A report on the current perceptions and ambitions of the technology community
ABOUT THE RESEARCH

Networkers commissioned independent global market research firm Edelman Intelligence to conduct a survey with technology professionals from around the world.

Across a three week period in October and November 2016, 1,656 respondents took part in the online survey, sharing their views about key industry issues and career opportunities within their profession.

The research sought opinions from technology professionals regardless of whether they were actively seeking their next career move or firmly established within their current job role. Survey participants shared their experiences of past and current roles, future opportunities for the industry and the trends they see across their sector.
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Within the report you will find what the consensus is on the extent of the skills shortage, whether gender diversity is improving and what the biggest threats to industry growth are perceived to be.

On a more personal level, this report reveals how confident tech professionals feel about career progression opportunities, what would attract them to a new employer and the factors which would make them leave their existing employment. It also unearths the ambitions of tech professionals in terms of transferring into a new skill set, trying a new sector or moving abroad.

The technology industry is uniquely fast-paced. This was recognised by the technology professionals who took part in our research and shared their predictions for the future of the industry and their role within it. The opinions collated in this report represent how technology professionals around the world felt about key industry issues in 2016, and over time their responses will continue to provide valuable insight into the industry at a snapshot in time.

Ultimately this report is for anyone who has an interest in the technology industry and particularly those who have a stake in driving innovation and success within it. Whether you are one of the people who took part in the survey and you want to compare your opinions to those of your peers, or whether you’re an employer within the industry who wants to better understand the views of candidates in technology disciplines, I hope you find this report an interesting read.

Bringing together the views of more than 1,600 technology professionals from around the world, this Voice of the Workforce report offers fascinating insight into the current and future state of the industry, as well as delving into what motivates people in their career.
EXECUTIVE SUMMARY

The Technology: Voice of the Workforce report offers detailed insight into the views of technology professionals, providing a unique source of market intelligence.

THE REPORT FOCUSES ON SIX KEY THEMES:

OVERALL CONFIDENCE
The current levels of confidence technology professionals have in their employer and in the industry as a whole in terms of performance and employment opportunities.

CELEBRATING EXCELLENCE
Perceptions of the industry at a global level, including views about working overseas.

CURRENT AND FUTURE SKILLS PROFILE
The current skills profile against what will be needed in the future, including identifying skills gaps and transferable skills.

DIVERSITY
The ‘intention vs. reality’ gap in terms of diversity and inclusion and a review of the strategies perceived as being the most effective for organisations to improve diversity.

FUTURE GAZING
Projections the technology community has about the current workplace and their visions of the workplace of the future.

TOPICAL LANDSCAPE
The impact of topical events, which may be affecting confidence in the industry including perceptions of Brexit and the U.S. elections.

SUMMARY FINDINGS
According to the technology workforce, the current state of the industry seems relatively positive: 61% reported they had received a pay increase in the last 12 months, almost half (47%) think the reputation of their sector has improved over the past 12 months and more than half believe gender diversity is improving.

In terms of success stories within the industry, there are three clear regional players in the tech market – unsurprisingly North America, Europe and Asia Pacific – and these top the list of places that tech professionals would most likely move to during their career. Around half (54%) would consider moving abroad at some point in their career.

The tech workforce is also pretty open minded about shifting the focus of their career, with 59% saying they would consider transferring into a different skill set and even more declaring they would change industry sectors.

Looking to the short-term future, a large majority (67%) are confident in the growth of their sector, 6 in 10 are confident that their career will progress and around half (48%) expect to receive a pay increase over the next 12 months.

There are, however, some challenges which the industry is facing: a shortage of digital skills, reducing budgets and the economic outlook are widely recognised as potential threats to future industry growth.

These challenges are more prominent in some sectors than others – public sector professionals in particular are most likely to believe there is a skills shortage and are less confident about growth within their sector.

In the longer term, some big changes are expected to shake up the industry, namely cyber security, the Internet of Things and Big Data. In this time, a large majority (67%) believe their role will change, with 27% predicting that their role will be substantially different.
OVERALL CONFIDENCE

Around the world, technology professionals are confident that the sector they work in will grow over the next 12 months. Tech professionals in Africa, North America and Asia Pacific are the most confident, with more than 70% believing their sector will increase its revenues over the coming year.

On a sector level, those working within the IT sector expect their industry to grow the most over the next 12 months, especially within Europe, North America and the Middle East. Telecommunications follows second, with expectations of growth particularly high within Africa and Asia Pacific. In contrast, those working in the public sector are the least confident about growth, with around a third (27%) explicitly stating they are not confident.

Growth often relies on investment in additional staff and half (48%) believe their organisation will recruit in the next year. Growth could also be achieved through additional overseas revenue but only 42% believe their company will see an increase in this income stream over the next 12 months. However, 30% of tech professionals explicitly stated their company will not increase overseas revenue over the next 12 months.

The main threats which could hinder the growth across technology sectors are reducing budgets and the economic outlook. Within banking, finance and insurance and the public sector, a high volume of regulation or ‘red tape’ is also seen as a major threat to sector growth.

On a more personal level, the majority of tech professionals (two thirds) are confident that their career will progress over the next 12 months and half believe they will receive a pay increase. Following on from the last year, where 61% received a pay rise, it is no surprise that technology professionals remain optimistic for a pay increase in the coming year. However, this optimism does vary per age group. By a high margin, millennials are the most confident in receiving a pay increase in the next 12 months, with 62% expectant of a pay rise. Boomers on the other hand are not confident, with 46% outright stating they are not confident that they will receive an increase in pay.
67% of technology professionals are confident in the growth of their sector over the next 12 months.
Two thirds of technology professionals are confident in the growth of their sector.

67% of technology professionals are confident that the sector they work in will grow and increase its revenues/income over the next 12 months.

Q1: How confident are you that the sector you work in as a whole will grow and increase its revenues/income over the coming 12 months?

Total base: n = 1,656
Q1: How confident are you that the sector you work in as a whole will grow and increase its revenues/income over the coming 12 months?

Total base: n = 1,656
Africa: n = 210
Asia Pacific: n = 207
Europe: n = 911
Middle East: n = 74
North America: n = 164

N.B. remaining respondents answered ‘Neither confident nor unconfident’
**Overall Confidence**

**Those Working in the Public Sector Are Least Confident About Growth**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Confident</th>
<th>Not Confident</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT</td>
<td>70%</td>
<td>13%</td>
</tr>
<tr>
<td>Banking/Finance/Insurance</td>
<td>70%</td>
<td>17%</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>67%</td>
<td>16%</td>
</tr>
<tr>
<td>Engineering</td>
<td>59%</td>
<td>21%</td>
</tr>
<tr>
<td>Public Sector</td>
<td>44%</td>
<td>27%</td>
</tr>
</tbody>
</table>

Q1: How confident are you that the sector you work in as a whole will grow and increase its revenues/income over the coming 12 months?

Total base: n = 1,656
Banking/Finance/Insurance: n = 128
Engineering: n = 155
IT: n = 563
Public Sector: n = 96
Telecommunications: n = 534

N.B. remaining respondents answered ‘Neither confident nor unconfident’
Q3: Which sectors do you expect to show the greatest growth over the coming 12 months? 
Total base: n = 1,656

IT & TELECOMMUNICATIONS ARE EXPECTED TO GROW THE MOST IN THE NEXT 12 MONTHS

EXPECTANCY OF GREATEST GROWTH OF SECTORS IN THE NEXT 12 MONTHS

- IT: 54%
- Telecommunications: 42%
- Professional Services: 25%
- Banking/Finance/Insurance: 24%
- Science & Medical: 21%
- Energy (Oil/Gas/Power/Nuclear): 21%
- Infrastructure/Construction: 18%
- Defence: 15%
- Automotive: 12%
- Utilities: 11%
- Aerospace: 10%
- Retail: 9%
- Public Sector: 7%
- Leisure: 7%
- NHS: 4%
- Marine: 2%
### Sectors Expected to See the Most Growth by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>IT</th>
<th>Telecommunications</th>
<th>Banking/Finance/Insurance</th>
<th>Science &amp; Medical</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Europe</strong></td>
<td>56%</td>
<td>55%</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td><strong>Africa</strong></td>
<td>53%</td>
<td></td>
<td>25%</td>
<td>30%</td>
</tr>
<tr>
<td><strong>N. America</strong></td>
<td>52%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Asia Pacific</strong></td>
<td></td>
<td>54%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Middle East</strong></td>
<td></td>
<td></td>
<td>47%</td>
<td>30%</td>
</tr>
</tbody>
</table>

**Q3: Which sectors do you expect to show the greatest growth over the coming 12 months?**

Africa: n = 210, Asia Pacific: n = 207, Europe: n = 911, Middle East: n = 74, North America: n = 164
**HALF BELIEVE THEIR ORGANISATION WILL RECRUIT IN THE NEXT YEAR**

<table>
<thead>
<tr>
<th>Those who think their organisation is looking to recruit in the next 12 months</th>
<th>Those who expect revenue/income from overseas customers to increase</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>YES</strong></td>
<td><strong>YES</strong></td>
</tr>
<tr>
<td>48%</td>
<td>42%</td>
</tr>
<tr>
<td><strong>NO</strong></td>
<td><strong>NO</strong></td>
</tr>
<tr>
<td>25%</td>
<td>30%</td>
</tr>
<tr>
<td><strong>DON'T KNOW</strong></td>
<td><strong>DON'T KNOW</strong></td>
</tr>
<tr>
<td>27%</td>
<td>28%</td>
</tr>
</tbody>
</table>

Q5: Thinking about where you currently work, is the organisation looking to recruit more personnel in the coming 12 months?  
Total base: n = 1,656

Q6: Thinking about where you currently work, do you expect the proportion of the organisation’s revenue/income that comes from overseas customers to increase over the next 12 months?  
Total base: n = 1,656
CONFIDENCE IN RECRUITMENT LEVELS IS CONSISTENT ACROSS SECTORS

CURRENT EMPLOYER IS LOOKING TO RECRUIT BY SECTOR

<table>
<thead>
<tr>
<th>Sector</th>
<th>Looking to recruit</th>
<th>NOT looking to recruit</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT</td>
<td>49%</td>
<td>22%</td>
<td>29%</td>
</tr>
<tr>
<td>Banking/Finance/Insurance</td>
<td>49%</td>
<td>25%</td>
<td>26%</td>
</tr>
<tr>
<td>Public Sector</td>
<td>48%</td>
<td>23%</td>
<td>29%</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>48%</td>
<td>24%</td>
<td>28%</td>
</tr>
</tbody>
</table>

Q5: Thinking about where you currently work, is the organisation looking to recruit more personnel in the coming 12 months?

Banking/Finance/Insurance: n = 128, IT: n = 563, Public Sector: n = 96, Telecommunications: n = 534
Q10: Thinking about future growth and development within your sector, which of the following do you think poses a threat to your sector? Please select all that apply.

Total base: n = 1,656

FINANCIAL FACTORS ARE SEEN AS BIGGEST THREAT TO SECTOR GROWTH

GREATEST THREATS TO THE SECTOR

51% Reducing budgets
42% Economic outlook
18% Lack of government investment and strategy to grow the sector
18% Lower pay than careers in other sectors

PERCEIVED THREATS TO THE SECTOR

Reducing budgets 51%
Economic outlook 42%
Lack of government investment and strategy to grow the sector 18%
Lower pay than careers in other sectors 18%
High volume of regulation or 'red tape' covering the sector 16%
High international demand means many qualified professionals are moving abroad 16%
Lack of innovation in the sector 14%
Ageing workforce 11%
Lack of prestige for jobs in the sector 11%
Lack of graduates pursuing careers in the sector 6%
Lack of women pursuing careers in the sector 6%
Lack of students studying STEM subjects 5%
Q10: Thinking about future growth and development within your sector, which of the following do you think poses a threat to your sector? Please select all that apply.

Total base: n = 1,656, Banking/Finance/Insurance: n = 128, Engineering: n = 155, IT: n = 563, Public Sector: n = 96, Telecommunications: n = 534

<table>
<thead>
<tr>
<th>Threat</th>
<th>Banking/Finance/Insurance</th>
<th>IT</th>
<th>Telecommunications</th>
<th>Public Sector</th>
<th>Engineering</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic outlook</td>
<td>45%</td>
<td>44%</td>
<td>40%</td>
<td>31%</td>
<td>41%</td>
</tr>
<tr>
<td>Reducing budgets</td>
<td>45%</td>
<td>51%</td>
<td>56%</td>
<td>58%</td>
<td>37%</td>
</tr>
<tr>
<td>High volume of regulation or ‘red tape’ covering the sector</td>
<td>32%</td>
<td>12%</td>
<td>16%</td>
<td>33%</td>
<td>12%</td>
</tr>
<tr>
<td>Lack of innovation in the sector</td>
<td>23%</td>
<td>12%</td>
<td>13%</td>
<td>21%</td>
<td>15%</td>
</tr>
<tr>
<td>High international demand means many qualified professionals are moving abroad</td>
<td>11%</td>
<td>16%</td>
<td>20%</td>
<td>7%</td>
<td>12%</td>
</tr>
<tr>
<td>Lack of government investment and strategy to grow the sector</td>
<td>10%</td>
<td>16%</td>
<td>17%</td>
<td>44%</td>
<td>23%</td>
</tr>
<tr>
<td>Lower pay than careers in other sectors</td>
<td>9%</td>
<td>18%</td>
<td>17%</td>
<td>38%</td>
<td>15%</td>
</tr>
</tbody>
</table>
Q7: How confident are you that your own career will progress in the coming 12 months?

Total base: n = 1,656

6 IN 10 technology professionals are CONFIDENT that their own career will progress in the next 12 months (64% net)

H O W E V E R

2 IN 10 are NOT CONFIDENT they will progress in the next 12 months (16% net)

TWO THIRDS ARE CONFIDENT IN THEIR CAREER PROGRESSION OVER THE NEXT 12 MONTHS

Confidence in career progression

- Confident: 64%
- Neither confident nor unconfident: 16%
- Not confident: 18%
- Don’t know: 2%

Q7: How confident are you that your own career will progress in the coming 12 months?
Total base: n = 1,656
Q8: What level of pay increase did you receive in the past year (excluding bonus)?

Networkers Total base: n = 1,656

- 60.5% stated they received a pay rise in the past year
- 33% stated they did not receive a pay increase
- 6.5% said their pay decreased

**BREAKDOWN OF PAY INCREASES/DECREASES**

<table>
<thead>
<tr>
<th>Pay increase amount</th>
<th>My pay decreased</th>
<th>I did not receive a pay increase</th>
<th>Less than 1%</th>
<th>1-3%</th>
<th>3-5%</th>
<th>5-10%</th>
<th>More than 10%</th>
</tr>
</thead>
<tbody>
<tr>
<td>7%</td>
<td>33%</td>
<td>6%</td>
<td>14%</td>
<td>10%</td>
<td>15%</td>
<td>15%</td>
<td></td>
</tr>
</tbody>
</table>

**OVERALL CONFIDENCE**

**THE MAJORITY RECEIVED A PAY RISE IN THE LAST YEAR**

Q8: What level of pay increase did you receive in the past year (excluding bonus)?

Total base: n = 1,656
Q8: What level of pay increase did you receive in the past year (excluding bonus)?

<table>
<thead>
<tr>
<th>Category</th>
<th>Males</th>
<th>Females</th>
</tr>
</thead>
<tbody>
<tr>
<td>My pay decreased</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>I did not receive a pay increase</td>
<td>33%</td>
<td>34%</td>
</tr>
<tr>
<td>Less than 1%</td>
<td>6%</td>
<td>9%</td>
</tr>
<tr>
<td>1-3%</td>
<td>14%</td>
<td>14%</td>
</tr>
<tr>
<td>3-5%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>5-10%</td>
<td>15%</td>
<td>16%</td>
</tr>
<tr>
<td>More than 10%</td>
<td>15%</td>
<td>12%</td>
</tr>
</tbody>
</table>

- **60% of males** stated they received a pay increase in the past year.
- **60% of females** stated they received a pay increase in the past year.

**PAY INCREASES WERE CONSISTENT ACROSS GENDER**

**BREAKDOWN OF PAY INCREASES/DECREASES**

**Q8: What level of pay increase did you receive in the past year (excluding bonus)?**

Males: n = 1,441, Females: n = 187
Half are confident that they will receive a pay increase over the next year.

**Confidence in Receiving a Pay Increase in the Next 12 Months**

- **Not Confident**
  - Not at all confident: 13%
  - Not very confident: 16%
  - Neither confident nor unconfident: 23%

- **Confident**
  - Somewhat confident: 26%
  - Very confident: 22%

Q9: How confident are you that you will receive a pay increase over the coming 12 months?

Total base: n = 1,656
Q9: How confident are you that you will receive a pay increase over the coming 12 months?

Males: n = 1,441, Females: n = 187

<table>
<thead>
<tr>
<th>Confidence Level</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all confident</td>
<td>49%</td>
<td>47%</td>
</tr>
<tr>
<td>Not very confident</td>
<td>23%</td>
<td>14%</td>
</tr>
<tr>
<td>Neither confident nor unconfident</td>
<td>26%</td>
<td>33%</td>
</tr>
<tr>
<td>Somewhat confident</td>
<td>22%</td>
<td>21%</td>
</tr>
<tr>
<td>Confident</td>
<td>16%</td>
<td>16%</td>
</tr>
</tbody>
</table>

**Not confident**

- Male: 29%
- Female: 32%

**Confident**

- Male: 49%
- Female: 47%
CONFIDENCE IN A FUTURE PAY INCREASE DECLINES WITH AGE

CONFIDENCE IN RECEIVING A PAY INCREASE IN THE NEXT 12 MONTHS BY GENERATION

**OVERALL CONFIDENCE**

Q9: How confident are you that you will receive a pay increase over the coming 12 months?

Total base: n = 1,656
Millennials: n = 399
Gen X: n = 842
Boomers: n = 164
CONFIDENCE IN A FUTURE PAY INCREASE DECLINES WITH AGE

ARE HAPPY IN THEIR CURRENT ROLE
79%

RECEIVED ONSITE TRAINING
82%
Across the globe, North America is seen as the leading region within technology. Europe and Asia Pacific are a close second and third.

Europe, North America and Asia Pacific also top the list of places that tech professionals would most likely move to during their career. Over half (54%) said they would like to move abroad at some point in their career with Europe being the preferred destination for the majority of people (38%) followed by North America (28%) and Asia Pacific (18%).

With these regions being seen as the most industry leading, it is no surprise that they make attractive destinations for tech professionals looking for better career progression opportunities – the second most important reason for moving abroad. For most people the primary factor for moving abroad was a lifestyle change – this was a driver particularly for the boomer generation.

In terms of perceptions of the industry, half believe their sector has a better reputation than it had 12 months ago and this is down to technological advancements, according to 49% of tech professionals.

Not everyone agrees though – almost a third (29%) explicitly stated that their sector is not held in higher regard than it was 12 months before and the main reason for this is political/policy changes. Those working within banking, finance and insurance were particularly downcast about the reputation of their sector, with 41% stating the reputation of the sector had not improved over the previous year.

Telecommunications professionals were the most confident that the reputation of their sector had improved, with 52% saying ‘yes it had’.
54% of technology professionals would consider moving abroad for work, with Europe being the most popular destination.
**Almost half believe reputation is improving**

47% think their sector has a **better reputation and is held in higher regard than it was 12 months ago**

The reasons for this are...

- 49% Technological advancements
- 19% High profile projects
- 16% Greater international presence and growth
- 6% Greater national and government financial investment in the sector
- 5% Political/policy changes
- 3% Other
- 2% Changes in the education system that influence the perception of engineering/technology for pupils

29% think their sector **does not have a better reputation and is not held in higher regard than it was 12 months ago**

The reasons for this are...

- 24% Political/policy changes
- 21% Other
- 16% A lack of high profile projects
- 16% A lack of technological advancements
- 10% A lack of national and government financial investment in the sector
- 7% A lack of international presence and growth
- 6% A lack of focus in the education system about changing pupils’ perceptions of engineering/technology

Q11: Thinking about the global region you currently work in, do you think that your sector has a better reputation and is held in higher regard than it was 12 months ago?  
Total base: n = 1,656

Q12: You said your sector has a better reputation than it did 12 months ago. What was the main reason for you responding that way?  
Better reputation base: n = 777

Q13: You said your sector does not have a better reputation than it did 12 months ago. What was the main reason for you responding that way?  
Not better reputation base: n = 487
Q11: Thinking about the global region you currently work in, do you think that your sector has a better reputation and is held in higher regard than it was 12 months ago?

Networkers Total base: n = 1656

<table>
<thead>
<tr>
<th>Sector Type</th>
<th>Has a Better Reputation/ Held in Higher Regard</th>
<th>Does Not Have a Better Reputation/ Not Held in Higher Regard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telecommunications</td>
<td>52%</td>
<td>31%</td>
</tr>
<tr>
<td>IT</td>
<td>47%</td>
<td>25%</td>
</tr>
<tr>
<td>Engineering</td>
<td>47%</td>
<td>30%</td>
</tr>
<tr>
<td>Public Sector</td>
<td>39%</td>
<td>31%</td>
</tr>
<tr>
<td>Banking/Finance/Insurance</td>
<td>36%</td>
<td>41%</td>
</tr>
</tbody>
</table>

Q11: Thinking about the global region you currently work in, do you think that your sector has a better reputation and is held in higher regard than it was 12 months ago?

Total base: n = 1,656

N.B. remaining respondents answered ‘Don’t know’
Q14: Based on your experience, which global region do you view to be the most industry leading?

Total base: n = 1,656, Africa: n = 210, Asia Pacific: n = 207, Europe: n = 911, Middle East: n = 74, North America: n = 164

NORTH AMERICA IS SEEN AS THE LEADING REGION

35% N. AMERICA
30% EUROPE
26% ASIA PACIFIC
2% C. AMERICA
4% MIDDLE EAST
1% S. AMERICA
2% AFRICA
OVER HALF ARE WILLING TO MOVE ABROAD IN THEIR CAREER

54% state they would like to move abroad to work in another country at some point in their career

16% state they are currently working abroad

MOST LIKELY PLACE TO MOVE ABROAD

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>38%</td>
</tr>
<tr>
<td>North America</td>
<td>28%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>18%</td>
</tr>
<tr>
<td>Middle East</td>
<td>9%</td>
</tr>
<tr>
<td>Africa</td>
<td>3%</td>
</tr>
<tr>
<td>South America</td>
<td>2%</td>
</tr>
<tr>
<td>Central America</td>
<td>2%</td>
</tr>
</tbody>
</table>

Q15: Would you like to move abroad to work in another country at some point in your career?
Total base: n = 1,656

Q16: If you were thinking of moving abroad for work, where would you most like to move to?
Move abroad base: n = 901, Already abroad base: n = 273

N.B. remaining respondents answered 'I would not like to move abroad' or 'Don’t know'
MILLENNIALS ARE THE MOST WILLING TO MOVE ABROAD FOR WORK WITH EUROPE BEING THE TOP DESTINATION

<table>
<thead>
<tr>
<th>Those who state they would move abroad by generation</th>
<th>MILLENNIALS</th>
<th>GEN X</th>
<th>BOOMERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>60% Millennials (aged 22 - 34)</td>
<td>45%</td>
<td>34%</td>
<td>40%</td>
</tr>
<tr>
<td>55% Gen X (aged 35 - 49)</td>
<td>25%</td>
<td>31%</td>
<td>22%</td>
</tr>
<tr>
<td>41% Boomers (aged 50 - 59)</td>
<td>14%</td>
<td>19%</td>
<td>25%</td>
</tr>
<tr>
<td>Europe</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>North America</td>
<td>14%</td>
<td>19%</td>
<td>25%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>9%</td>
<td>10%</td>
<td>1%</td>
</tr>
<tr>
<td>Middle East</td>
<td>4%</td>
<td>2%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Africa</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>South America</td>
<td>2%</td>
<td>2%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Central America</td>
<td>1%</td>
<td>2%</td>
<td>3%</td>
</tr>
</tbody>
</table>
THE MOST POPULAR DESTINATIONS FOR MOVING ABROAD

**EUROPE**
- UK: 24%
- Germany: 17%
- Spain: 9%

**AFRICA**
- South Africa: 21%
- Nigeria: 14%
- Tanzania: 10%

**N. AMERICA**
- California: 31%
- Canada: 26%
- New York: 13%

**ASIA PACIFIC**
- Australia: 24%
- New Zealand: 15%
- Singapore: 12%

**C. AMERICA**
- The Caribbean: 67%
- Mexico: 13%
- Costa Rica: 7%

**S. AMERICA**
- Colombia: 35%
- Brazil: 24%
- Argentina: 18%

**MIDDLE EAST**
- United Arab Emirates: 52%
- Saudi Arabia: 16%
- Qatar: 12%

Q16: If you were thinking of moving abroad for work, where would you most like to move to?
Move abroad base: n = 901
LIFESTYLE CHANGE IS THE PRIMARY REASON FOR MOVING ABROAD

Q17: What would be the primary factor in your decision to move abroad?
Move abroad base: n = 901

**Lifestyle change** - 36%
- Better average pay and conditions - 20%
- Better career progression opportunities - 22%
- Opportunity to work for a more prestigious company/organisation - 11%
- Greater prestige attached to my industry in other countries - 5%
- Other - 6%
LIFESTYLE CHANGE IS THE BIGGEST DRIVER TO MOVE, PARTICULARLY FOR BOOMERS

<table>
<thead>
<tr>
<th>Reason for Moving Abroad</th>
<th>Millennials (aged 22 - 34)</th>
<th>Gen X (aged 35 - 49)</th>
<th>Boomers (aged 50 - 59)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lifestyle change</td>
<td>26%</td>
<td>37%</td>
<td>59%</td>
</tr>
<tr>
<td>Better average pay and conditions</td>
<td>26%</td>
<td>19%</td>
<td>16%</td>
</tr>
<tr>
<td>Better career progression opportunities</td>
<td>23%</td>
<td>24%</td>
<td>6%</td>
</tr>
<tr>
<td>Opportunity to work for more prestigious company/organisation</td>
<td>13%</td>
<td>10%</td>
<td>6%</td>
</tr>
<tr>
<td>Greater prestige attached to my industry in other countries</td>
<td>7%</td>
<td>4%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Q17: What would be the primary factor in your decision to move abroad?

Millennials: n = 240, Gen X: n = 462, Boomers: n = 68

N.B. remaining respondents answered ‘Other’
Despite the strong perceptions of the skills shortage, around a third (29%) say the company they work for has not communicated how they are going to tackle the skills shortage. However, if the lack of skills is going to be addressed, most agree that promoting technology as a career choice to younger generations is the most important solution for tackling the skills shortage.

Away from current industry issues, what do technology professionals think about the future in terms of their own career development and job prospects? In a list of reasons to work for a new employer, the biggest driver for candidates is good pay and benefits (58%). Interestingly, it seems what attracts candidates to a new employer can also be a factor in retaining staff – receiving non-competitive pay and benefits is the most likely reason tech professionals would leave an employer. Good career prospects and interesting and meaningful work are two other important factors in deciding whether to seek a new role. However, these attributes are rated differently across different age groups – for millennials, the second most important attribute is good career prospects (37%) whereas this was only considered important to 9% of boomers, who instead rated interesting and meaningful work much more highly (35%).

Over half of technology professionals (57%) agree there is a skills shortage and those working within the public sector are feeling the effects the most, with 63% recognising a lack of skills in this sector.
There are some factors which are more important in retaining staff than attracting them. For example, whilst company values and culture isn’t a main reason for finding a new employer, (only 19% said it would attract them to a new employer); it is a significant factor in deciding to leave an employer, with 44% saying a negative culture would encourage them to seek employment elsewhere.

In the skills-short market, having transferable skills can enhance one’s employability and can provide a solution for employers struggling to find the exact talent they require. Over half (59%) would consider transferring skill sets within the sector they work in, with the most likely skill set to transfer to being project management.

Even more people would consider transferring into a different sector (65%), with the most influential factor in the decision making process being the opportunity to learn new skills.
Q18: Which attributes would most attract you to a new employer? Please select the three options you think most apply.

**Attributes that would attract people to a new employer**

- Good pay and benefits: 58%
- Interesting and meaningful work: 25%
- Good career prospects: 24%
- Flexible workspace, e.g. working remotely: 23%
- Interesting projects: 22%
- Company values and culture: 19%
- Flexible working hours: 18%
- Investment in training and development: 16%
- Cutting edge technology: 15%
- Convenient location: 15%
- Good company reputation: 14%
- Opportunities to work in overseas offices: 10%
- Diversity of the job role: 9%

**Total base: n = 1,656**

**GOOD PAY AND BENEFITS IS THE BIGGEST ATTRACTION FOR JOINING A NEW EMPLOYER**
Q18: Which attributes would most attract you to a new employer? Please select the three options you think most apply.

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Millennials (aged 22 - 34)</th>
<th>Gen X (aged 35 - 49)</th>
<th>Boomers (aged 50 - 59)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good pay and benefits</td>
<td>66%</td>
<td>59%</td>
<td>43%</td>
</tr>
<tr>
<td>Good career prospects</td>
<td>37%</td>
<td>23%</td>
<td>9%</td>
</tr>
<tr>
<td>Interesting and meaningful work</td>
<td>20%</td>
<td>26%</td>
<td>35%</td>
</tr>
<tr>
<td>Investment in training and development</td>
<td>19%</td>
<td>16%</td>
<td>10%</td>
</tr>
<tr>
<td>Good company reputation</td>
<td>18%</td>
<td>12%</td>
<td>11%</td>
</tr>
</tbody>
</table>

Millennials: n = 399, Gen X: n = 842, Boomers: n = 164
**POOR PAY & BENEFITS AND A NEGATIVE COMPANY CULTURE ARE THE TOP REASONS FOR LEAVING AN EMPLOYER**

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of investment in training and development</td>
<td>14%</td>
</tr>
<tr>
<td>Lack of variety in the work</td>
<td>14%</td>
</tr>
<tr>
<td>Lack of flexible working hours</td>
<td>13%</td>
</tr>
<tr>
<td>Low investment in technology</td>
<td>11%</td>
</tr>
<tr>
<td>Lack of flexible workspace, e.g. working remotely</td>
<td>11%</td>
</tr>
<tr>
<td>A very hierarchal structure</td>
<td>10%</td>
</tr>
<tr>
<td>Company reputation</td>
<td>7%</td>
</tr>
<tr>
<td>Non-competitive pay and benefits</td>
<td>45%</td>
</tr>
<tr>
<td>Negative culture</td>
<td>44%</td>
</tr>
<tr>
<td>Poor career prospects</td>
<td>37%</td>
</tr>
<tr>
<td>Lack of interesting and meaningful work/projects</td>
<td>26%</td>
</tr>
<tr>
<td>The values don’t align with my own</td>
<td>17%</td>
</tr>
<tr>
<td>Inconvenient location</td>
<td>15%</td>
</tr>
</tbody>
</table>

Q19: Which of the following would make you more likely to leave an employer? Please select the three options you think most apply.

Total base: n = 1,656
Q19: Which of the following would make you more likely to leave an employer? Please select the three options you think most apply.

- **Millennials**: n = 399
- **Gen X**: n = 842
- **Boomers**: n = 164

**Most Likely Reasons for Leaving an Employer**

<table>
<thead>
<tr>
<th>Reason</th>
<th>Millennials (aged 22 - 34)</th>
<th>Gen X (aged 35 - 49)</th>
<th>Boomers (aged 50 - 59)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-competitive pay and benefits</td>
<td>48%</td>
<td>47%</td>
<td>35%</td>
</tr>
<tr>
<td>Poor career prospects</td>
<td>48%</td>
<td>35%</td>
<td>20%</td>
</tr>
<tr>
<td>Negative culture</td>
<td>40%</td>
<td>45%</td>
<td>49%</td>
</tr>
<tr>
<td>Lack of interesting and meaningful work/projects</td>
<td>21%</td>
<td>27%</td>
<td>31%</td>
</tr>
<tr>
<td>Lack of investment in training and development</td>
<td>18%</td>
<td>13%</td>
<td>9%</td>
</tr>
</tbody>
</table>
OVER HALF BELIEVE THERE IS A SKILLS SHORTAGE IN THEIR SECTOR

IS THERE A SKILLS SHORTAGE WITHIN YOUR SECTOR?

- **YES**: 57%
- **NO**: 32%
- **DON’T KNOW**: 11%

AND AT WHAT SKILL LEVEL?

- **Non-managers**: 30%
- **Line/Technical managers**: 25%
- **Senior-middle managers**: 20%
- **Senior leadership**: 19%
- **Graduates**: 6%
- **Apprentices**: 0%

Q20: Do you believe there is a current skills shortage within your sector?
*Total base: n = 1,656*

Q21: In your experience, at what level do you typically see the biggest skills shortage?
*Skills shortage base: n = 940*
Those in the public sector are most likely to believe there is a skills shortage.

Q20: Do you believe there is a current skills shortage within your sector?

Total base: n = 1,656, Banking/Finance/Insurance: n = 128, Engineering: n = 155, IT: n = 563, Public Sector: n = 96, Telecommunications: n = 534
PROMOTION OF STEM IS SEEN AS THE MOST EFFECTIVE SOLUTION

**MOST IMPORTANT FACTORS IN TACKLING THE SKILLS SHORTAGE IN THE FUTURE**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion of technology as a career choice to younger generations, e.g. STEM initiatives in schools</td>
<td>25%</td>
</tr>
<tr>
<td>Retraining/upskilling of current workers, e.g. ex-military</td>
<td>17%</td>
</tr>
<tr>
<td>Changing the syllabus in education to make technology skill sets fit for purpose</td>
<td>12%</td>
</tr>
<tr>
<td>Relaxing work visa and immigration laws for skilled professionals</td>
<td>12%</td>
</tr>
</tbody>
</table>

**WHAT COMPANIES HAVE COMMUNICATED THEY ARE DOING TO TACKLE THE SKILLS SHORTAGE**

<table>
<thead>
<tr>
<th>Action</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>I do not know of any communications about this</td>
<td>29%</td>
</tr>
<tr>
<td>Upskilling existing employees with the required skills</td>
<td>21%</td>
</tr>
<tr>
<td>Openness to recruiting international professionals with the required skill sets</td>
<td>12%</td>
</tr>
<tr>
<td>Investigating new technologies to address the skills gap, e.g. through automation</td>
<td>10%</td>
</tr>
</tbody>
</table>

Q22: What do you feel is the most important factor in addressing the skills shortage in the future?  
Skills shortage base: n = 940

Q23: Thinking about where you currently work, which of the following has the organisation communicated they are implementing to address the skills shortage in the future?  
Skills shortage base: n = 940
Q24: Would you consider transferring to a different skill set within your sector?  
Total base: n = 1,656

Q25: Which skill sets within your sector would you consider transferring to/have transferred to? Please select up to three options you think most apply.  
Consider transferring sector base: n = 1,202

**PROJECT MANAGEMENT & CONSULTANCY ARE THE MOST DESIRABLE SKILL SETS TO TRANSFER TO**

**WOULD CONSIDER TRANSFERRING TO A DIFFERENT SKILL SET WITHIN A SECTOR**

- **YES**: 59%
- **NO**: 19%
- **ALREADY TRANSFERRED**: 13%

**RECEIVED ONSITE TRAINING**

- 79% are happy in their current role
- 82% received onsite training*

**MOST LIKELY SKILL SETS TO CONSIDER TRANSFERRING TO WITHIN A SECTOR**

- Project management: 14%
- Consultant: 11%
- Programme manager: 9%
- IT security: 9%
- Cloud: 9%
- Business analysis: 9%

*N.B. remaining respondents answered 'Don’t know'
I.T. IS THE MOST DESIRABLE SECTOR TO TRANSFER TO

Would consider transferring to a different sector within the industry

- **YES**: 65%
- **NO**: 19%
- **ALREADY TRANSFERRED**: 7%

Most likely sector to consider transferring to

- IT: 33%
- Banking/Finance/Insurance: 27%
- Telecommunications: 24%
- Energy: 22%
- Professional Services: 22%
- Aerospace: 17%

Q26: Would you consider transferring to a different sector within your industry?
Total base: n = 1,656

Q27: Which industry sectors would you consider moving to/have moved to? Please select up to three options you think most apply.
Consider transferring sector base: n = 1,189

N.B. remaining respondents answered 'Don’t know'
Q28: What was your experience of transferring to a new skill set?
Already transferred skill set base: n = 220

Q29: What was your experience of transferring to a new sector?
Already transferred sector base: n = 118

N.B. remaining respondents answered ‘Neither easy nor difficult’
Q30: What would have the most influence over your decision to transfer to a different sector/skill set? Please select the three options that you think most apply.

Consider transfer of sector/skill set base: n = 1,251

THE MOST INFLUENTIAL FACTOR WHEN DECIDING ON A TRANSFER OF SECTOR/SKILL SET

- Opportunity to learn new skills: 59%
- Higher salary: 51%
- More interesting projects and work: 50%
- Higher demand for the new sector/skill set: 29%
- Faster career progression: 24%
- Demand for my current role is declining: 15%
- Retaining my level of seniority: 13%
- My employer funding any retraining costs: 8%
DIVERSITY

A diverse workforce is one which contains a variety of ages, races and genders, amongst other factors, and the tech industry is widely criticised for being an industry which lacks diversity.

The demographics of our survey also hint at this – only 11% of respondents were female. However, the majority (54%) do believe gender diversity is improving, particularly within banking, finance and insurance. The majority (52%) also believe it is down to everyone within the industry to enhance its diversity, rather than solely down to HR, management and leadership teams or government. But how can gender diversity be improved?

The strategy seen as most effective is providing more flexible working practices. Addressing unconscious bias amongst management and leadership teams is also high up on the list of effective strategies. But whilst many recognise a number of strategies as successful ways to enhance gender diversity within the tech workplace, only a third (36%) of people say that their company has communicated the steps it is taking to address this issue. This is, however, less common in large organisations, where 46% of tech professionals say that they are aware of how their organisation is addressing gender diversity.

On the subject of another diversity issue – age – only 11% of our survey respondents said that the ageing workforce posed the greatest threat to the growth of the sector they work in. Perhaps unsurprisingly, only 20% of tech professionals said that they were aware of the steps their employer was taking to address the ageing workforce. Despite this, a number of strategies were identified as being effective in managing the ageing workforce, with the most popular choice being to ensure that career development and training are delivered to employees at any age (43% said this would be the most effective strategy). Providing financial incentives for older employees to remain in the workplace was seen as an effective strategy by a lot fewer people (26%).
believe gender diversity is improving

54% of men and 63% of women received a pay increase in the last year.
GENDER DIVERSITY IS SEEN TO BE IMPROVING

Is gender diversity improving in your sector?

- **6% DECLINING**
  - Significantly declining: 2%
  - Declining: 4%
  - Staying the same: 32%
- **54% IMPROVING**
  - Improving: 42%
  - Significantly improving: 12%

Perceptions of gender diversity by sector:

- **Banking/Finance/Insurance**: 4% Declining, 60% Improving
- **Telecommunications**: 6% Declining, 55% Improving
- **Public Sector**: 2% Declining, 52% Improving
- **IT**: 8% Declining, 52% Improving
- **Engineering**: 7% Declining, 49% Improving

Q32: In general, do you believe that gender diversity in your sector is...?

- **Total base**: n = 1,656
- **Banking/Finance/Insurance**: n = 128
- **Engineering**: n = 155
- **IT**: n = 563
- **Public Sector**: n = 96
- **Telecommunications**: n = 534

N.B. remaining respondents answered ‘Don’t know’
It is the responsibility of everyone employed within the industry to shift our attitudes and behaviours.

Leadership teams in organisations need to implement the right strategy and set the example within organisations.

Individual employers need to take ownership in addressing diversity and inclusion through their own policies.

The Government needs to actively support the industry through the right laws, strategy and investment.

The HR function within organisations are best-placed to improve diversity and inclusion.

Q31: Thinking about diversity and inclusion in your sector (e.g. gender diversity, ageing workforce), where do you believe the responsibility should lie in order to succeed in making improvements in this area?

Total base: n = 1,656

N.B. remaining respondents answered ‘Other’ or ‘Don’t know’
Q33: Thinking about where you currently work, has the organisation communicated to you that they are actively taking steps to address gender diversity?
Total base: n = 1,656

Q34: Which of the following would be the most effective strategies for organisations to improve gender diversity in the sector? Please select the three options you think most apply.
Total base: n = 1,656
Q33: Thinking about where you currently work, has the organisation communicated to you that they are actively taking steps to address gender diversity?

Total base: n = 1,656
SME: n = 534
Medium-sized: n = 555
Large: n = 567

Has your organisation communicated that it is taking steps to address gender diversity?

- SME (<250 employees): 28% YES
- Medium-sized (250 – 5,000 employees): 34% YES
- Large (5,000+ employees): 46% YES

COMMUNICATION INCREASES WITH ORGANISATION SIZE

CURRENT EMPLOYER HAS CommunicATED THE STEPS THEY ARE TAKING TO ADDRESS GENDER DIVERSITY BY ORGANISATION SIZE

Q33: Thinking about where you currently work, has the organisation communicated to you that they are actively taking steps to address gender diversity?

Total base: n = 1,656
SME: n = 534
Medium-sized: n = 555
Large: n = 567

VOICE OF THE WORKFORCE 55
OVER HALF DO NOT KNOW WHAT THEIR ORGANISATION IS DOING TO ADDRESS THE AGEING WORKFORCE

HAS YOUR ORGANISATION COMMUNICATED THAT IT IS TAKING STEPS TO ADDRESS THE AGEING WORKFORCE?

- **YES**: 20%
- **NO**: 57%
- **DON’T KNOW**: 23%

WHAT WOULD BE THE MOST EFFECTIVE STRATEGIES TO MANAGE THE AGEING WORKFORCE?

- **43%**: Ensuring that career development and training are delivered to employees at any age
- **41%**: Facilitate the transfer of knowledge from older to younger employees
- **38%**: Provide better flexible working practices that will increase the retention of older employees
- **38%**: Introduce knowledge sharing/management processes to ensure that knowledge is not lost from those nearing retirement
- **26%**: Provide financial incentives for older employees to remain in the workplace

Q35: Thinking about where you currently work, has the organisation communicated to you that they are actively taking steps to address the ageing workforce?

Total base: n = 1,656

Q36: Which would be the most effective strategies for organisations to manage the ageing workforce in the sector? Please select the three options you think most apply.

Total base: n = 1,656
Q35: Thinking about where you currently work, has the organisation communicated to you that they are actively taking steps to address the ageing workforce?

Total base: n = 1,656
SME: n = 534
Medium-sized: n = 555
Large: n = 567

<table>
<thead>
<tr>
<th>Organisation Size</th>
<th>Yes Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>SME (&lt;250 employees)</td>
<td>19% YES</td>
</tr>
<tr>
<td>Medium-sized (250 – 5,000 employees)</td>
<td>21% YES</td>
</tr>
<tr>
<td>Large (5,000+ employees)</td>
<td>20% YES</td>
</tr>
</tbody>
</table>

This is the case across organisations of all sizes.
FUTURE GAZING

What do technology professionals predict for the future of their industry? How might their job change? And are their employers prepared?

The factors which have the most potential to disrupt the industry over the next five years are cyber security, the Internet of Things and Big Data, as well as political/policy changes. A large majority (67%) also believe their role will change in this time and 27% of them think their role will be substantially different. This could in part be down to the adoption of automation which can replace some traditional human processes – something which was identified as a potential disruptor by 39% of technology professionals.

So individuals are geared up for big changes but how are organisations preparing for the future?

The majority believe their employer is taking steps to be ready for the future: 36% believe the company they work for embraces technology and uses it to its advantage and 34% believe their company is proactive in implementing changes to be fit for the future.

If these companies are to retain their talented tech professionals in the future, then offering good pay and benefits will continue to be important: 56% of survey respondents identified this as an attractive attribute of an employer.

Tech professionals predict that interesting and meaningful work and good career prospects will also continue to be top attributes of employers in the future.
“It is great to see that the industry recognises the importance that cyber security has within the industry. The biggest challenge we face to combat the imminent threat of cyber security is the difficulty in resourcing it. The digital revolution only really began 30 years ago, and a number of jobs today such as IT Security Analysts and Cyber Architects didn’t exist 10 years ago. There is a limit to how many people have learnt security skills within that time. To win the war on cyber security, we must continue to invest in defences and recognise the opportunities for securing talent for the future.”

DON McALL
Head of Consulting and Cyber Operations, Leonardo
Q37: In your experience, which of the following do you think has the potential to be the biggest disruptor in your sector in the next five years? Please rank in order of impact.

Total base: n = 1,656

- Cyber security: 47%
- Political/policy changes: 42%
- Internet of Things: 40%
- Big Data: 40%
- Automation technologies replacing traditional human processes: 39%
- Increasing customer/consumer demands: 32%
- The war for talent: an increasing skills shortage: 32%
- People keeping pace with technology: 31%

Cyber security seen as the biggest disruptor
My role is going to change in some ways but not others
My role is going to change substantially
My role will mostly remain the same
My role could be at risk
My role won’t exist

PERCEPTION OF JOB ROLE BREAKDOWN

40%
27%
21%
8%
4%

Q39: How do you see your role in five years’ time?
Total base: n = 1,656

OVER A QUARTER BELIEVE THEIR ROLE WILL CHANGE SUBSTANTIALLY WITHIN THE NEXT FIVE YEARS
The majority believe their organisation is taking steps to be ready for the future.

- 36% believe the company they currently work at embraces new technology and uses it to its advantage.
- 34% believe the company they currently work at is proactive in implementing changes to be fit for the future.
- 19% believe the company they currently work at is aware of the changes to their sector but is not currently doing anything to address them.
- 11% do not believe the company where they are currently working is aware of the future changes to their sector.

Q40: Thinking about where you currently work, which of the below is most representative of how the organisation is preparing for the future?

Total base: n = 1,656
Q40: Thinking about where you currently work, which of the below is most representative of how the organisation is preparing for the future?

Total base: n = 1,656  
SME: n = 534  
Medium-sized: n = 555  
Large: n = 567

<table>
<thead>
<tr>
<th></th>
<th>SME (&lt;250 employees)</th>
<th>MEDIUM-SIZED (250 – 5,000 employees)</th>
<th>LARGE (5,000+ employees)</th>
</tr>
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<tbody>
<tr>
<td>Believe the company they currently work at embraces new technology and uses it to its advantage</td>
<td>37%</td>
<td>32%</td>
<td>38%</td>
</tr>
<tr>
<td>Believe the company they currently work at is proactive in implementing changes to be fit for the future</td>
<td>31%</td>
<td>35%</td>
<td>36%</td>
</tr>
<tr>
<td>Believe the company they currently work at is aware of the changes to their sector but is not currently doing anything to address them</td>
<td>19%</td>
<td>22%</td>
<td>17%</td>
</tr>
<tr>
<td>Do not believe the company where they are currently working is aware of the future changes to their sector</td>
<td>13%</td>
<td>11%</td>
<td>9%</td>
</tr>
</tbody>
</table>

**Preparedness for the Future is NOT Related to Organisation Size**
**ATTRACTION ATTRIBUTES OF THE FUTURE ARE SIMILAR TO THOSE OF TODAY**

**TOP 5 ATTRIBUTES**

<table>
<thead>
<tr>
<th>#1</th>
<th>Good pay and benefits (56%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>#2</td>
<td>Interesting and meaningful work (30%)</td>
</tr>
<tr>
<td>#3</td>
<td>Good career prospects (28%)</td>
</tr>
<tr>
<td>#4</td>
<td>Flexible workspace (28%)</td>
</tr>
<tr>
<td>#5</td>
<td>Investment in training and development (25%)</td>
</tr>
</tbody>
</table>

**BREAKDOWN OF ALL ATTRIBUTES**

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good pay and benefits</td>
<td>30%</td>
</tr>
<tr>
<td>Interesting and meaningful work</td>
<td>28%</td>
</tr>
<tr>
<td>Good career prospects</td>
<td>28%</td>
</tr>
<tr>
<td>Flexible workspace, e.g. working remotely</td>
<td>25%</td>
</tr>
<tr>
<td>Investment in training and development</td>
<td>22%</td>
</tr>
<tr>
<td>Flexible working hours</td>
<td>22%</td>
</tr>
<tr>
<td>Company values and culture</td>
<td>14%</td>
</tr>
<tr>
<td>Good company reputation</td>
<td>14%</td>
</tr>
<tr>
<td>Diversity of the job role</td>
<td>11%</td>
</tr>
<tr>
<td>Convenient location</td>
<td>9%</td>
</tr>
<tr>
<td>Opportunities to work in overseas offices</td>
<td>7%</td>
</tr>
<tr>
<td>A large client base</td>
<td>6%</td>
</tr>
<tr>
<td>A flat hierarchical structure</td>
<td>6%</td>
</tr>
<tr>
<td>A strong social purpose</td>
<td>6%</td>
</tr>
</tbody>
</table>

Q40: Thinking about what your sector and role might look like in 5 years’ time, what attributes do you think would make an employer more attractive?

Total base: n = 1,656
54% of men and women received a pay increase in the last year.
Two major political changes in recent times include the EU referendum in June 2016, which resulted in Brexit, and the U.S. election. In the UK, technology professionals who took part in our survey shared their opinion on how concerned they felt about the impact of Brexit on their sector and on their career. At sector level, 58% of technology professionals said they were concerned about the impact of Brexit on their sector and on their career. When asked about the effect on their own career, opinion was much more divided, with the same percentage of people expressing concern as there was expressing no concern.

In the U.S. a similar number of technology professionals (57%) showed concern about the impact of the U.S. election on their sector. On a global scale, however, the majority of technology professionals were not worried about this.

**TOPICAL LANDSCAPE**

Political and policy changes are seen as the second most significant factor which has the potential to disrupt the industry over the next five years.
"In our experience, IT professionals tend to be internationally-minded because of the borderless nature of technology, and the globally-connected nature of the profession.

A number of factors make the IT profession very mobile, not least is the high and continuing global demand for their capabilities. Brexit is unlikely to lead to lower demand for IT professionals in the UK, because leaving the EU is fundamentally a change scenario with high uncertainty - which translates into demand for IT capability.

Implementing regulatory changes, restructuring organisations, exploiting trade deals or domestic growth all require substantial IT capability. So in any likely scenario, organisations are going to have to attract and retain IT talent in a highly competitive environment. This won’t simply be a matter of salary, but organisations will need to set out an attractive mission and an opportunity to learn and develop if they are to get the best and most capable people.

Strategically, organisations will need to use these change programmes to reposition and grow as well as simply to respond to Brexit. IT professionals who can deliver on those strategies will find themselves with a lot of choices both domestically and internationally.”

David Evans
Director of Policy & Community,
British Computer Society (BCS)
The Chartered Institute for IT
### Concerned about the impact of Brexit on sector

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>58%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>NO</td>
<td>35%</td>
</tr>
<tr>
<td></td>
<td>UNSURE</td>
<td>7%</td>
</tr>
</tbody>
</table>

### Concerned about the impact of Brexit on career

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>45%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>NO</td>
<td>45%</td>
</tr>
<tr>
<td></td>
<td>UNSURE</td>
<td>10%</td>
</tr>
</tbody>
</table>

**UK ONLY**

Q42: Are you concerned about the impact of Brexit on the sector you work in?

- **UK base: n = 646**

Q43: Are you concerned about the impact of Brexit on your own career?

- **UK base: n = 646**
OVER HALF OF THOSE IN NORTH AMERICA ARE CONCERNED ABOUT THE IMPACT OF THE U.S. ELECTION ON SECTOR

<table>
<thead>
<tr>
<th></th>
<th>GLOBAL</th>
<th>NORTH AMERICA ONLY</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>33%</td>
<td>57%</td>
</tr>
<tr>
<td>NO</td>
<td>56%</td>
<td>35%</td>
</tr>
<tr>
<td>UNSURE</td>
<td>11%</td>
<td>8%</td>
</tr>
</tbody>
</table>

Q44: Are you concerned about the impact of the U.S. Presidential Election on the sector you work in?

Total base: n = 1,656
North America: n = 164
ABOUT NETWORKERS

Networkers is a leading global technology recruitment specialist with over 30 years’ experience in connecting technology talent around the world.

We provide recruitment services to the technology industry focusing on cloud, communications, development, ERP, leadership, public sector, security and technology sales.

As specialist recruiters, each of our consultants focus on recruitment within a niche sector or skill set and become experts within that field of recruitment. Throughout our history, we have consistently proven our ability to connect the right people to the right roles in the right businesses globally.

Through building relationships with both candidates and clients, we are in a unique position of having visibility over the challenges they face when it comes to technology recruitment.