STUDIOS
OCO + DCI PARTNERSHIP

What Talent Wants

Capturing What Europe's Workforce Seeks in Jobs & Locations

2023

Contents

Executive Summary

While the European labour market has so far shown great resilience in the face of geopolitical and inflationary pressures, longer-term challenges leading to systemic talent shortages persist across nearly all sectors. Job vacancies in the EU reached the highest levels on record in 2022 and remain well above pre-pandemic levels[1]. A perfect storm of ageing populations, declining birth rates, and economic transformation led by AI and the green economy have narrowed the employment pool in industries both new and old.

Meanwhile, governments are still playing catch-up in procedural and political terms. Visa processing in countries with the highest needs have been described by some as slow-moving and bureaucratic[2]. Limits on the quantity and/or quality of candidates in different jurisdictions make recruiting internationals complex and inefficient. Sometimes this is due to outdated policies; other times it is due to political influence, where large-scale immigration across skills levels remains a controversial topic preventing the quick action required to help in the short-term.

The STEM, construction, healthcare, and hospitality sectors have particularly high levels of staff shortages, while in certain countries, such as those in the Nordic, Benelux and Central Europe regions are seeing the highest levels of job vacancies[3]. In the UK, there remains over a million unfilled positions[4]. The Office for National Statistics' business survey found over a quarter of businesses experienced a shortage of workers in July 2023, while 35% of those businesses say that worker shortages have left them unable to meet demand[5]. In Germany, labour shortages for tech positions alone are estimated at 700,000, projected to rise to 780,000 by 2026[6].

As is the case in all supply-demand scenarios, labour shortages are creating fierce competition for quality workers. Talent attraction and retention is a top priority for organizations ranging from small businesses to investment promotion agencies. Organizations like Copenhagen Capacity, IN Amsterdam, Helsinki Partners and Talent Berlin have been forerunners at the regional level, while national government initiatives like Work in Lithuania, Work in Austria and Work in NL are setting the pace higher up the hierarchy. Even VC firm Sequoia Capital has invested in a new tool, Sequoia Atlas, to help tech companies locate qualified skills across Europe.

Rationale for Government Intervention

- Ensuring international talents understand location opportunities and place offer
- Addressing the talent shortage constraining economic growth
- Securing strategic advantage in priority sectors
- Strengthen public and private collaboration – companies know how to sell their company, but they do not know how to sell a location

Role for Economic Development Organisations

- Mapping competencies and future skills needs across different industries to facilitate growth
- Create global networks for international location promotion for relevant talent pools
- Develop upskilling resources to keep regional economies future proof and competitive
- Leverage marketing to build targeted demand among priority talents

[1] Eurostat. (2023). Quarterly job vacancy rates, not seasonally adjusted, 2013-2023 (Q1-2023) https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Job_vacancy_statistics
[2] Partington, M. (2023, 4 August). Germany desperately needs tech-savvy migrants — but visa rules haven't caught up. Sifted. https://sifted.eu/articles/germany-needs-tech-savvy-migrants
[3] European Commission. (2023, 6 July). Employment and Social Developments in Europe (ESDE) report 2023 https://ec.europa.eu/social/BlobServlet?docId=26989&langId=en
[4] Office for National Statistics. (2023, 11 July). Vacancies and Jobs in the UK: July 2023 https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/jobsandvacanciesintheuk/july2023
[5] Office for National Statistics. (2023, 27 July). Business insights and impact on the UK economy https://www.ons.gov.uk/economy/economicoutputandproductivity/output/datasets/businessinsightsandimpactontheukeconomy
[6] Durth, S., Kalinna, A.L., Soller, H. (2023, 20 March). Closing the tech talent gap: Adopting the right mindset. McKinsey. https://www.mckinsey.com/capabilities/mckinsey-digital/our-insights/tech-forward/closing-the-tech-talent-gap-adopting-the-right-mindset

The challenge is clear, but the solutions are less so. Governments risk constrained local ecosystems and lagging competitiveness in priority industries if they do not make significant changes to the current talent infrastructure. Who is responsible for initiating such change? It's a common question in communities the world over, with private sector-led initiatives taking charge while public sector consortiums are taking centre stage elsewhere.

49% of IPAs have talent-focused initiatives within their overall strategy.

The recent Innovation Index produced jointly by international consulting firm OCO Global and the World Association for Investment Promotion Agencies (WAIPA) indicated that investment promotion agencies are increasing taking this challenge head on, with 49% of them incorporating talent-focused initiatives into their organizational strategy, a sharp increase compared to just five years ago. Regardless of who is leading the charge, to be successful we must better understand the individual worker and how they make decisions about where to work. What are today's talent prioritising when evaluating jobs, work environments, lifestyles and places? How do they research new employment opportunities and explore new communities to relocate to?

This inaugural report by C Studios attempts to answer those questions by providing firsthand insight into the emotional motivations, behaviours, and preferences among talent from select countries and regions across Europe during their relocation journey. The queries in ***What Talent Wants*** largely mirror those posed in a U.S.-based study ***Talent Wars***, conducted by Development Counsellors International (DCI), a leading place marketing agency headquartered in New York City. Comparisons to be made across world regions are included in this inaugural study.

In evaluating the data, we can derive four core insights about what European talent looks for in jobs and locations.

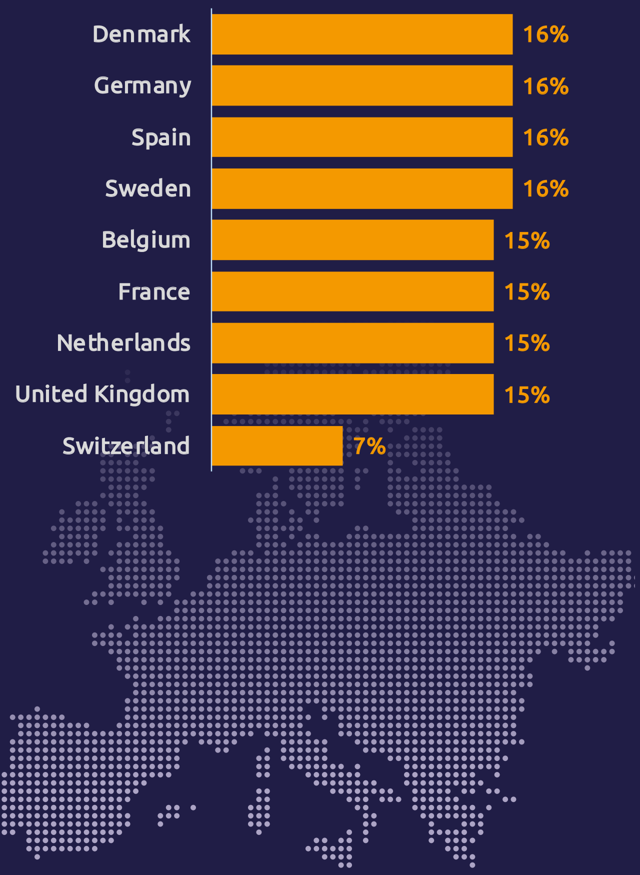
1. **People simply want to seek a better life, and what that means has been influenced by the pandemic:** "To have a better quality of life" was by far the top trigger inspiring people to relocate with 43% of respondents selecting this option, with other factors like "access to a larger living space" (26%), "wanting to be closer to family" (22%), and "remote work" opening up new perspectives and opportunities (18%) also highly influential. This is also seen in the desire for more work/life balance, which plays heavily into a decision for both relocation as well as simply changing jobs.
2. **Quality of life is about practical considerations more than flashy ones.** As people have re-evaluated what a good life means, "must have" factors like costs, safety, housing and healthcare are much more prioritised (each rating above 7.0 on a 10-point scale) than "nice to haves" like arts/culture and nightlife (which rate below 7.0). When targeting talent for relocation, it's important to know where your community is an upsell versus a downsell, as it'll be hard to convince people to make a move if basic needs aren't going to improve.
3. **Talent is hungry for upskilling.** Some 88% of respondents said they are open to upgrading their skills if it would lead to better career or job prospects, although a good share of those respondents are unaware of such opportunities. Interestingly, 71% noted that they would be willing to relocate to a new region if it offered free training to upgrade their skills or job prospects.
4. **Reaching prospective candidates is a digital-first journey.** Respondents listed internet research as the No. 1 source of information informing their relocation decision (48%), outranking first-person experience (35%). A dedicated live/work website was considered important by 75% of survey-takers evaluating new locations. And the influence of social media is clearly high, with Facebook leading the way as both the top channel influencing of perceptions (57%) and exploring job opportunities (55%). Online job boards was selected as the biggest source of information about jobs at 49%.

Methodology & Demographics

In the first edition of C Studios' ***What Talent Wants***, more than 650 people from regions and countries across Europe between the ages of 21 and 65 years of age were questioned via an online survey, which was conducted during the month of May 2023 . Respondents had to meet two primary qualifications – first, that they had personally relocated at least 100 kilometres from their previous residence in the past three years and, second, that they were currently employed or actively looking for employment.

While many governments are focused on filling the talent gap in highly skilled occupations that involve artificial intelligence, quantum, life sciences and other advanced industries, skill levels were not considered as a part of the survey audience. We did ask about educational attainment, occupation and tech versus non-tech industries, but not specific skill levels. So-called "traditional" industries that include hospitality, construction and manufacturing are also facing significant workforce challenges that threaten the current economic order and deserve equal attention. Also, the underlying motivations for relocation and act of forming perceptions of a place are very much a human experience regardless of skill level, and thus capturing such insights from a wider audience offers value beyond that of a niche subset.

Participants were sought from select countries around Europe to provide geographic diversity and varied perspectives, even if not every country was represented. The locations were selected based on a tendency for large international populations, since one ingredient in meeting the talent crisis is cross-border recruitment. The breakout of respondents by geography includes the Benelux countries of Belgium and the Netherlands, France, Germany, the Nordic countries of Denmark and Sweden, Spain, Switzerland and the United Kingdom.



Additional insights on the demographics of the respondents are as follows:

Respondents were of working age with 31% of respondents in their 20s, 46% in their 30s, 19% in their 40s and the remaining 4% in their 50s.

Educational attainment levels are split at 39% of respondents having achieved qualifications below a bachelor's degree and the remaining having completed a bachelor's degree or above.

78% of respondents are employed full-time, 12% part-time, 5% unemployed and actively searching for work, and 5% are students.

Respondents were classified into a total of 27 different occupational categories.

Males account for 55% of respondents, females for 44% and non-binary persons for the remaining 1%.

Throughout the report, we attempt to break-out regional, occupational (tech v. non-tech) and age differences where there is statistical variance in the differences. Most questions were multiple choice with a mix of single-response, 1-10 scales and "all that apply" depending on the question. We mention which is which throughout the survey for clarification. In a few instances, open-ended responses were invited.

Survey Insights

Regardless of country or nation of origin, talent's "path to purchase" for new locations or job opportunities follows a similar pattern. In its simplest form, it can be visualized as a three-step funnel. At the top is the initial trigger, or something that is inspiring an individual to consider relocation. Multiple regions or countries are likely in play as potential relocation options and existing perceptions – good or bad – hold a high level of importance in informing those choices.

As talents move down the relocation funnel, locations are further researched through an exploration and evaluation stage, which narrows the field as talent prioritises the "must have" factors in their journey. Finally, the ultimate decision and selection of community ensues, which may come down to a number of career and job factors, which we attempt to better understand in pages that follow.

Top Triggers for Talent Relocation

What exactly pushes someone into making a relocation decision in the first place? Respondents participating in the study were asked to identify the primary triggers that resulted in their most recent relocation. They were given a list of categories to choose from, as well as the option to include "other" as a response. They had the option to select all that applied in their response.

As is the case in the United States[7], the search for an overall improved quality of life is the primary motivator for talent, with 43% of respondents selecting this option. This is consistent across all countries covered in this study.

Figure 1 : Primary triggers for relocation

Of course, "better quality of life" can include many of the other items on this list, from a larger living space and proximity to family to a lower cost of living and home ownership. For more on exactly what this means to individuals, we further qualify what lifestyle factors are most important later in the survey. The above responses are intended solely to understand the initial spark for moving.

Aside from quality of life, the pandemic's influence based on the other top selections is clear, with three other top five responses tied to frequent topics of conversation in recent years. A larger living space ranked second, as the lockdown changed how people view their living spaces. Proximity to family ranked fourth thanks to a re-evaluation of what truly matters in life. Lastly, remote work provided a window into an improved lifestyle like shorter commute times, more time with family and more overall work-life flexibility that has shaken long-standing workplace models.

The share of Europeans working from home for three or more days per week has more than doubled[8] and the share of talent working fully remotely or in a hybrid position is projected to continue to rise. Gartner project that almost half of Germany's knowledge workforce will be working hybrid or remote by the end of 2023, while the UK's "cultural and vertical industry mix" means two-thirds of its knowledge workforce will be working a hybrid or fully remote position in the same period[9].

[7]Development Counsellors International. (2023). Talent Wars. https://aboutdci.com/thought-leadership/talent-wars-2023/
[8]Eurostat. (2022, 8 November). Rise in EU population working from home. https://ec.europa.eu/eurostat/web/products-eurostat-news/-/ddn-20221108-1
[9]Gartner. (2023, 1 March). Gartner Forecasts 39% of Global Knowledge Workers Will Work Hybrid by the End of 2023. https://www.gartner.com/en/newsroom/press-releases/2023-03-01-gartner-forecasts-39-percent-of-global-knowledge-workers-will-work-hybrid-by-the-end-of-2023

Employment opportunities are also a significant motivator for relocating talent, with those moving because their new job required it ranking third place overall. In fact, as seen in the table below, this was the second-leading factor in Nordic countries, Spain and the UK.

Figure 2 : Primary triggers for relocation by country

	BENELUX	FRANCE	GERMANY	THE NORDICS	SPAIN	SWITZERLAND	UK
#1	**Better quality of life (48%)**	**Better quality of life (38%)**	**Better quality of life (48%)**	**Better quality of life (38%)**	**Better quality of life (37%)**	**Better quality of life (42%)**	**Better quality of life (46%)**
#2	**Access to larger living space (24%)**	**Access to larger living space (30%)**	**Access to larger living space (29%)**	**New job required relocation (23%)**	**New job required relocation (27%)**	**Access to larger living space (33%)**	**New job required relocation (32%)**

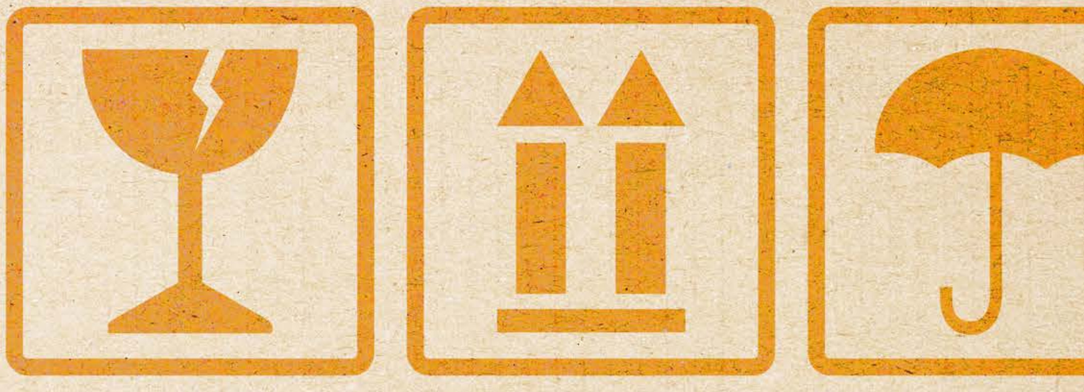
Not to be undervalued, Europe's esteemed travel industry has an important role to play in promoting the quality of life in a region and attracting talent to relocate there. Approximately 13% of respondents indicated a top trigger for relocating to their new location was visiting for leisure or business purposes and being inspired to move there. While not a top trigger, it is important to consider the scale and role of tourism when attracting talent. EU residents took over a billion personal trips in 2019, and over 300 million trips to other countries[10]. Applying 13% to this figure equates to 130 million people choosing to relocate after visiting an area. This represents a considerable pool of potential talent travelling to destinations, experiencing the quality of life on offer there, and making the tourist of today, the talent of tomorrow. From the moment a visitor steps foot in a destination to the second they leave, it is important to have clear messaging on regional liveability and job assets to plant the seed for relocation.

In looking at occupational trends along tech and non-tech industries, we see that tech workers were more likely to have relocated for access to a larger living space than non-tech workers (28% vs. 20%). They are also more likely to have moved for a new job that required relocation (27% vs. 20%), moved to a new community because remote work allowed them to move anywhere (24% vs 10%), moved to an area better aligned with their social or political values (21% vs 7%), or visited or travelled to a location and was inspired to relocate there (17% vs 8%).

Figure 3 : Primary triggers for relocation by country, Tech v. Non-Tech

	Tech Occupations	Non-Tech Occupations
To have a better quality of life	**43%**	**42%**
Access to larger living space	**28%**	**20%**
Accepted a new job that required relocation	**27%**	**20%**
Wanted to be closer to family	**20%**	**26%**
Remote work allowed me to move anywhere and I just wanted to try something new	**24%**	**10%**
Moved for additional education/training opportunity	**20%**	**15%**
To lower my overall cost of living	**20%**	**14%**
Access to more open space/less congestion	**20%**	**12%**
Desire for home ownership	**18%**	**13%**
To move to an area better aligned with my social and political values or beliefs	**21%**	**7%**
Realization that you wanted to live in a different type/size of community	**15%**	**11%**
Visited/travelled to a location and decided to move there	**17%**	**8%**
Realization you wanted a different career	**12%**	**6%**
Loss of job	**8%**	**6%**
Other	**1%**	**9%**

[10] Eurostat. (2023). Trips by type of destination. https://ec.europa.eu/eurostat/databrowser/view/TOUR_DEM_TTHD/default/table?lang=en&category=tour.tour_dem.tour_dem_tt.tour_dem_tttc

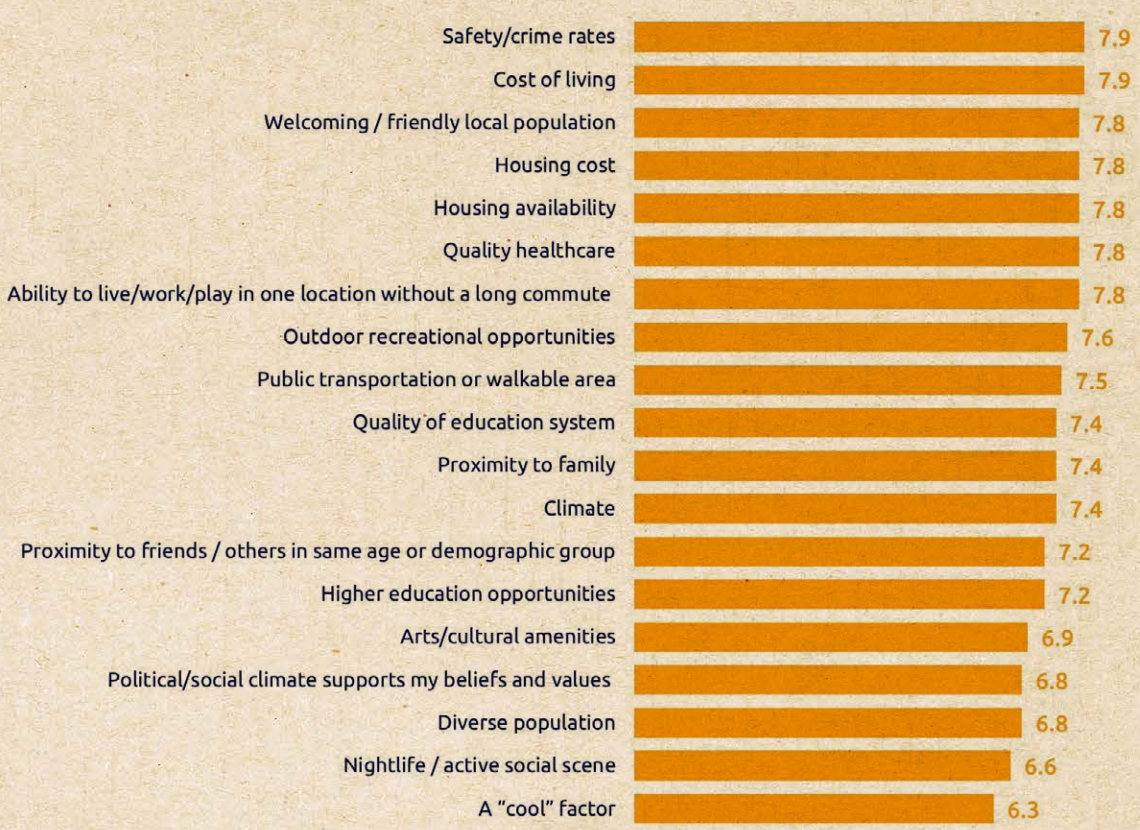


Leading Lifestyle Factors in Relocation

Beyond the initial impetus for making a change, how does Europe's talent then proceed to explore and evaluate alternative jobs, career paths and locations? Respondents were asked to rate the importance of 19 different lifestyle factors in their decision to relocate to a new location, on a scale of 1 (not important) to 10 (very important).

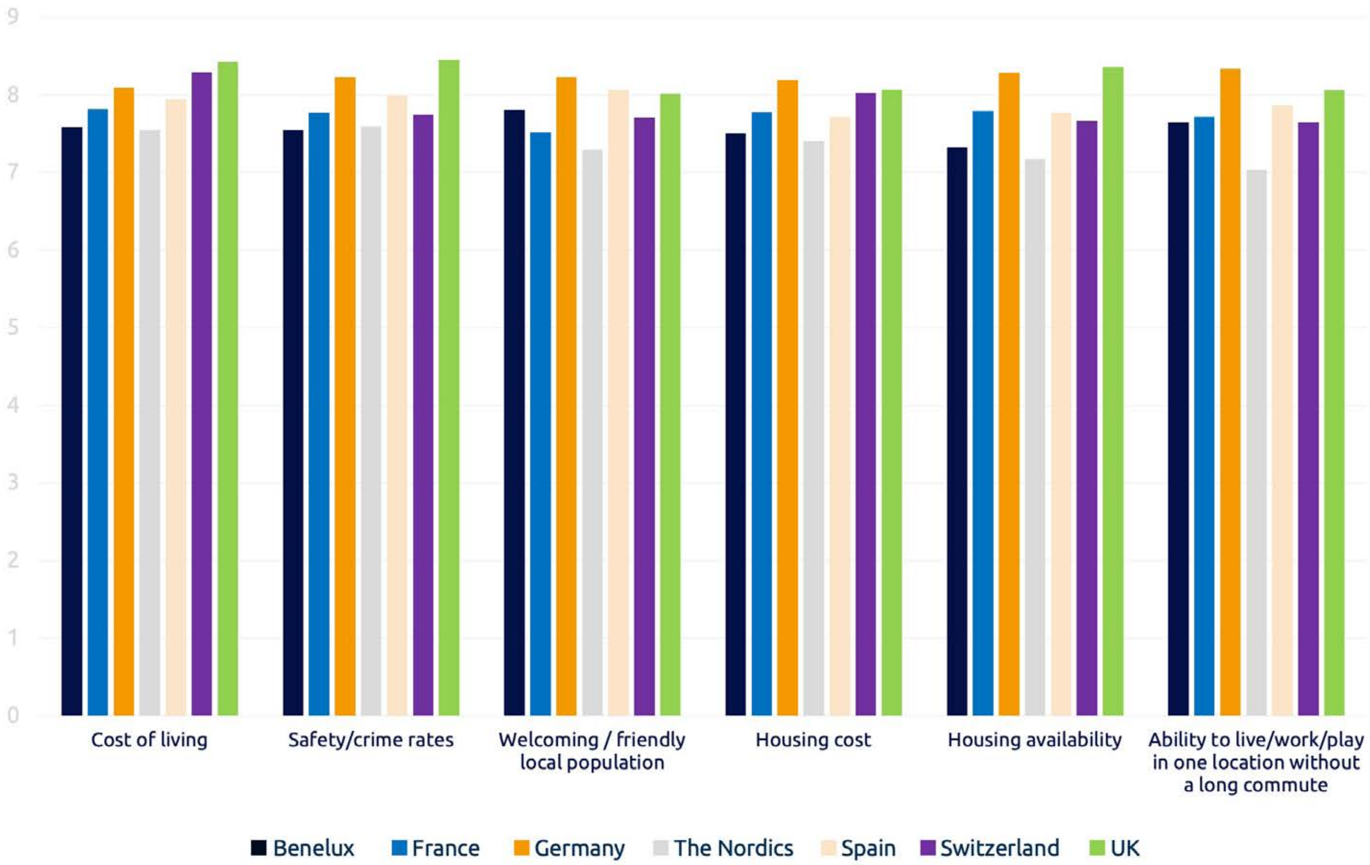
When it comes to the relocation process, talent prioritises very practical issues before they can consider the "nice to haves". The cost of living in an area was tied as the overall top factor for European audiences overall, consistent with findings from the U.S., averaging a score of 7.9. Considering that overall quality of life is a top reason for relocation, talent generally does not want to relocate unless they can afford a similar or better standard of living than they already have. Tied for first among Europeans is safety and crime rates, which have become more of a concern as cities face challenges with inequality, social unrest, drug use and mental illness.

Figure 4 : Rating Select Lifestyle Factors When Considering Relocation (1=not important, 10=very important)



In looking at regional data, the below figure shows the top six factors and how they rated in each country. For the most part, most geographies fell in line with the European averages. However, one anomaly not pictured was from Germany, where proximity to family (13th overall)received a joint top score with an 8.3 rating out of 10. Also in Germany, higher education (14th overall) was tied for fourth with a score of 8.2.

Figure 5 : Top Lifestyle Factors by Country/Region (1=not important, 10=very important)



There are also differences in the top lifestyle-related factors prioritised across different age categories. For those in their 20s, affordability is top of mind, with cost of living (7.8) and housing costs (7.6) receiving the highest mean scores. Cost of living (8.2) is also a priority for those in their 30s, tied with safety/crime rates (8.2), which in turn is the top priority for respondents in their 40s (7.9), followed by a welcoming/friendly population (7.8) and housing costs (7.8). Respondents in their 50s prioritise a welcoming/friendly population (7.5), followed by cost of living (7.4) and the ability to live, work and play in one location without a long commute.

Interestingly, respondents in tech occupations place greater emphasis on recreational lifestyle factors, averaging a score of 7.2 for arts and cultural amenities compared to 6.2 for non-tech workers, and 7.1 for a community’s nightlife or social scene, against 5.8 for non-tech workers.

Leading Career & Job Factors in Relocation

Before talent considers relocating, they want to know that the region is a strong and stable area for job prospects and careers. Respondents were asked to rate the importance of 7 different career- and work-related factors that played into their overall decision to relocate, on a scale of 1 (not important) to 10 (very important).

An initial job opportunity for themselves and a culture of work/life balance rose as the top, followed by salary and benefits, job opportunities for a spouse/partner and alternative job/advancement opportunities should the initial opportunity not work out.

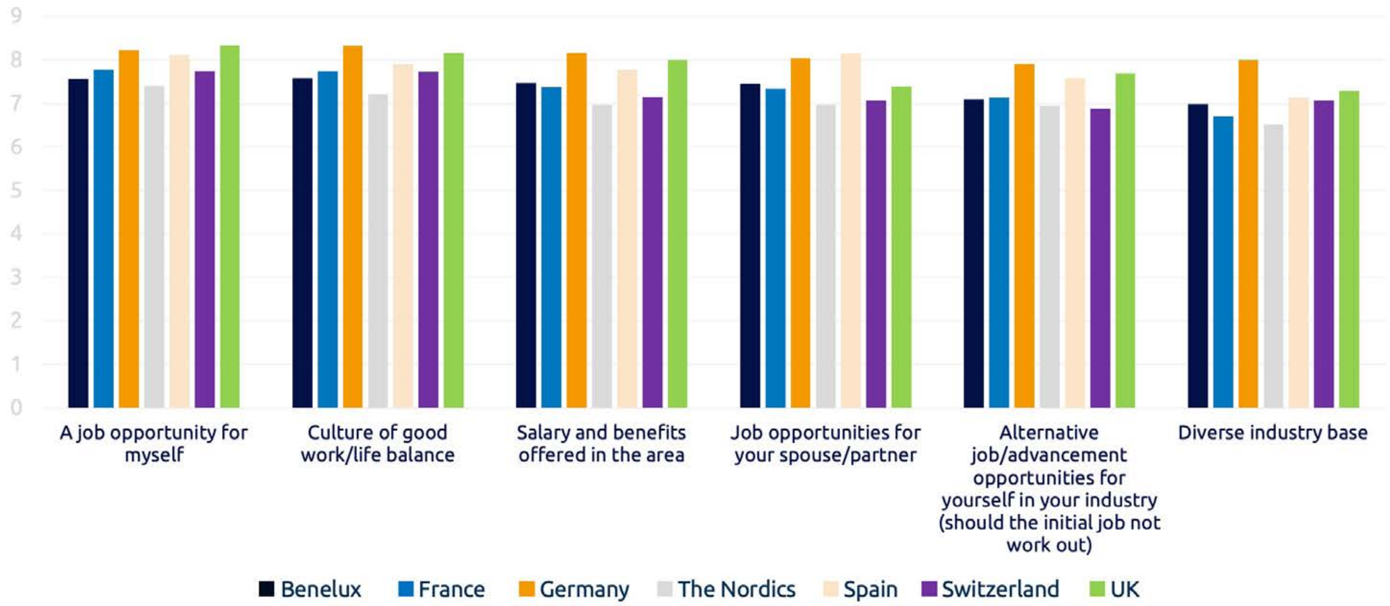
Figure 6 : Rating Career- and Work-Related Factors When Considering Relocation (1=not important, 10=very important)

Job opportunities and a good work-life balance are the top two factor among all countries, except for Spain, where job opportunities for spouses and partners received the highest average score (8.2). This is an important point, as it did rate as a 7.5 across all of Europe and is not a factor to be ignored.

Conversations with employers often reveal that mid-career professionals – those with 8+ years of experience – can be the most challenging roles to fill. Not coincidentally, this also overlaps with an age group that tends to settle down, start a family, purchase a house and otherwise establish roots in the place where they live.

While companies are very sensitive to the difficulty of a move during this season of life, governments and investment promotion agencies have often tended to focus more narrowly on the individual with the skill sets needed, with little consideration beyond that. Understanding the other elements that go into this decision like spouse/partner needs and family factors is critical for the success rate of talent relocation.

Figure 7 : Rating Career and Employment Ecosystem Factors by Country (1=not important, 10=very important)



That question answers how someone evaluates a location for career and work opportunities, but what about how candidates evaluate specific job opportunities from employers? We asked respondents to rate the importance of 12 different factors when deciding on whether to accept a position (1=not important, 10=very important).

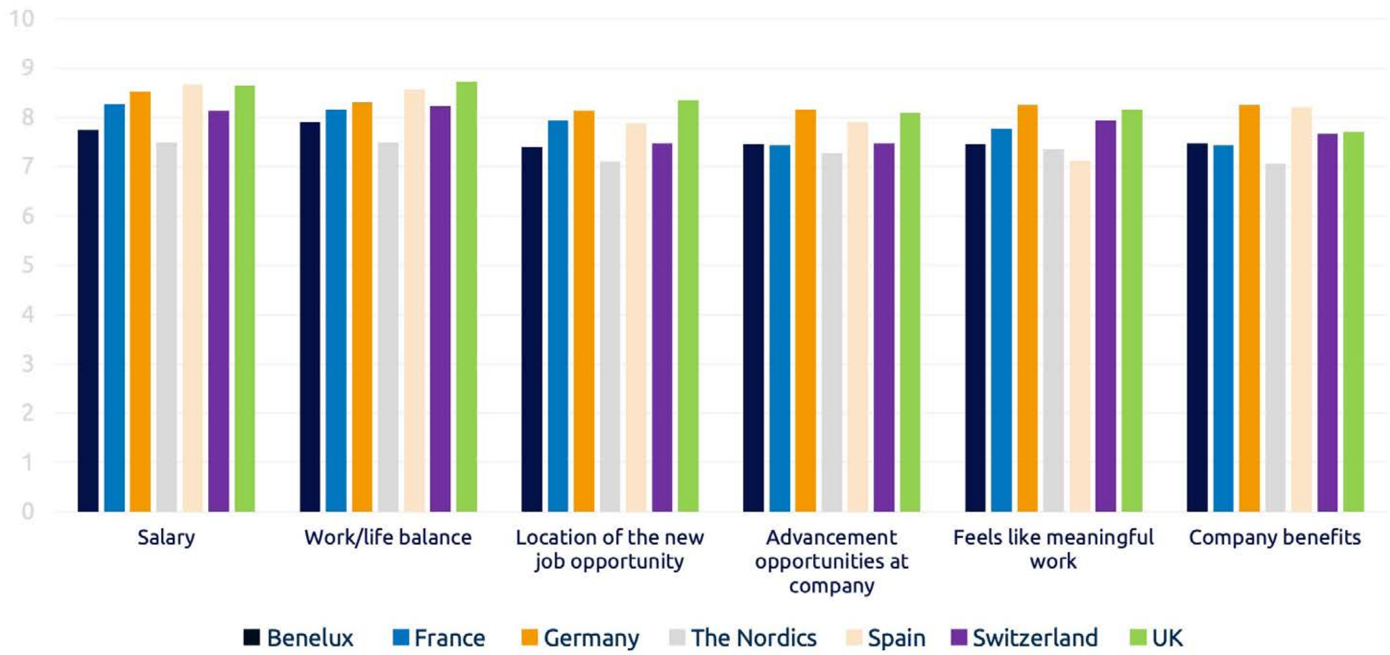
Salary and work/life balance received the joint highest mean scores (8.2). This supports the theme of the "Great Reflection", where talent is seeking more from employment than financial benefits alone (although it is still obviously very much part of the consideration). Employers are being stretched to not just sell compensation, but the entire job package, ranging from salary and company culture, remote work opportunities and company benefits, and advancement opportunities as well.

Underscoring this point, flexible work arrangements averaged a mean score of 7.7 for importance when evaluating a job opportunity. While not the primary factor, it is tied for fourth and emphasizes an overarching theme uncovered in this report — that talent increasingly wants flexibility with how and where they work.

Figure 8 : Rating of Factors When Considering a New Job Opportunity (1=not important, 10=very important)

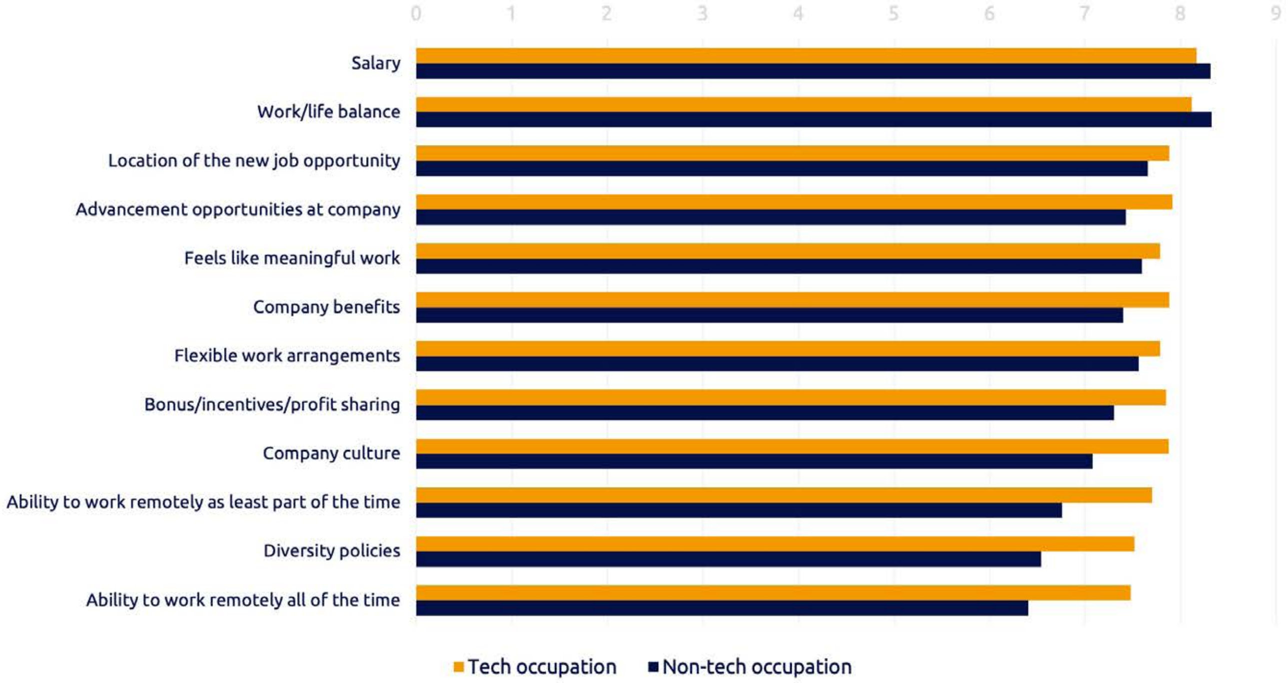
In looking at geographic comparisons, salaries and work-life balance were consistent in the top one or two job-related factors across all countries covered in the survey.

Figure 9 : Rating of Factors When Considering a New Job Opportunity by Country (1=not important, 10=very important)



Similarly, the primary importance of salaries and work-life balance is consistent across age groups and occupations. Tech workers were, however, more likely to place greater importance on company culture (7.9) and diversity policies (7.5) than non-tech workers (7.1 and 6.5, respectively). The ability to work remotely, either on a full-time or part-time basis, is also more important for tech workers (7.5 v. 6.4).

Figure 10 : Rating of Factors When Considering a New Job Opportunity, Tech v. Non-Tech (1=not important, 10=very important)

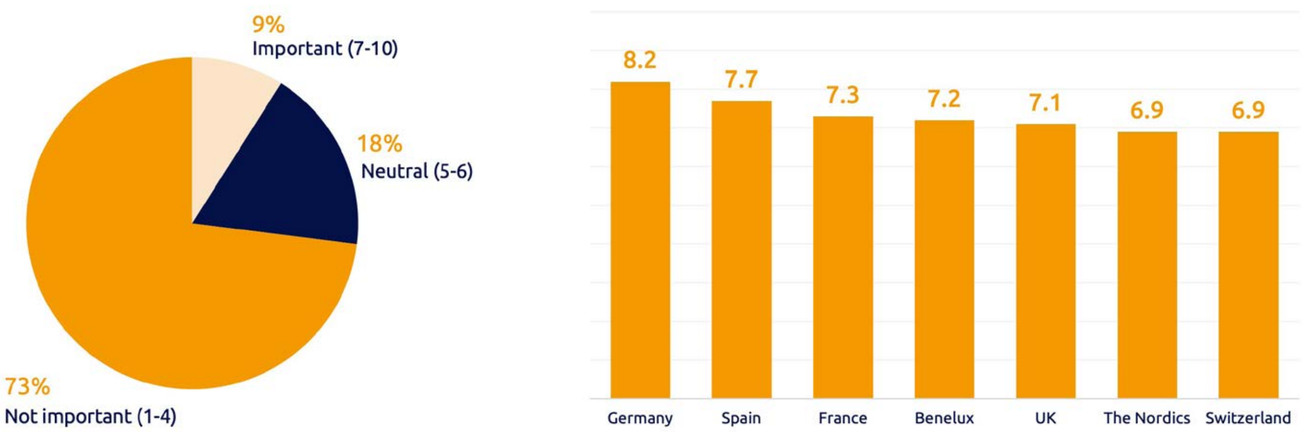


Social issues in the workplace have become a hot topic in recent years. With companies pursuing environmental, social and governance (ESG) initiatives, committing to diversity and inclusion improvements and managing stakeholder capitalism, what a company stands for has become a large part of the recruitment process. Beyond that, the data shows this has also influenced where people want to live.

When asked how important it is to know that people with similar values, priorities, skill sets, etc. had already relocated to the area under consideration – in other words, people like themselves that they feel they would have a lot in common with – on a scale of 1 (not important) to 10 (very important), three quarters of respondents gave a score of 7 or higher, indicating a high level of importance.

Overall, the mean score was 7.4, with Germany rating it the highest and Scandinavia countries along with Switzerland the lowest. Those employed in tech occupations (7.7) on average saw relocating to areas with similar values as more important than those in non-tech occupations (6.8).

Figure 11 : Importance of People With Similar Values/Priorities Already Relocating to an Area by Country (1=not important, 10=very important)

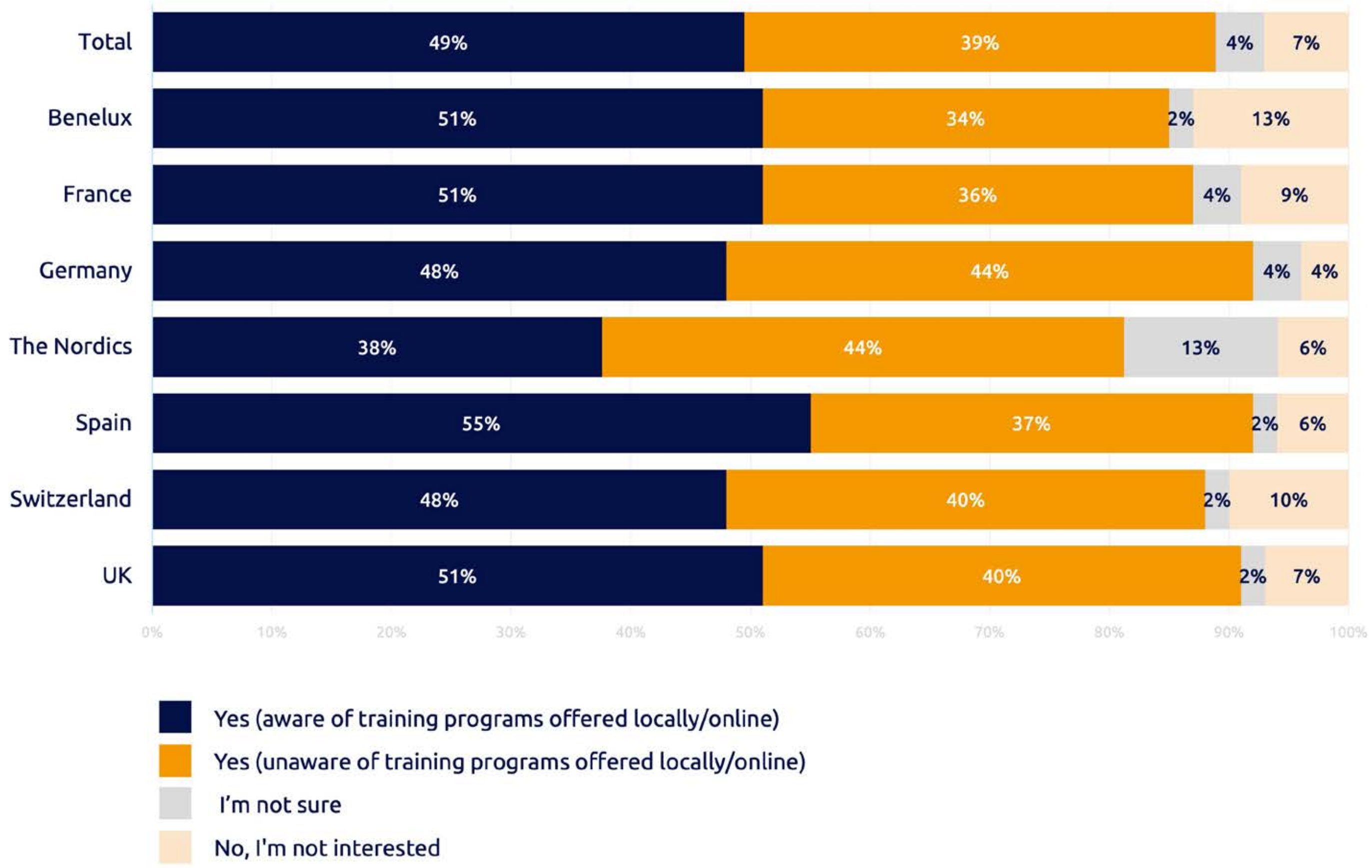


Talent's Views Toward Upskilling Opportunities

With many reflecting on what they want from their careers and life, talent is open to rethinking and reimagining what their careers could look like and how they may be able to gain more life satisfaction. When asked if they would be willing to undergo additional training or education if it allowed them to shift their career path, 88% of respondents indicated they would be interested, with 49% aware of training in their region, and an additional 39% are interested in undergoing additional training, but are unaware of available training opportunities. Perhaps unsurprisingly, respondents in their 20s (89%) and 30s (92%) were more likely than those in their 40s (84%) and 50s (60%) to be interested in undergoing further training. Tech talent (93%) was also more open to additional training than those in non-tech occupations (81%).

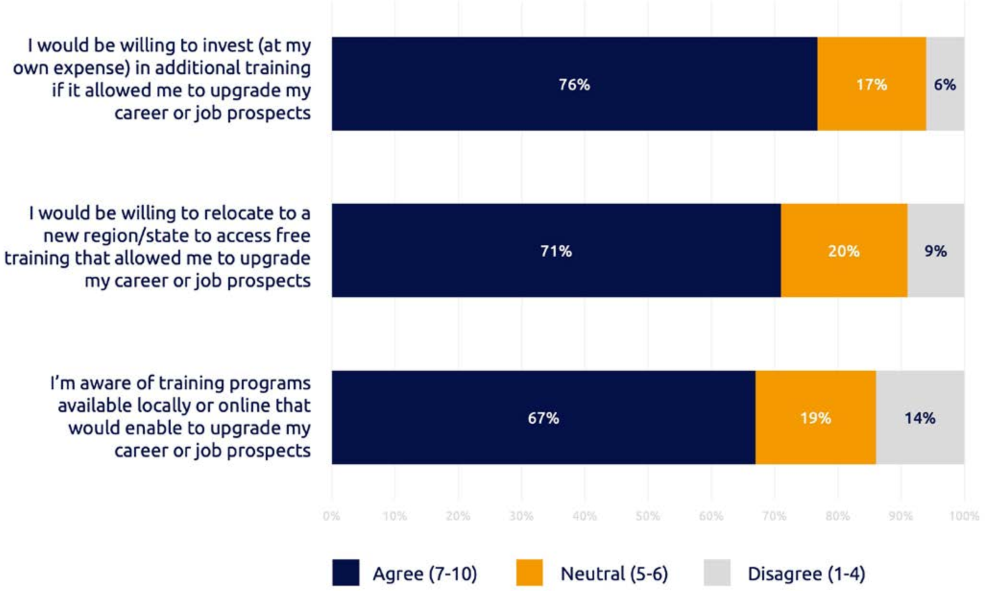
88% of talents would be willing to undergo additional training or education if it allowed them to shift their career path.

Figure 12 : Willingness to Undergo Additional Training to Change Career Path



Of those willing to undergo additional training, 71% noted that they would be willing to relocate to a new region if it offered free training to upgrade their skills or job prospects. 76% noted that they would largely be willing to invest (at their own expense) in additional training to upgrade their career.

Figure 13 : Agreement with Select Statements (1=strongly disagree to 10=strongly agree)



Respondents based in Germany showed the highest levels of interest in and awareness of training programmes to progress their career, while those from the Nordic countries showed the lowest levels of awareness and interest.

Figure 14 : Agreement with Select Statement on Training by Country (percentage rating a 7 and above).

	BENELUX	FRANCE	GERMANY	THE NORDICS	SPAIN	SWITZERLAND	UK
I would be willing to invest (at my own expense) in additional training if it allowed me to upgrade my career or job prospects	76%	69%	92%	58%	87%	67%	77%
I would be willing to relocate to a new region/ state to access free training that allowed me to upgrade my career or job prospects	62%	74%	94%	59%	70%	60%	69%
I'm aware of training programmes available locally or online that would enable to upgrade my career or job prospects	74%	63%	86%	55%	61%	57%	65%

Respondents working in tech occupations are significantly more likely to be interested in relocating to a new region or state to access free training, and also be aware of local training programmes that would increase their employment prospects. Looking at differences across age groups, those in their 20s are least likely to be willing to invest at their own expense in additional training.

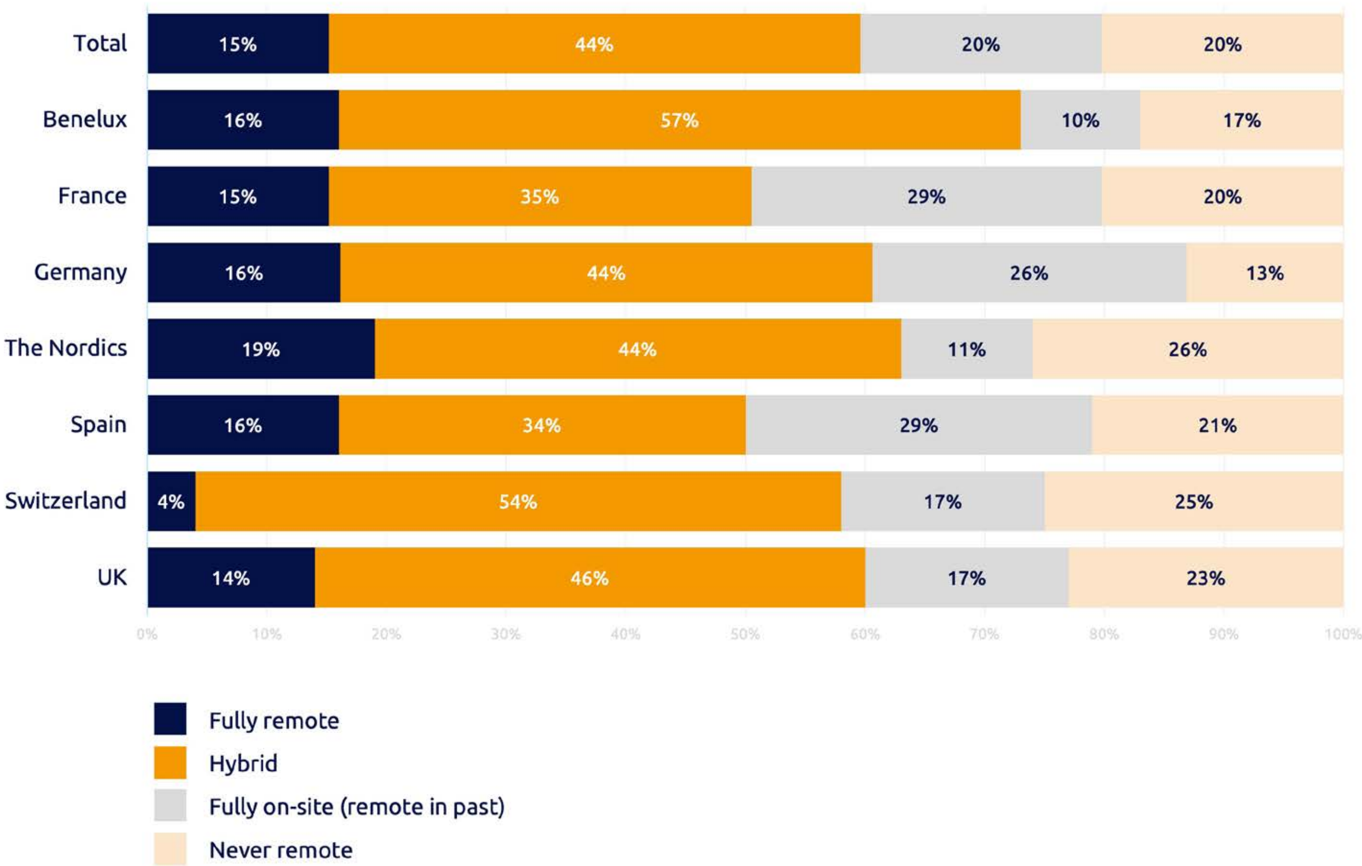
Figure 15 : Agreement with Select Statement on Training by Demographic (percentage rating a 7 and above).

	Occupations		Age Group			
	Tech	Non-Tech	20s	30s	40s	50s
I would be willing to invest (at my own expense) in additional training if it allowed me to upgrade my career or job prospects	77%	74%	68%	81%	79%	80%
I would be willing to relocate to a new region/ state to access free training that allowed me to upgrade my career or job prospects	76%	62%	69%	75%	62%	80%
I'm aware of training programmes available locally or online that would enable to upgrade my career or job prospects	76%	51%	59%	74%	65%	53%

The Future of Remote Work

Until the supply of talent exceeds demand, workers will have the upper hand in how they choose to work. While remote or hybrid work opportunities accelerated as a result of the pandemic, global labour market conditions have cemented the expectation of being able to work remotely all or part of the time among talent. To better understand talent's attitude towards remote work, respondents were asked about both their experience with working remotely and their preferred way of working in the future. Four out of five respondents indicated they have worked remotely at some point in their career, with 15% currently working on a fully-remote basis and 44% currently working in a hybrid model.

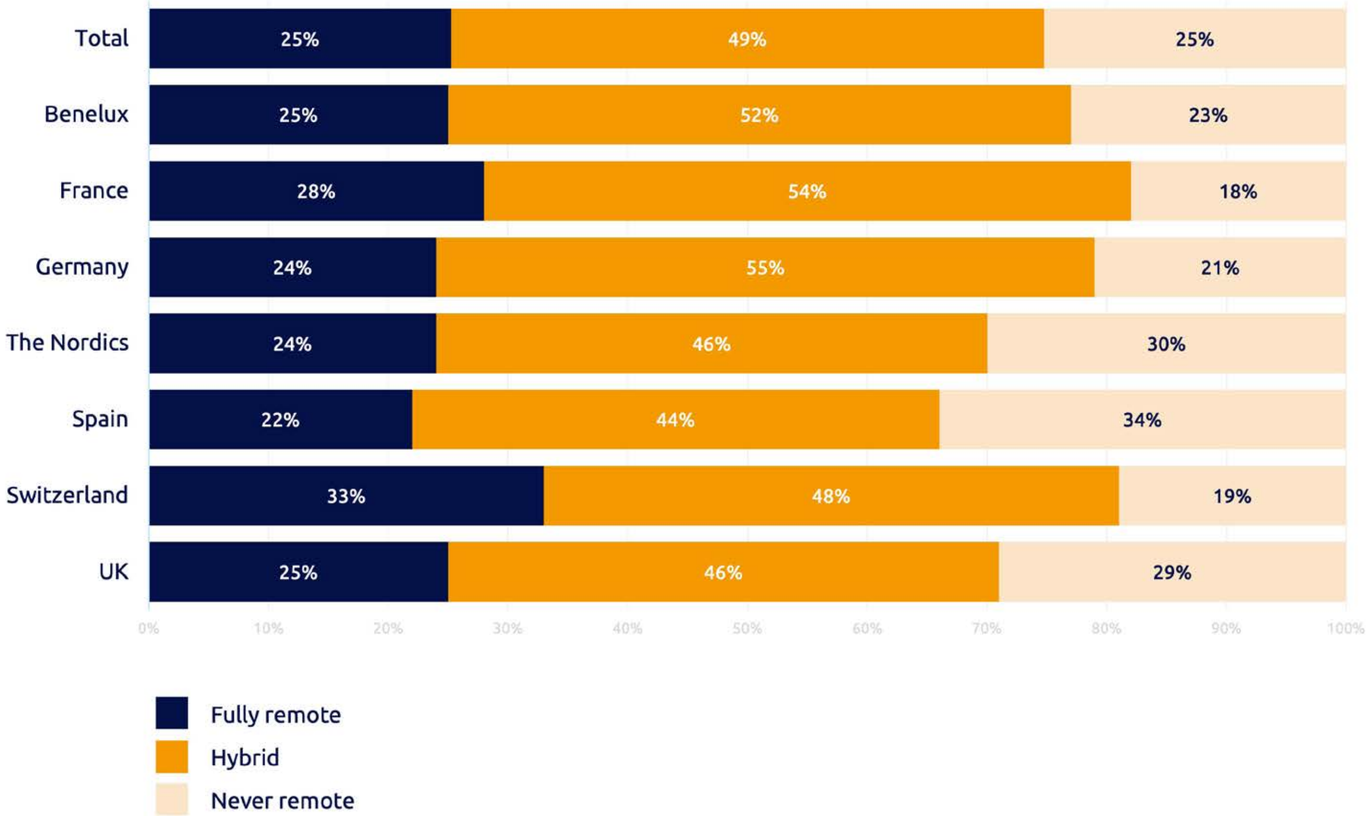
Figure 16 : Current Experience with Remote Work



The research found there continues to be an appetite for remote and hybrid work place models, with a quarter of respondents suggesting they would prefer a fully remote work model in the future and one-half of respondents preferring a hybrid model. That's three out of four talents wanting to work at least a part of their week remotely, which is a significant number.

Looking at the data regionally, respondents residing in Switzerland report the greatest interest in working in remote or hybrid positions while respondents in Spain are most likely to prefer working in a physical office, full-time.

Figure 17 : Preferred Future Work Arrangement



The split of preferred future working arrangements are relatively consistent across age groups and occupations. Around half of respondents from all age groups would prefer a hybrid working model going forward, with respondents in their 50s most likely to do so and least likely to prefer working in-person full-time.

Of those in tech occupations, 28% would prefer to work remotely on a full-time basis, compared to 21% of non-tech occupations. On the other hand, respondents in non-tech occupations were more likely to prefer a hybrid model (54%) than those working in tech (46%).

Figure 18 : Preferred Future Work Arrangement, Tech v. Non-Tech & By Age

	Occupations		Age Group			
	Tech	Non-Tech	20s	30s	40s	50s
Remote	**28%**	**21%**	**24%**	**28%**	**22%**	**24%**
Hybrid	**46%**	**54%**	**50%**	**48%**	**50%**	**56%**
In-person	**26%**	**25%**	**26%**	**24%**	**27%**	**20%**

A survey of businesses by the UK government in August 2023 found almost half (47.5%) of companies that permanently use (or intending to use) increased home working do so because it allows them to recruit from a wider geographical pool, while 77.6% are because it has improved staff wellbeing[11]. The rise of remote working is here to stay and has allowed talent to reimagine the jobs, communities and lifestyles they desire. Companies that are able to allow staff to work from home for at least part of the week undoubtedly have a competitive advantage in talent attraction.

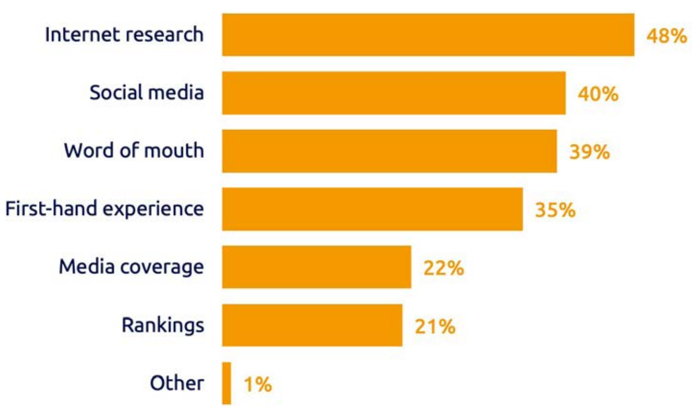
[11]Office for National Statistics. (2023, 10 August). Business insights and impact on the UK economy. https://www.ons.gov.uk/economy/economicoutputandproductivity/output/datasets/businessinsightsandimpactontheukeconomy

Most Effective Ways to Influence Talent Relocation

To effectively market to prospective talent, it is important to know how they learn about and form impressions of a new city, region or country. Respondents were asked to select the top sources of information (all that apply) that influenced their perceptions during their recent move. Internet research came in higher than any other, rating much further ahead than first-hand experience by 13 percentage points. This underscores the need for governments to ensure they have the digital tools and marketing programmes to reach prospective talents online, and that they work with employers to share such resources so candidates can obtain the full picture of what it is like to live nearby.

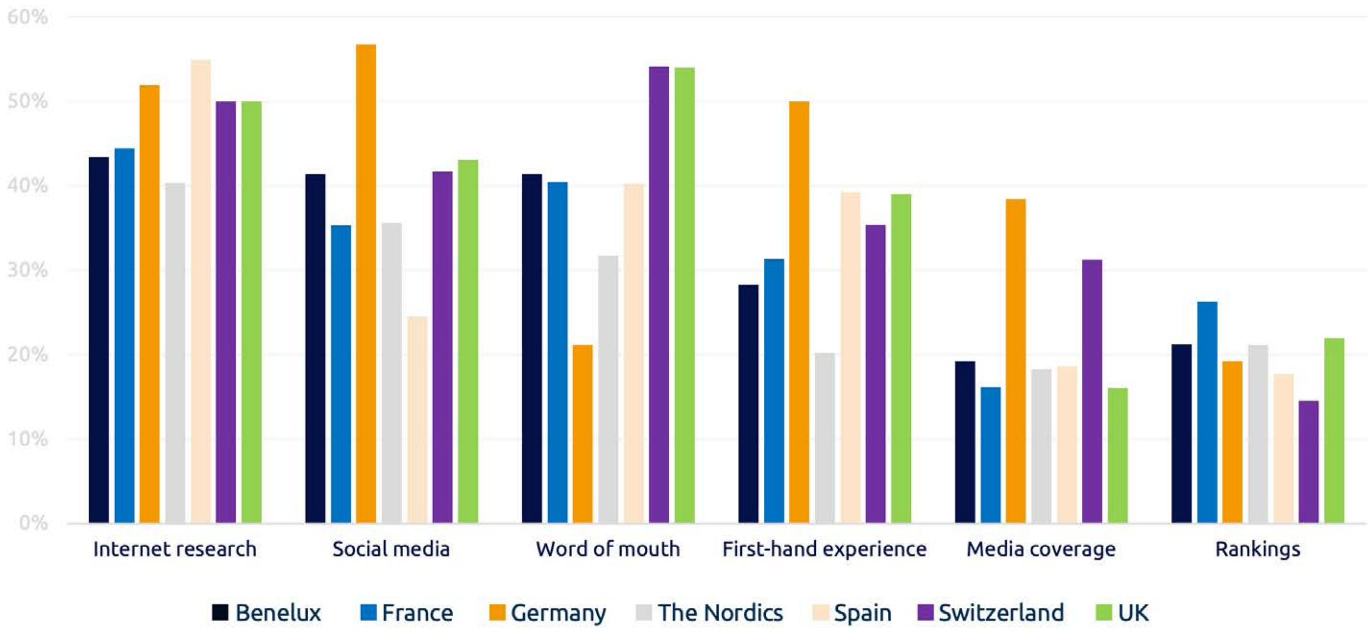
Social media also rated highly, coming in second among the options provided, just ahead of word of mouth. Returning to the notion of today's visitor being tomorrow's talent, first-hand experience were also selected by a sizeable share of respondents, so those aren't to be ignored.

Figure 19 : How Perceptions of Communities are Influenced



Looking at the regional data, internet research was in the top two for each country, although Switzerland and the UK preferred word of mouth as the top selection and Germany has social media rated first. Media coverage is a particularly effective tool for talent in Germany and Switzerland.

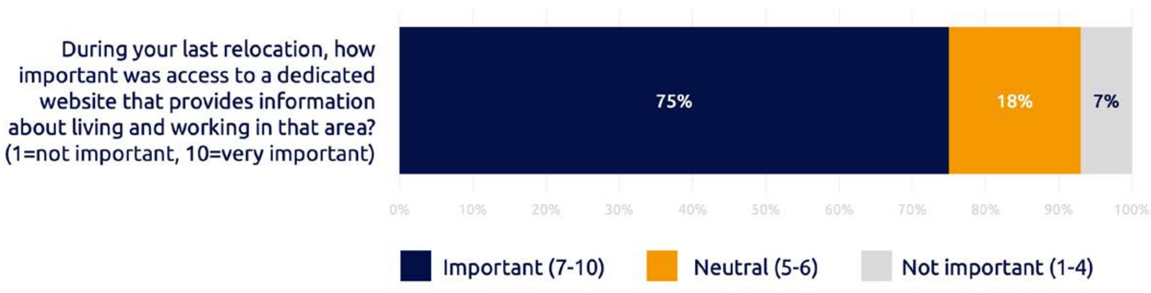
Figure 20 : How Perceptions of Communities are Influenced By Country



Internet research is the top source of information across all age groups and tech and non-tech occupations alike. Social media is also consistently popular, although less so among respondents in their 50s and non-tech occupations. Interestingly, the share of tech talent that refers to media coverage when learning about communities (28%) is double that of non-tech occupations (14%).

Diving deeper into the role of internet research in the relocation decision process, dedicated talent attraction websites are an important tool for transient talent. When asked about the importance of access to a dedicated website that provides information about living and working in an area during their last relocation, 75% of respondents provided a score of 7 or higher , while the overall mean score was 7.4. Respondents from Germany (7.9) and the UK (7.6) recorded the highest levels of importance, while Spain (7.3) and Scandinavia (7.0) recorded the lowest.

Figure 21 : Importance of Dedicated Websites



Tech workers were significantly more likely to see liveability websites as important (7.8) compared to those employed in non-tech occupations (6.9) These findings indicate that dedicated liveability websites are a valuable tool and a worthwhile investment for communities.

Top Social Media Channels for Influencing Talent

Social media is a crucial tool when it comes to marketing a community, especially when considering that talent marketing is very much a consumer-focused endeavour. With so many platforms on the market, what are the best ones to utilise when targeting talent? Among the 40% of respondents who reported that social media influenced their perception of locations, 57% said they use Facebook, which has also held the top spot in the United States since 2018. Instagram takes second place at 46%, followed by YouTube at 37%.

Figure 22 : Top Social Media Channels Influencing Perceptions of Locations

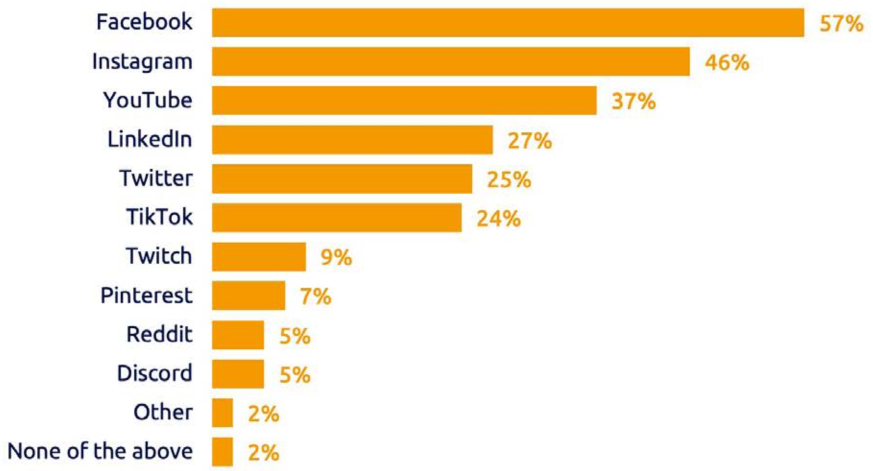


Figure 23 : Top Social Media Channels Influencing Perceptions of Locations By Country

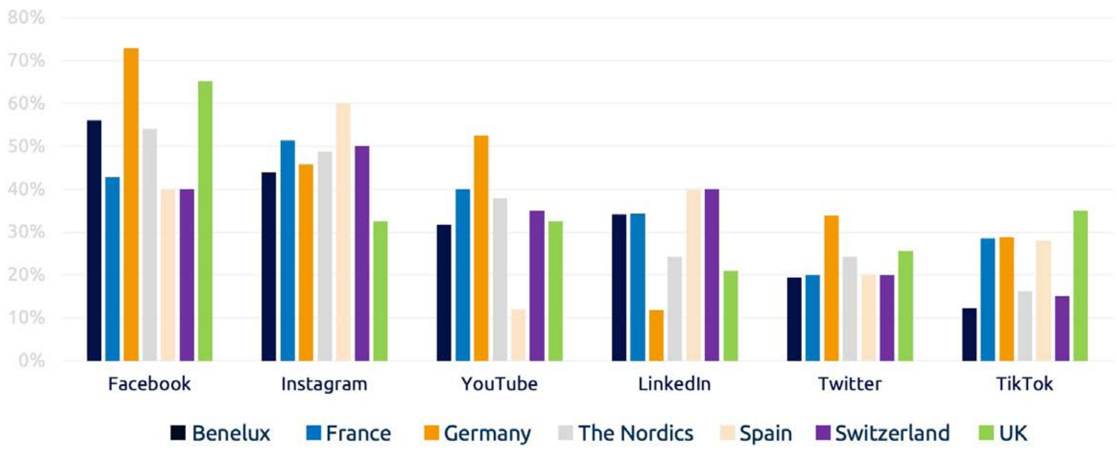
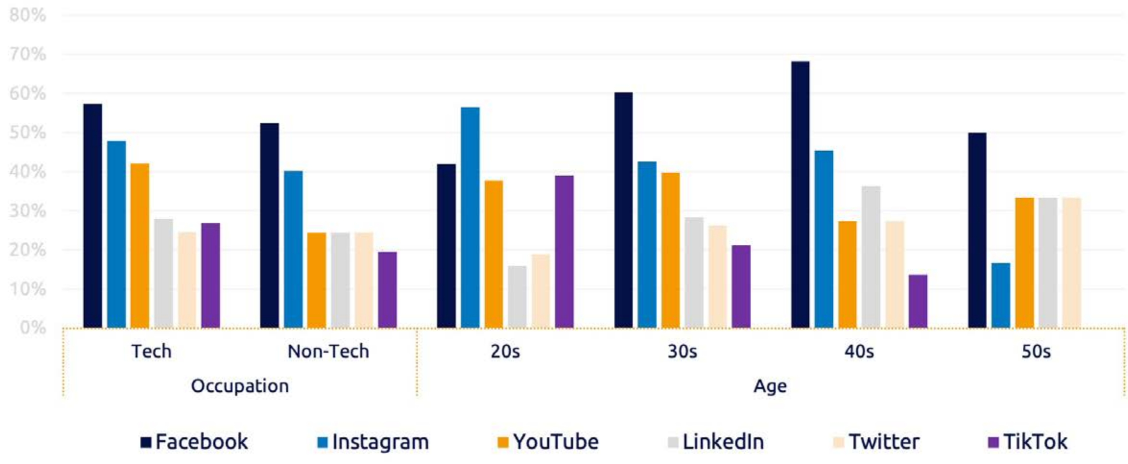


Figure 24 : Top Social Media Channels Influencing Perceptions of Locations By Demographic



Where Talent is Searching for Jobs

When asked what sources talent utilises when looking for new job opportunities, online job boards overwhelmingly rose to the top, selected by almost half of respondents. This was followed by a distant social media, professional networks and company websites, then friends and family.

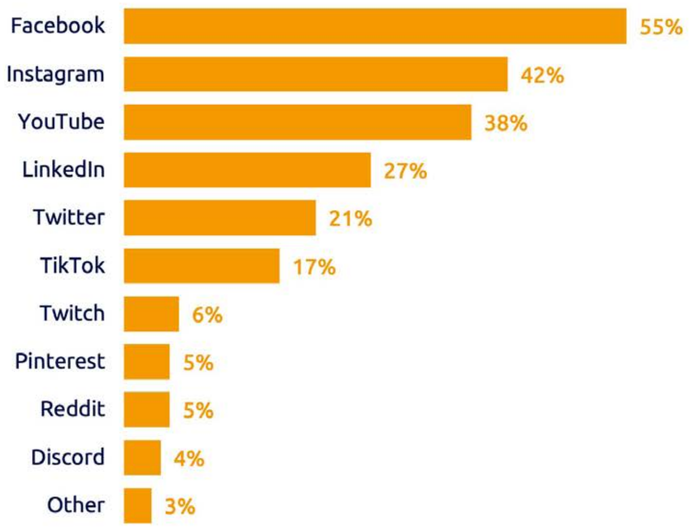
Figure 25 : Top Sources Used to Explore Job Opportunities

Figure 26 : Top Sources Used to Explore Job Opportunities by Country

	BENELUX	FRANCE	GERMANY	THE NORDICS	SPAIN	SWITZERLAND	UK
#1	**Professional network (36%)**	**Online job board (51%)**	**Online job board (47%)**	**Online job board (36%)**	**Online job board (68%)**	**Online job board (50%)**	**Online job board (58%)**
#2	**Online job board (33%)**	**Professional network (39%)**	**Industry-specific website (37%)**	**Company websites (31%)**	**Social media (34%)**	**Social media (35%)**	**Company websites (39%)**
			Social media (37%)				

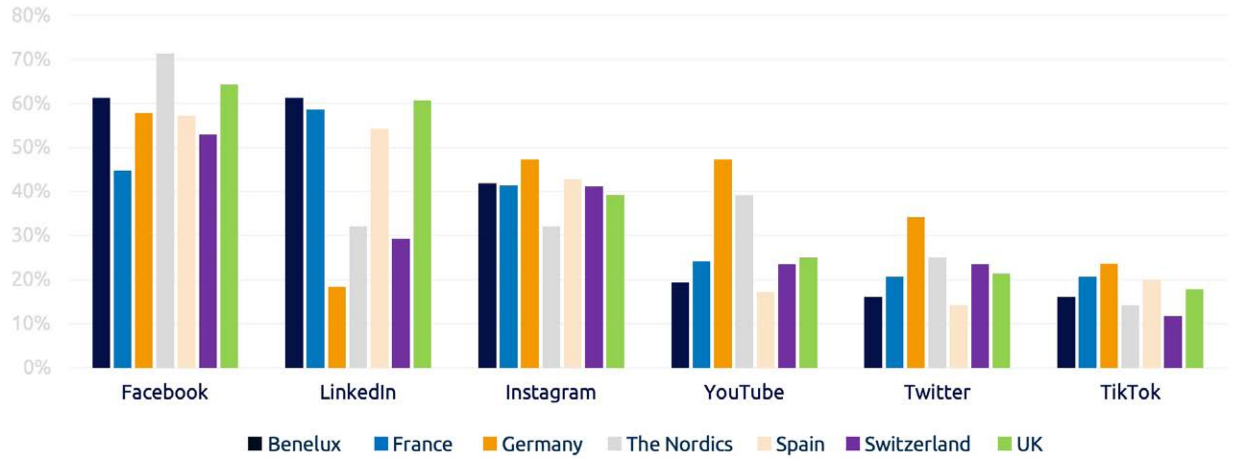
Of those that selected social media as a source of job opportunities, Facebook was once again the top platform, with 55% of respondents using it for employment purposes. LinkedIn was the second most used platform, followed by Instagram.

Figure 27 : Social Media Platforms Used to Explore Job Opportunities



Facebook and LinkedIn were within the top two social media platforms for job opportunities across all countries other than Germany, where Instagram and YouTube were in joint second place behind Facebook, and Scandinavia, where YouTube also took second place behind Facebook.

Figure 28 : Social Media Platforms Used to Explore Job Opportunities by Country



A Final Word: U.S. v. European Talent Trends

As we look at the data from across Europe, it's not significantly different than the trends driving relocation in the U.S. market. While an ocean divides the two world regions, similar themes are mirrored on both sides of the Atlantic, including practical factors driving decision-making, a thirst for more work/life balance, an openness to upskilling and a preference for digital channels in the decision-making process.

Like in Europe, U.S. peers listed "to have a better quality of life" as the primary trigger for relocation, with "accepting a new job that required relocation" also in the top 3. The one variance – and it is small – is that Americans also had proximity to family in the top three triggers (it was No. 4 in Europe), whereas Europeans listed a desire for a larger living space, which finished fifth in the U.S. survey.

It's quite remarkable the similarity between the two data sets despite the large physical distance. Perhaps most interestingly, 39% of Americans said they would be open to relocation in another country; of that cohort, 59% said the reason would be for a better quality of life in that other country. Yet the data show that the two societies have very similar motivations and concerns driving their decision-making.

In the end, we're all searching for a better opportunity ahead. In both world regions, that means one with balance, practicality and a sense of familiarity.

About C Studios

C Studios delivers digital marketing solutions for economic development organisations across investment promotion, trade promotion and talent attraction. With expertise from working with hundreds of cities, regions and countries, we guide our clients through their demand and lead generation challenges with confidence and clarity. Rooted in extensive industry research and decades of experience in promoting locations, C Studios' tailored programmes facilitate growth for expanding companies, scaling enterprises and transitioning professionals.

C Studios is a joint venture between two best-in-class agencies: New York-based DCI and Belfast-based OCO Global. Together, we combine more than 80 years of agency history and 250 experts from around the world.

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Development Counsellors International (DCI) is the leader in marketing places. Since 1960, the agency has worked with more than 450 cities, regions, states and countries, helping them attract both investors and visitors. DCI specialises exclusively in all phases of economic development, tourism and talent marketing. www.aboutdci.com

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