stronger employee engagement
U.S.	50% larger number of qualified applicants	48% increased retention	44% stronger employee engagement



create a compelling  
workplace experience.

# are you giving your employees a voice and providing a nurturing environment?

The need to create a strong employer brand often stems from an organization's desire to enhance its talent attraction strategies, but the brand's influence on retention is sometimes overlooked. Even when you have acquired the skills you need, you shouldn't forget to continually reinforce your EVP to your workforce. After all, it's a critical consideration in your overall talent management approach that will keep you from losing valuable human capital to competitors.

According to our 2018 [Talent Trends](#) research, 64% of those surveyed believe employee engagement programs are very or extremely important, and 69% say they are delivering on these initiatives. Nearly half (48%) are also investing in workplace culture, and employee feedback and engagement systems.

Engagement is a centerpiece of every employer's retention strategy, and in today's highly competitive talent market, companies need to do all they can to keep their workforces engaged, focused and loyal. You can best accomplish this through a workplace experience that is stimulating, rewarding and meaningful to your employees' career goals. That's what marketing and communications specialist [Communis](#) is striving to achieve in its recent corporate and employer re-branding efforts, according to Andrew Neal, group HR director.

Neal says Communis recently embarked on an exercise with Randstad Sourceright's employer branding experts to strengthen its strategies by defining its EVP after an analysis of workplace culture and practices. "We needed to be better at describing what we do and articulate this in our EVP. Undoubtedly, we were losing out on candidates," he explains.

He also says the discovery revealed some opportunities in the company's employer brand strategies, specifically around improving workplace experiences that countered the Communis entrepreneurial spirit. At the same time, the exercise also revealed common ground among its workers across disparate industries and business units: employees expressed pride in the company's world-class client portfolio. This insight helps the company to fortify its workplace experience.

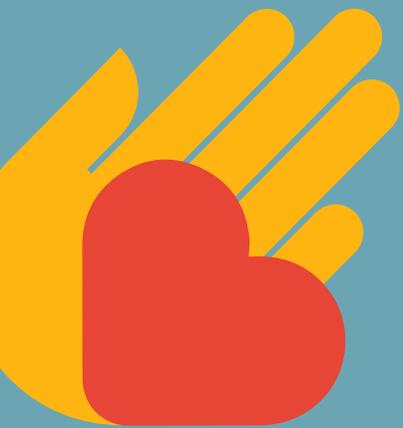
Without question, talent retention is top of mind for many C-suite and human capital leaders. With unemployment rates falling around the world — nearly full-employment status in some markets — businesses need their employer brands to act as both a lure for recruits and an anchor for employees, knowing that job mobility is also rising.

Our research shows, however, some disconnect between what employers think candidates want and what candidates actually say they want. Talent leaders believe career progression opportunities, job security, and training and development are the top three qualities employees desire. The 2017 [Randstad Employer Brand Research](#) uncovers different results.

The survey of more than 160,000 working-age adults in 26 countries shows that an attractive salary and benefits is valued the most, followed by job security and a good work-life balance. So when it comes to creating an ideal workplace experience, businesses need a better understanding of their workforces.

The good news is that many are focusing on this. Our Talent Trends research shows investments in technology to support a more positive workplace experience are increasingly cited as an area of budget growth, with more than half of the surveyed companies expanding spending. And as the payoff on retention becomes clearer, expect more of your peers to seek support for creating a better workplace experience.





“As we see human capital leaders around the world place a greater emphasis on the workplace experience, you should also consider ways to make your business stand out in the minds of your workers. Learning and development, career progression opportunities and, of course, rewards must be configured in a compelling EVP that appeals to candidates and employees alike.”



**Cindy Keaveney**  
chief people officer

[read more expertise from Cindy](#)

## 3 ways to create a better workplace experience.



use your EVP as a guide for all workplace initiatives.

By focusing on what differentiates your organization from others, you can build on that strategy and reinforce the positive image your employees have of your company.



identify the reasons why employees are dissatisfied and leaving your business.

By understanding what's motivating them to go elsewhere, you can focus on addressing the internal deficiencies instead of wasting time on external factors that you can't control.



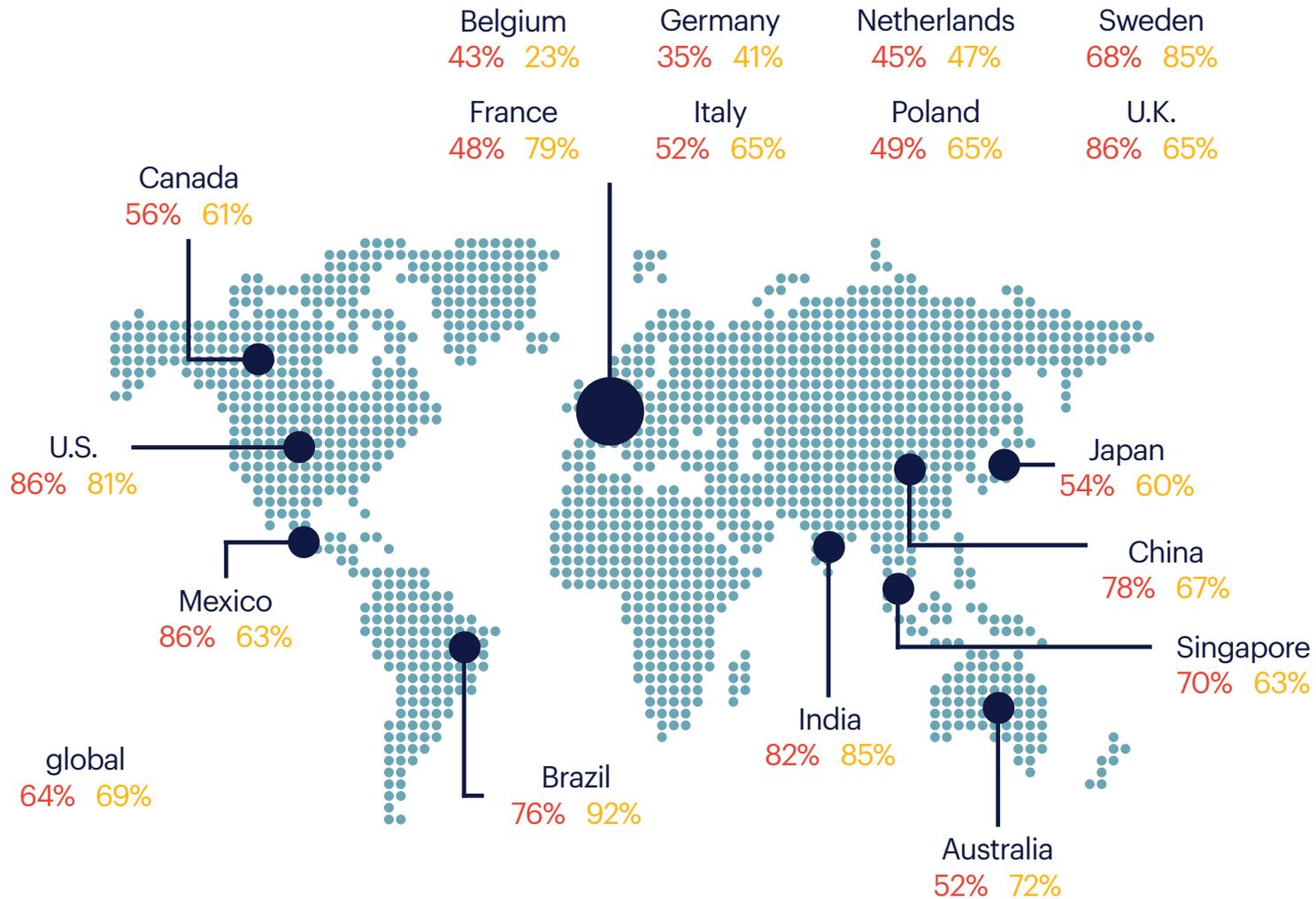
invest in technology that helps your people be more productive.

Free them up from repetitive tasks, giving them more bandwidth to focus on strategic work. Consider the user experience as well to ensure the tools don't complicate day-to-day activities. Ideally, the technology you offer at work should be the same as or better than the technology they have at home.

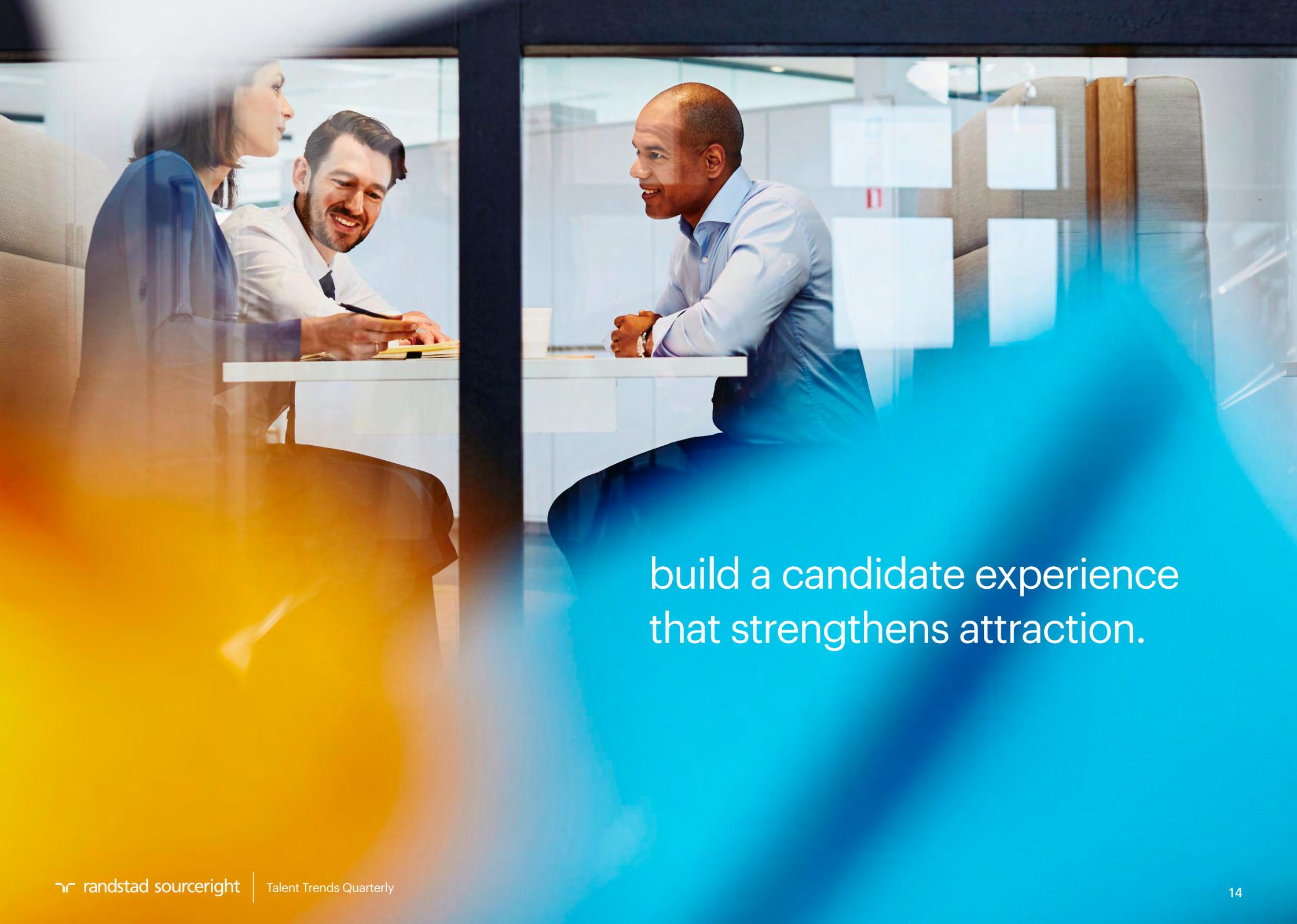


take the talent experience  
fitness test

# are companies delivering on employee engagement?



- believe employee engagement programs are important to candidates
- believe their company is delivering effectively on employee engagement



build a candidate experience  
that strengthens attraction.

# are you leveraging innovations to enhance the applicant's journey?

If ever there was a time for you to take a hard look at your candidate experience, that time is now. As competition for scarce skills heats up, how candidates perceive and share their journey through your organization will impact your ability to win and retain great talent. It's also important to remember that prospective hires may be past, present and future customers, so ensuring they have a positive experience should be another reason to invest in this area.

If you are like most of the companies we surveyed in our 2018 [Talent Trends](#) research, then you are confident your company has a positive candidate experience. Nearly three-quarters (71%) rate theirs as excellent or good, and only 1% rate it as poor. This is not surprising, as most companies also say they have an effective employer brand strategy. What might be surprising is that, given the high marks reported by C-suite and human capital leaders, a majority (71%) still plan to further enhance their candidate experiences.

Most companies expect to focus on ensuring the touchpoints that candidates encounter once they are in the recruiting funnel to successfully fulfill job seekers' needs and answer their questions. The most often cited investment is employers' careers portals (63%), followed by creating specific talent communities and content to engage and nurture the talent pipeline (62%), as well as more training for hiring managers (62%). Surprisingly, conducting feedback surveys with candidates (successful and declined) is least often cited at 56%.

According to the [Talent Board](#), the organization behind The Candidate Experience (CandE) Awards, soliciting feedback from candidates remains an activity that few companies do well. In fact, according to Talent Board's research, 41% don't solicit any kind of feedback from hires or passed-over candidates, and only 27% do so with successful applicants. Just 14% survey all candidates about their talent acquisition process.

Companies that create an engaging candidate experience actively seek feedback and use it to create a more positive journey, resulting in informed and satisfied job seekers. That's what Johnson & Johnson (J&J) did when it launched its [Shine](#) platform, which includes a custom digital experience aimed at delivering a more transparent journey for its applicants. According to J&J's [careers portal](#), after the company sought the feedback of thousands of applicants, it was clear the company needed an application process that didn't leave candidates feeling frustrated.

Its current process is designed to provide applicants with regular status updates, helpful content and real-time support. It also empowers job seekers with articles and videos that inform them about J&J and its workplace culture. Another helpful feature includes online support from the company's talent acquisition team through its Twitter handle (@JNJShine).

Other companies have taken similar steps to bolster their candidate experience. For instance, Sutherland, a business process transformation company, [created a chatbot](#) to provide updates and answers to applicants, and automate interview scheduling to keep candidates engaged.

The rise and availability of technology to facilitate the candidate experience is helping to drive these initiatives. Even as many human capital and C-suite leaders lament the loss of the human touch in the recruitment process, it's actually AI and automation that are helping to make it feel more personal. Our research shows that 54% believe AI can deliver greater efficiency and consistency in the candidate journey, which is something job seekers value. What's more, 43% believe AI can free up humans to focus on more strategic projects, such as making stronger connections with candidates at critical touchpoints in the talent acquisition process.

Your company's candidate experience is essential to your employer and corporate brand, so make a commitment to continuously monitor and enhance the journey. It is essential to a successful talent attraction strategy and driving business growth. By assessing your process, seeking feedback and prioritizing the actions you should take to enhance your candidate experience, you are well-positioned to win the best talent available.





“Companies need to make their careers portals, review-site profiles, and social channels as appealing and informative as possible to attract the right talent. These touchpoints are where workers are researching you and other employers, so put on your best face for them.”



**Jennifer Klimas**  
director, employer brand  
Talent Innovation Center

[read more expertise from Jennifer](#)

## 3 ways to build an engaging candidate experience.



### perform thorough audits.

By experiencing the same journey as your candidates, you can better understand the steps that may cause frustration and identify the best roles for technology and humans to take in the process. Make sure this is an exercise you undertake on both desktop and mobile devices.



### seek feedback from all candidates.

Don't focus only on successful hires. You should get input from everyone who comes through the recruitment funnel, especially those who are unsuccessful. They are more likely to provide critical feedback that you can use to improve your processes.



### empower advocates of your employer brand.

Identify the people — including hiring managers, employees and external advocates — who play an important part in the way candidates perceive your company. Equip them with training, authentic careers content and employee stories that paint a clear picture of your workplace, culture, career paths and opportunities.



[see how technology powers a more human candidate experience](#)

# how are employers improving their candidate experience?

Here are the top three cited actions employers are taking, by country.

Global	Australia	Belgium	Brazil	Canada	China
63% improving the experience on our careers site	73% performing an internal audit to map the experience from job search to hire	57% conducting training for hiring managers	82% conducting training for hiring managers	70% improving the experience on our careers site	78% creating talent communities and content plans
62% creating talent communities and content plans	71% improving communications standards and feedback mechanisms	53% seeking support from an RPO partner	82% conducting feedback surveys with candidates	66% hiring consultants to review our strategy and execution	74% conducting training for hiring managers
62% conducting training for hiring managers	69% hiring consultants to review our strategy and execution	50% investing in social media for pre-candidate engagement	80% creating talent communities and content plans	60% creating talent communities and content plans	74% hiring consultants to review our strategy and execution
France	Germany	India	Italy	Japan	Mexico
74% conducting training for hiring managers	58% providing candidates interview and recruitment process information, guides and tools	84% investing in social media for pre-candidate engagement	68% conducting training for hiring managers	49% improving the experience on our careers site	60% conducting training for hiring managers
66% improving the experience on our careers site	50% conducting training for hiring managers	78% seeking support from an RPO provider	64% hiring consultants to review our strategy and execution	41% seeking support from an RPO provider	60% improving the experience on our careers site
64% improving communications standards and feedback mechanisms	50% improving the experience on our careers site	78% improving communications standards and feedback mechanisms	62% creating talent communities and content plans	38% investing in social media for pre-candidate engagement	60% hiring consultants to review our strategy and execution
Netherlands	Poland	Singapore	Sweden	U.K.	U.S.
52% conducting feedback surveys with candidates	62% improving communications standards and feedback mechanisms	82% improving the experience on our careers site	78% providing candidates interview and recruitment process information, guides and tools	76% creating talent communities and content plans	76% performing an internal audit to map the experience from job search to hire
42% improving the experience on our careers site	53% performing an audit to map the experience from job search to hire	78% creating talent communities and content plans	76% creating talent communities and content plans	74% improving the experience on our careers site	76% conducting training for hiring managers
36% seeking support from an RPO partner	53% creating talent communities and content plans	72% conducting training for hiring managers	74% improving communications standards and feedback mechanisms	70% performing an internal audit to map the experience from job search to hire	74% creating talent communities and content plans

the talent experience  
by industry.





More than any other sector, Automotive & Manufacturing companies surveyed in our 2018 Talent Trends research believe reaching out to their talent communities with tailored content is the most effective way to create a memorable candidate experience. This approach, providing better information to job seekers and improved communications are the three areas in which they are investing most heavily to support a better candidate experience. Their investments may be modest since nearly three-quarters say their candidate experience is either excellent or very good, showing confidence that their company is treating talent well.



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# automotive & manufacturing.



Employers are increasing tech investments to improve:

53%

the workplace experience

50%

the candidate experience



The top three reported benefits of employer branding are:

51%

increased employee retention

47%

increased employee productivity

46%

strong employee engagement



Talent leaders think their employee engagement programs are:

70%

important to candidates

71%

being effectively delivered



How are employers improving the candidate experience?

69%

creating talent communities and content plans

67%

providing interview and process information to candidates

65%

improving communications standards and feedback mechanisms

# banking & financial services.



Employers are increasing tech investments to improve:

51%

the workplace experience

47%

the candidate experience



The top three reported benefits of employer branding are:

52%

larger number of qualified applicants

43%

strong employee engagement

40%

increased employee retention



Talent leaders think their employee engagement programs are:

67%

important to candidates

76%

being effectively delivered



How are employers improving the candidate experience?

74%

training hiring managers

64%

creating talent communities and content plans

63%

providing interview and process information to candidates



Likely viewing hiring managers as the most influential touchpoint in their candidate experience, companies in the Banking & Financial Services industry overwhelmingly invest in training for these decision-makers, with 74% indicating they are spending in this category. Like many other industries, most banking employers surveyed in our 2018 [Talent Trends](#) research (76%) plan to enhance their candidate experience with technology this year, and a majority (51%) will do so for talent to enhance the workplace experience.



take the talent experience fitness test



Among all industries surveyed in our 2018 [Talent Trends](#) research, consumer goods talent leaders are least likely to focus on enhancing their candidate experience this year (61% vs. 75% for all industries globally). That said, the fast-moving consumer goods sector does report investing in creating specific talent communities and content plans to engage and nurture a future talent pipeline. Companies in this sector also report that they deliver feedback to passed-over candidates — something job seekers value — at a far higher percentage than all other industries (91% vs. 65%, respectively). This is a smart move for consumer goods companies because so many are consumer-facing and need to maintain positive relationships with a potential customers.



see how technology powers a more human candidate experience

## consumer goods.



Employers are increasing tech investments to improve:

50%

the workplace experience

46%

the candidate experience



The top three reported benefits of employer branding are:

57%

larger number of qualified applicants

50%

increased employee productivity

43%

increased employee satisfaction



Talent leaders think their employee engagement programs are:

43%

important to candidates

67%

being effectively delivered



How are employers improving the candidate experience?

68%

creating talent communities and content plans

64%

improving the experience on our careers site

67%

seeking support from our RPO partner



When it comes to offering feedback to candidates, you can count on the IT & Technology sector to provide prompt responses. A majority (83%) of employers polled in our 2018 [Talent Trends](#) research say they deliver candidates with feedback after an application, which is much higher than other major industries (67% global average). This is just one of the ways in which this sector is delivering on the talent experience. Companies also say they're delivering on sharing of management best practices (78%), prompt feedback following an interview (77%) and stating their strong company values (77%).



take the employer brand fitness test

## IT & technology.



Employers are increasing tech investments to improve:

62%

the workplace experience

61%

the candidate experience



The top four reported benefits of employer branding are:

47%

increased employee productivity

45%

strong employee engagement

44%

larger number of qualified applicants

44%

increased employee retention



Talent leaders think their employee engagement programs are:

76%

important to candidates

62%

being effectively delivered



How are employers improving the candidate experience?

71%

improving communications standards and feedback mechanisms

65%

using social media for pre-candidate engagement

65%

improving the experience on our careers site



Companies in the Life Sciences & Healthcare industry believe that their candidate experience is either excellent or very good more than any other sector surveyed in our 2018 Talent Trends research (79% vs. 71% global average). At the same time, 79% of companies in this sector also report plans to enhance their candidate experience, a higher rate than other industries.



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## life sciences & healthcare.



Employers are increasing tech investments to improve:

53%

the workplace experience

45%

the candidate experience



The top three reported benefits of employer branding are:

53%

larger number of qualified applicants

47%

strong employee engagement

40%

increased employee productivity



Talent leaders think their employee engagement programs are:

61%

important to candidates

67%

being effectively delivered



How are employers improving the candidate experience?

67%

using social media for pre-candidate engagement

64%

improving the experience on our careers site

62%

training hiring managers

62%

creating talent communities and content plans

### Talent Trends methodology.

The 2018 Talent Trends study is a survey of 800 C-suite and human capital leaders across 17 countries, conducted by a third party on behalf of Randstad Sourceright.

Online surveys are conducted via external panels, and interviews are self-administered and can be taken on any device (including mobile phones, tablets, desktops and laptops).

Survey samples include leaders at international and regional organizations in Australia, Belgium, Brazil, Canada, China, France, Germany, Japan, India, Italy, Mexico, the Netherlands, Poland, Singapore, Sweden, the U.K. and the U.S.

### about Randstad Sourceright.

Randstad Sourceright is a global talent solutions leader, driving the talent acquisition and human capital management strategies for the world's most successful employers. We empower these companies by leveraging a Human Forward strategy that balances the use of innovative technologies with expert insights, supporting both organizations and people in realizing their true potential.

As an operating company of Randstad N.V. — a €23.3 billion global provider of HR services — Randstad Sourceright's subject matter experts and thought leaders around the world continuously build and evolve our solutions across recruitment process outsourcing (RPO), managed services programs (MSP) and integrated talent solutions.

Read more at [www.randstadsourceright.com](http://www.randstadsourceright.com).