

WHAT JOBSEEKERS WISH EMPLOYERS KNEW

Unlocking the
Future of Recruitment



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The Future of Recruitment

How people want to be recruited on the post-COVID talent market?

We're proud to share with you the world's largest survey on recruitment preferences, delivering global scale data with local depth. As part of the Global Talent Survey series, the current report explores the gap between candidates who want jobs and employers who are looking for talent.

We present this to you as part of our ongoing commitment as your **No.1 Trusted Talent Partner in Asia**. These results have deep actionable insights for your market that will enable you to better connect jobseekers to **#SEEKBetter**.

How these findings help you:

- Understand the labour market position of your target talents – how often they are approached and how they perceive their negotiation power.
- Know what you need to offer to win over various talent segments.
- Discover what matters to people throughout the recruitment process and optimize your approach accordingly.

Disclaimer: In some occurrences in this report, it is possible that some of the percentages does not add up to 100% or exceeds 100% as a result of rounding up / down of numeral fractions.

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The Network is a global alliance of more than 60 leading recruitment websites, committed to finding the best talent in over 130 countries. Founded in 2002, The Network has become the global leader in online recruitment, serving more than 2,000 global corporations. It offers these corporations a single point of contact in their home countries, and allow them to work in a single currency and with a single contract—while giving them access to a global workforce. The recruitment websites in The Network attract almost 200 million unique visitors each month. For more information, please visit www.the-network.com.

Key Insights: Global

Talent is a top priority business challenge in the post-pandemic world. Employers lack people, but candidates' needs have shifted. Part of the problem lies in the talent attraction process. Our survey explores what people want from a job, and how they want to be recruited.

Heated talent market

Despite the threat of economic slowdown, the labour market is still very active. 75% of all workers are approached multiple times a year with job offers.

Most of them understand that they are in demand, 68% feel they have strong negotiation position when looking for jobs.

Changing talent needs

People increasingly work to live, not live to work. 69% dream of a stable career with good work-life balance.

However, salary is still a deal breaker when accepting an offer. Other deal breakers are paid time off, job security, and flexible work location and time.

Remote working is still important, but when it comes to working time and employer type, traditional models (5 days a week at a large company) are the most preferred.

The ideal recruitment process

An attractive offer alone is not enough to win over candidates. 52% of respondents said that a negative experience during recruitment is a major reason for refusing an otherwise attractive job offer.

Throughout the process, personal impressions, honesty and transparency especially about salary levels make the difference.

Advanced digital solutions (chatbot, AI interview, video recording...) are not yet widely preferred. Even the youngest population prefers personal interviews.

Most of these findings apply equally to talent in South-East Asia region. However, jobseekers in SEA are somewhat more interested in reskilling to different jobs throughout their careers, and have a stronger preference to work in a hybrid setting.



Key Insights: Singapore

Most of the global trends introduced earlier apply to Singaporean talent. However, there are some interesting differences when it comes to what they look for at a job and how they view the recruitment process.

Heated talent market

In line with global trends, 74% of respondents in Singapore are approached with job offers multiple times a year.

However, they are somewhat less confident in their own negotiation power than the global average: only 62% feel they have a strong position.

Changing talent needs

Most Singaporean jobseekers wish for a stable career with good work-life balance, similarly to the global average. However, they are slightly more interested in taking leadership positions and reskilling to various careers throughout their lives.

They are also more likely to consider a good relationship with their superiors a deal breaker. Finally, they are less interested to go back to the office full time (only 21%). The majority prefers hybrid models.

The ideal recruitment process

Similarly to the average global jobseeker, Singaporeans also place high importance on the recruitment process: 55% would refuse an attractive offer due to negative experiences during recruitment.

When looking at their preferred process in detail, there are some notable differences of Singaporeans versus the global average:

- Being more open to be approached by recruiters and headhunters.
- Higher share uses recruitment platforms to apply for jobs.
- Being even more interested in knowing the salary range upfront (e.g., in job ad).
- Higher appreciation for an employer who is willing to negotiate the offer.

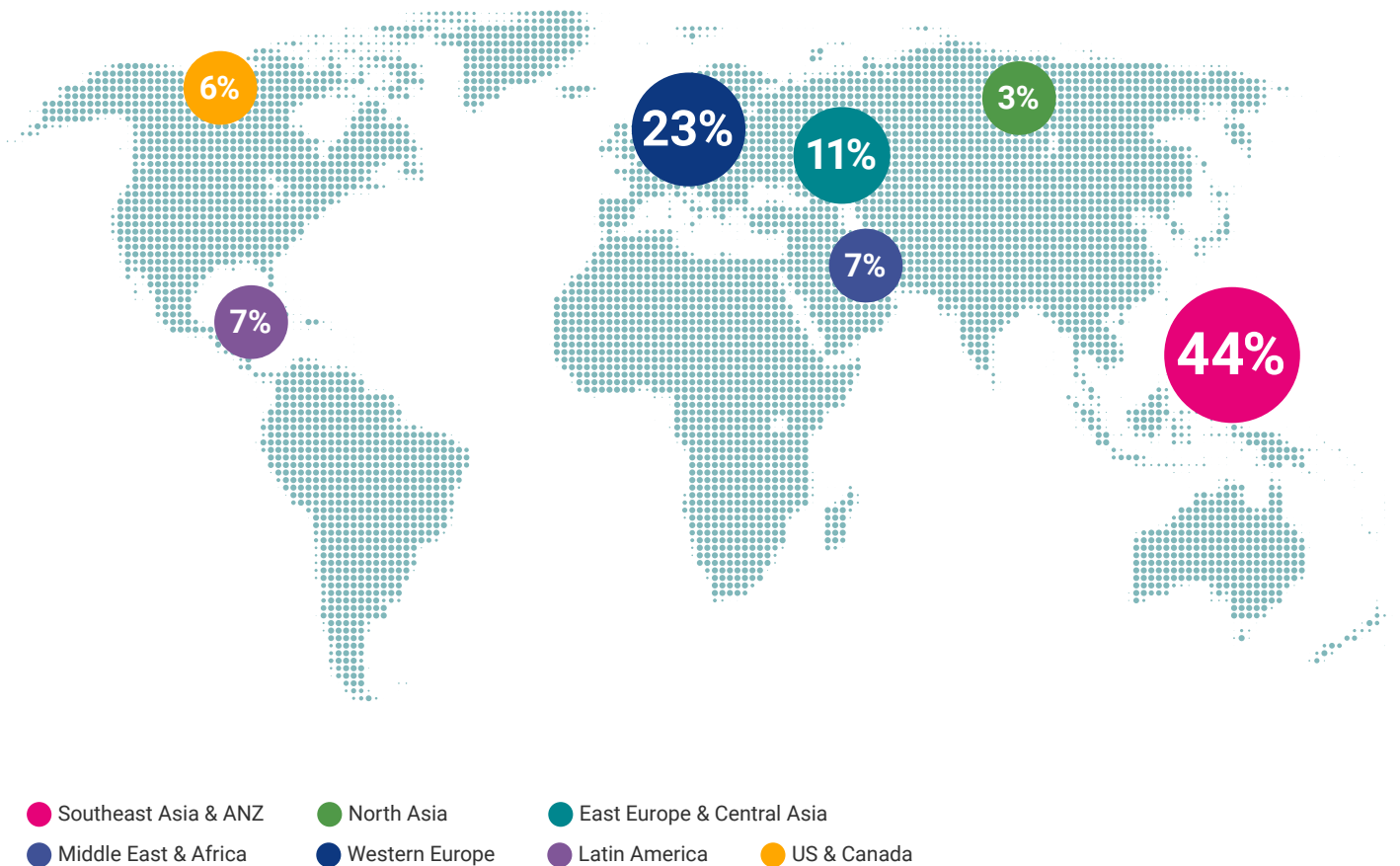


Demographics: Global

90,547
respondents

160
countries

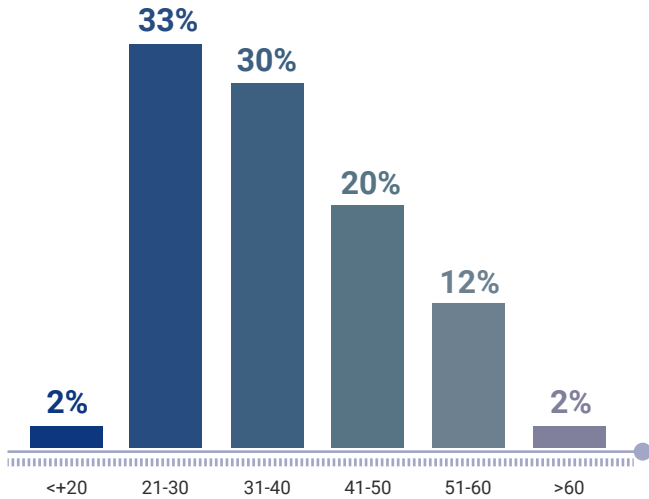
The global results are based on a large, diverse sample covering most major talent markets.



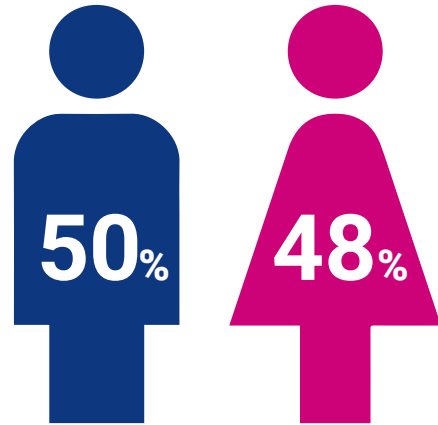
Results have been weighted for the global sample to ensure better balance between markets. For country specific results, unweighted full samples are used.

Demographics: Global

Age Group

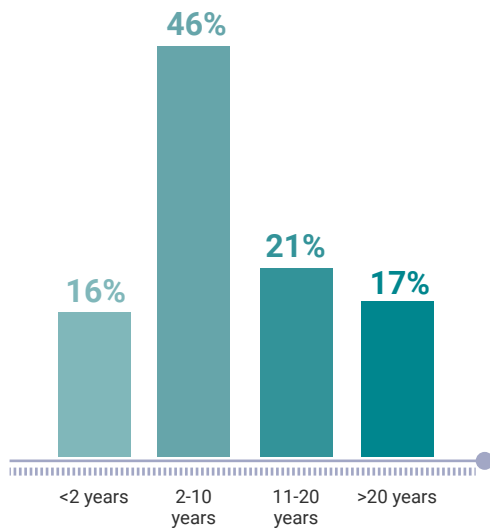


Gender

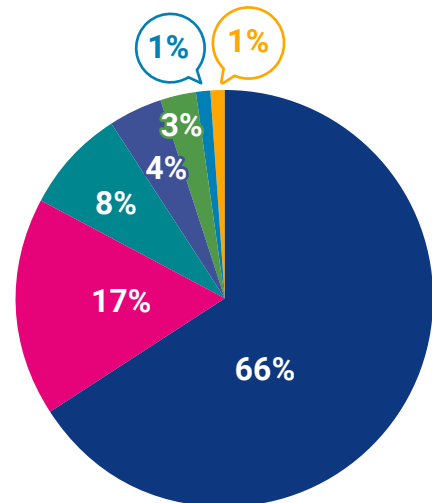


Prefers not to say: 2%

Years of work experience

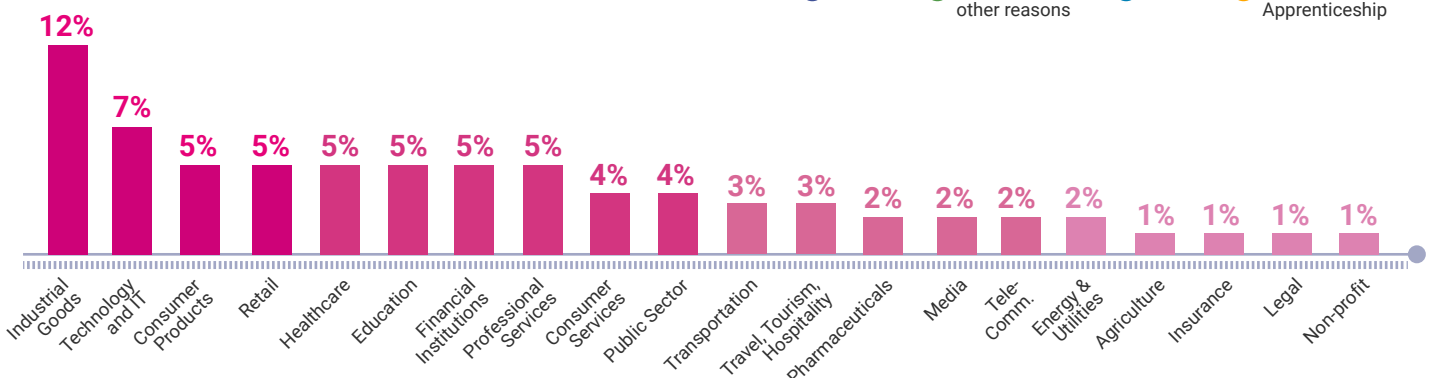


Employment status



- Employed (part or full-time)
- Unemployed
- Self-employed/Freelancer
- Student
- Not working for other reasons
- Retired
- Internship/Apprenticeship

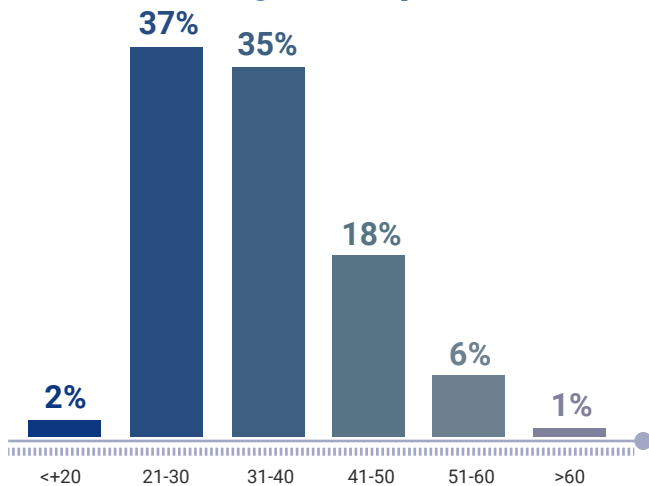
Industry



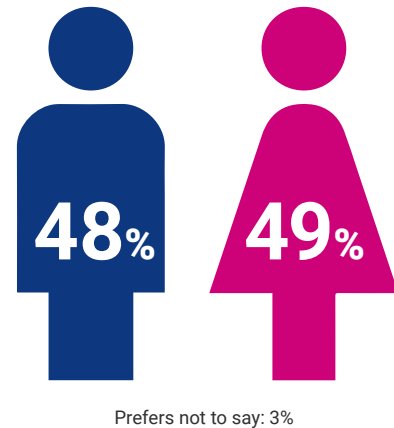
Demographics: SEA

97,324¹ respondents from 6 countries and territories

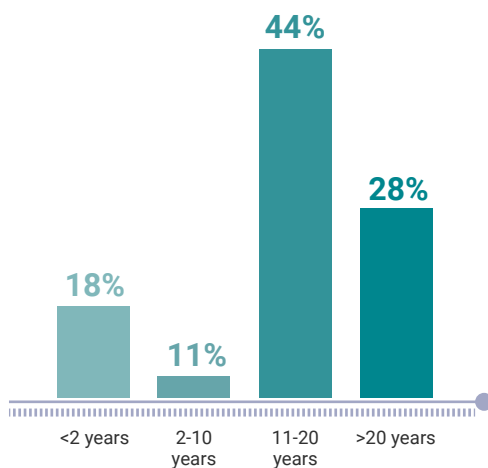
Age Group



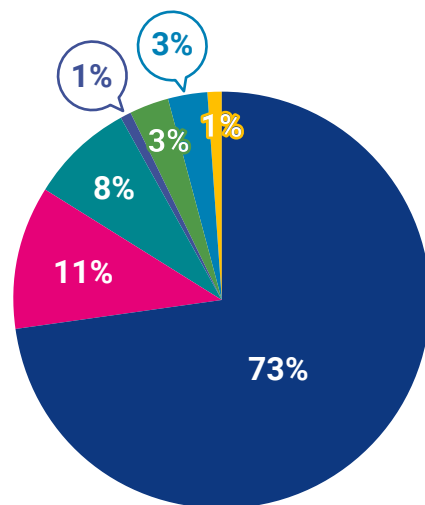
Gender



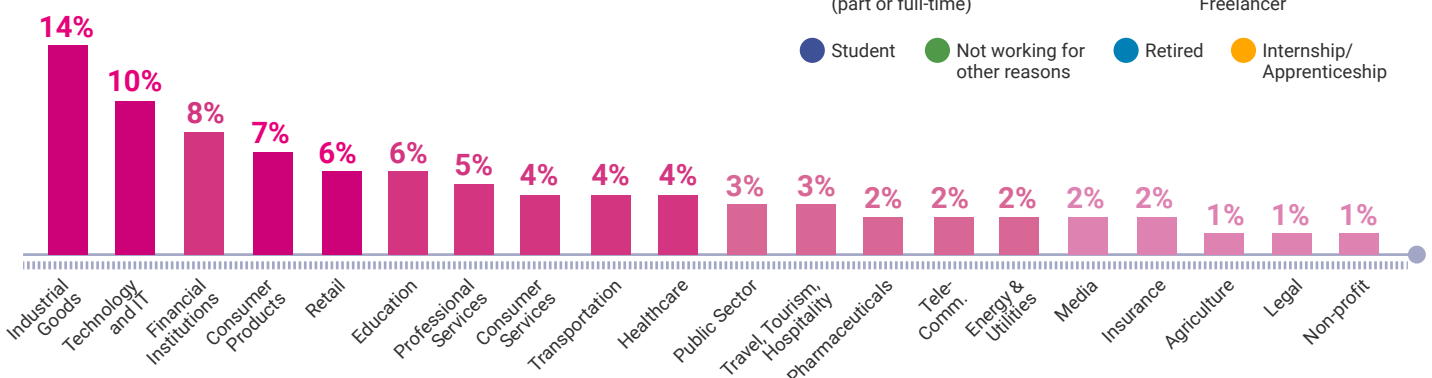
Years of work experience



Employment status



Industry



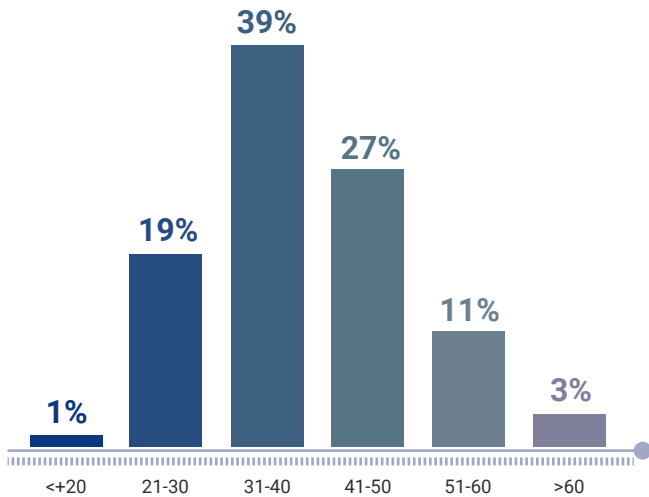
● Employed (part or full-time) ● Unemployed ● Self-employed/Freelancer
 ● Student ● Not working for other reasons ● Retired ● Internship/Apprenticeship

¹ Full sample size used for SEA average calculation, with equal weight applied across countries. 6 countries and territories represented are: Singapore, Hong Kong, Malaysia, Indonesia, Thailand, Philippines. SEA sample is inclusive of ALL actual respondents where some may have been statistically excluded from the Global report to prevent over-representation.

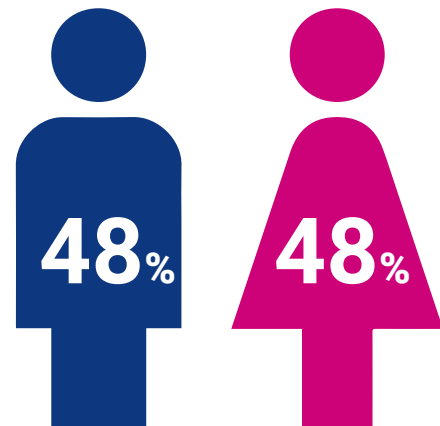
Demographics: Singapore

6,923 respondents

Age Group

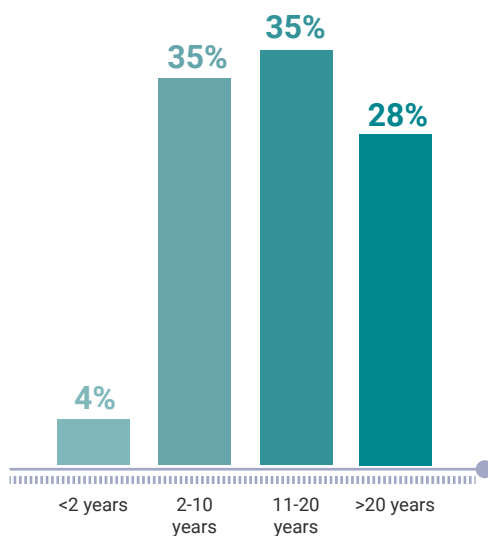


Gender

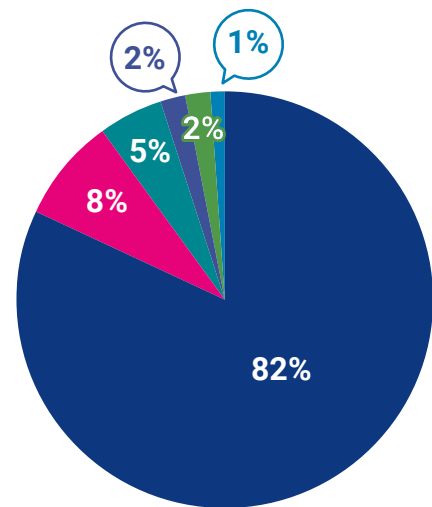


Prefers not to say: 4%

Years of work experience

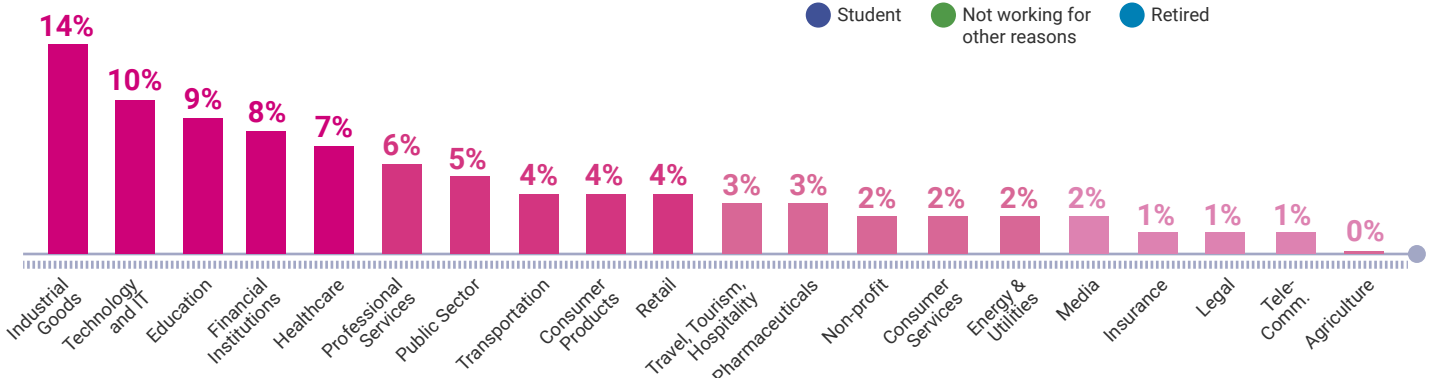


Employment status

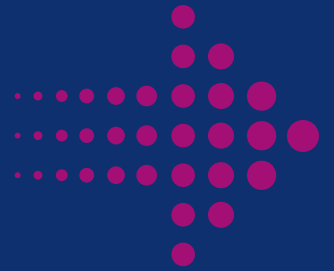


Employed (part or full-time) Unemployed Self-employed/Freelancer
Student Not working for other reasons Retired

Industry



LABOUR MARKET TRENDS



Talent is in demand – and jobseekers know it.

This section explores how often certain talent groups are contacted with job offers, and how strongly they feel about the negotiation power they hold in the market.

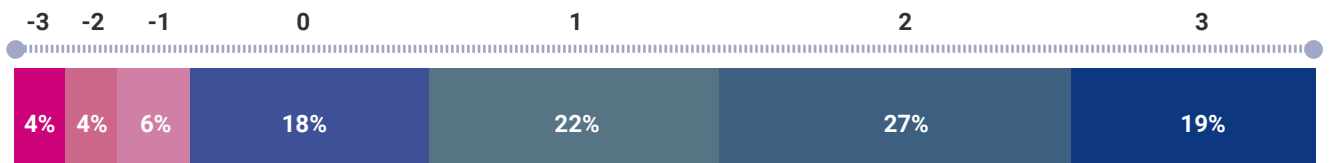


Perceived Market Position

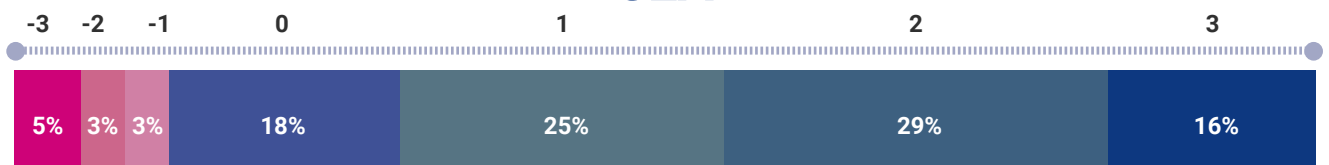
How do you view your negotiation position on the labour market?

Singaporeans are slightly more cautious about judging their position on the labour market. Only 8% feel fully confident, compared to 19% globally and 16% in SEA.

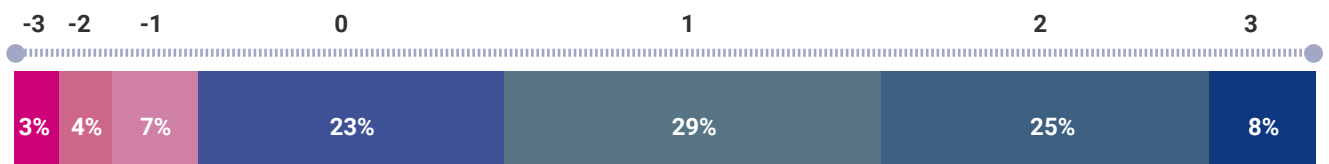
Global



SEA



Singapore



-3 "all power with employers" to
+3 "all power with me as an employee".

● Negative ● Neutral ● Positive

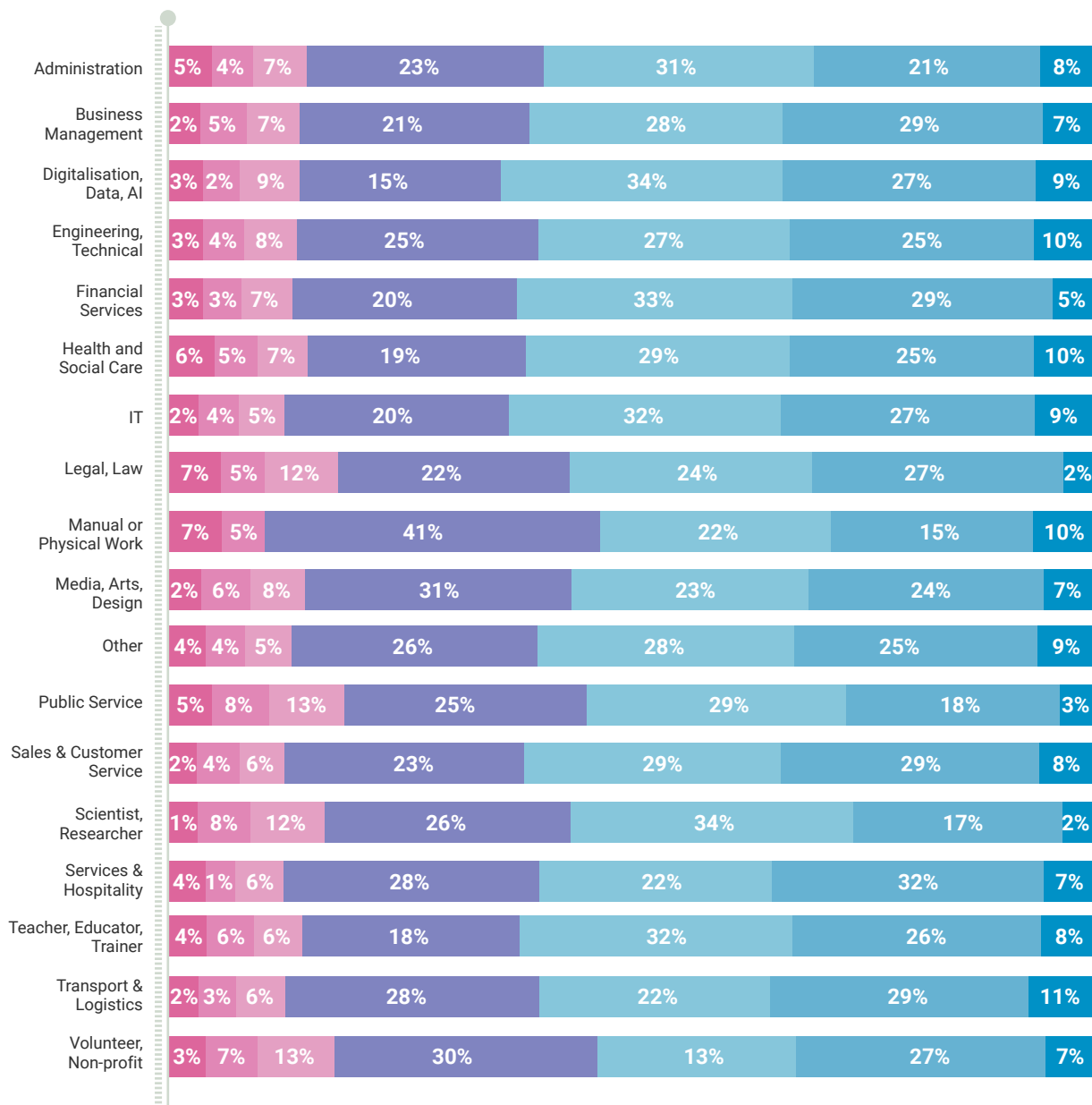


Perceived Market Position

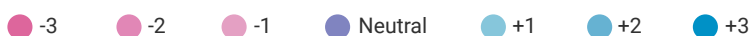
How do you view your negotiation position on the labour market?

IT and digital workers are among the most self-confident ones in Singapore, but manual workers, public sector employees, non-profit workers have a less positive view about their negotiation positions.

Singaporean respondents by job role



-3 "all power with employers" to +3 "all power with me as an employee".



Actual Market Position

How often are you approached with job offers?

Singaporeans on average are approached with job offers a bit less frequently than global average, but in total, there is still a significant share of workers who receive regular offers.

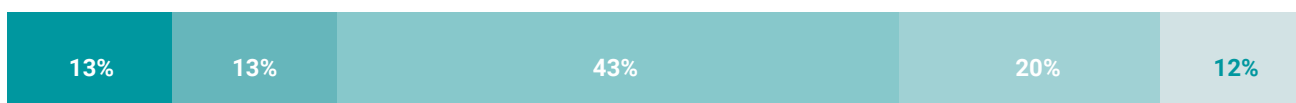
Global



SEA



Singapore



- Never
- Every few years
- Few times per year
- Monthly
- Weekly

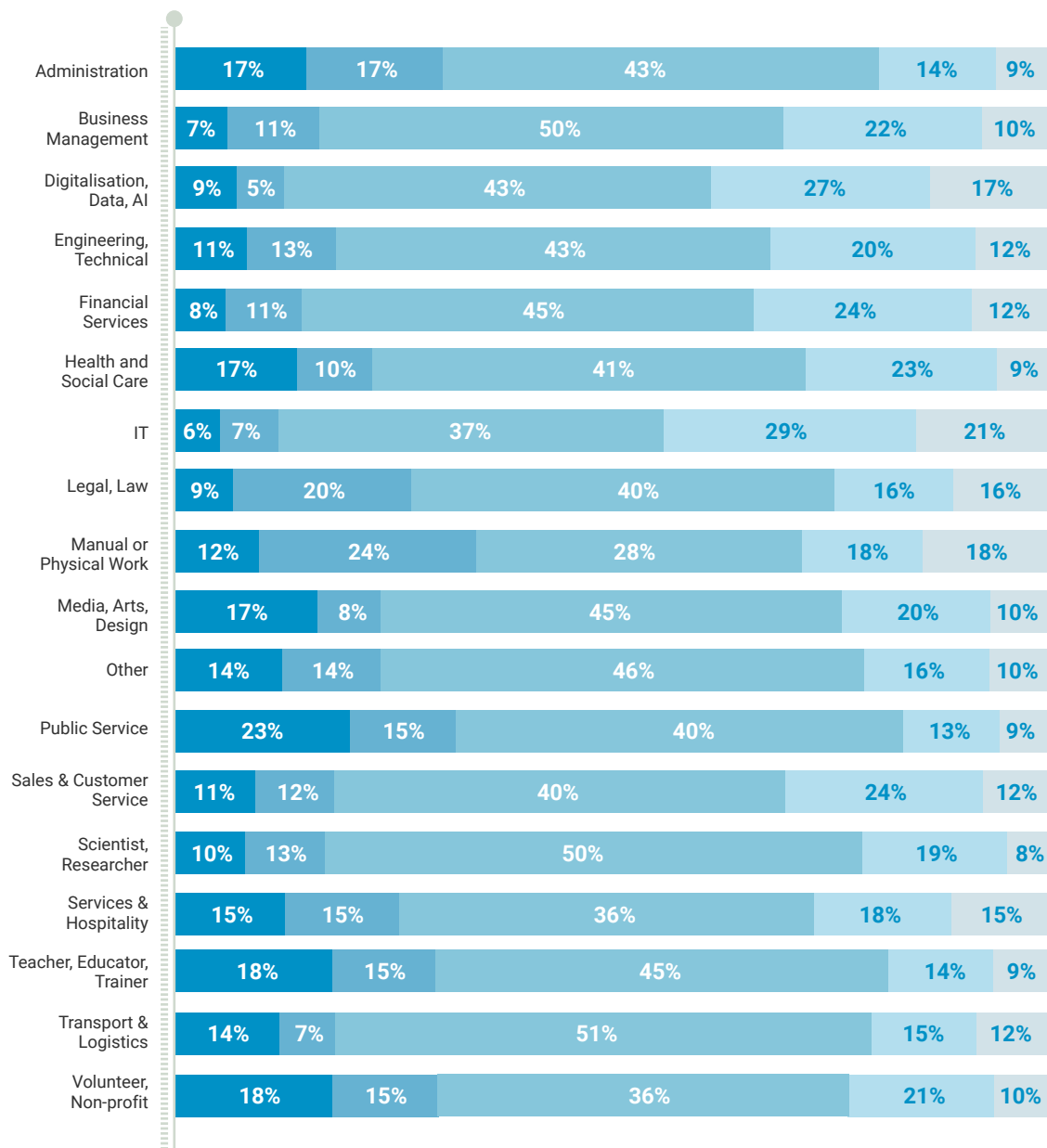


Actual Market Position

How often are you approached with job offers?

Not surprisingly, people in IT and digital roles are approached with job offers most often in Singapore. Business roles like finance, management and sales come next, but roles in transportation and logistics are also highly sought after.

Singaporean respondents by job role



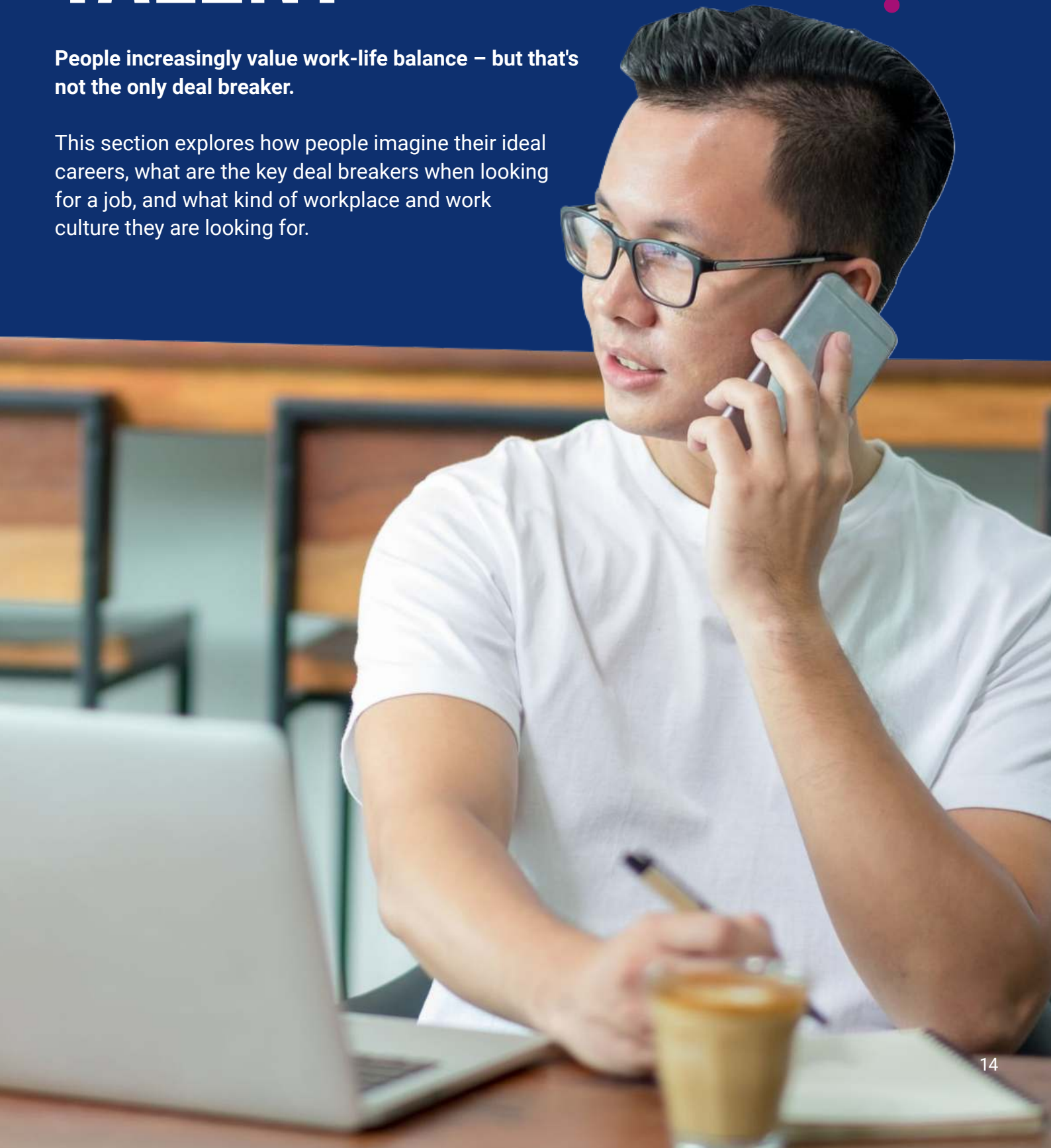
● Never ● Every few years ● Few times per year ● Monthly ● Weekly

HOW TO ATTRACT TALENT



People increasingly value work-life balance – but that's not the only deal breaker.

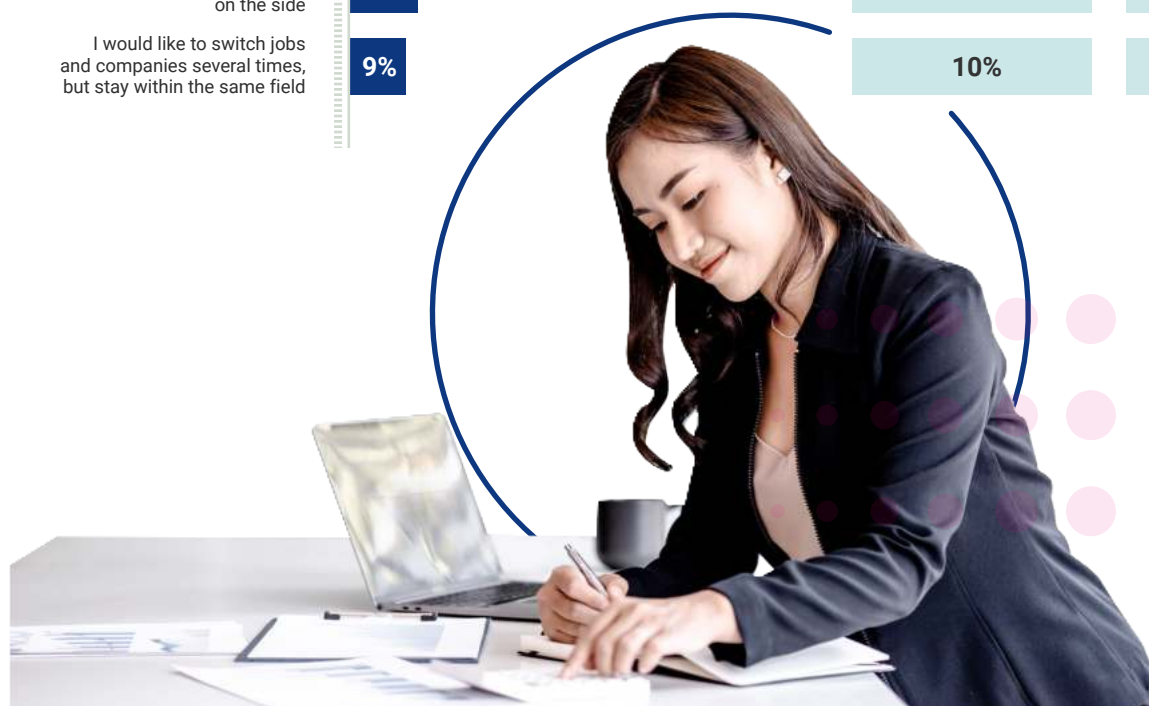
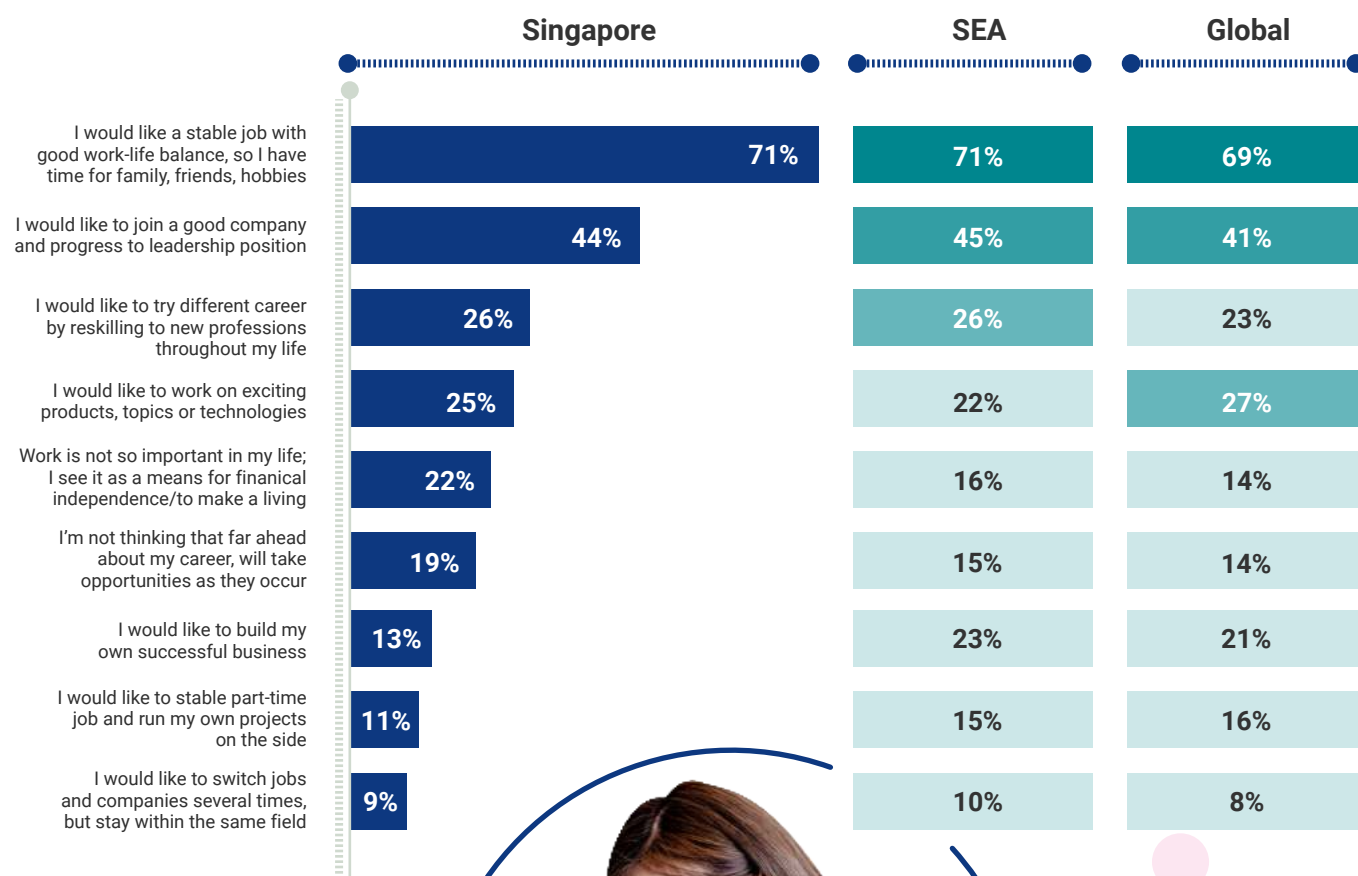
This section explores how people imagine their ideal careers, what are the key deal breakers when looking for a job, and what kind of workplace and work culture they are looking for.



Long Term Motivation

How do you imagine your ideal career path?

Similarly, to the global and SEA average, Singaporeans most of all prefer a stable career that allows for good work-life balance. However, they are more motivated by progressing to a leadership position compared to global, and would like to work more on exciting products when compared to SEA.



Immediate Deal Breakers

Do you consider the following elements a deal breaker when looking for a job?

Jobseekers in Singapore consider financial compensation and work-life balance as top deal breakers when accepting a job – just like workers around the world and SEA. However, Singaporeans care more about having a good relationship with their boss when accepting an offer.

Deal Breakers	Singapore	SEA	Global
Financial compensation (salary, bonuses)	27%	22%	21%
Work-life balance	19%	17%	19%
Relationship with superior	14%	10%	12%
Job security	14%	14%	15%
Appreciation for your work	13%	10%	14%
Amount of paid time off/ holiday	11%	14%	14%
Flexible work location and/ or work schedule	11%	12%	14%
Family support solutions	11%	10%	10%
Retirement & insurance benefits	9%	13%	13%
Relationship with colleagues	9%	8%	10%



Deal Breakers by Talent Segment

Do you consider the following elements a deal breaker when looking for a job?

When looking at specific talent segments, there are slight differences in how to attract them. Digital talents place higher emphasis on meaningful, impactful work than others. Experienced talents care more about relationship with colleagues and corporate values. Deskless workers prioritize paid time off, family support, and learning opportunities.

Priority order for selected talent segments in Singapore

Digital Talent	Passive Talent	Experienced Talent	Deskless Workers
Financial compensation	Financial compensation	Financial compensation	Financial compensation
Work-life balance	Work-life balance	Work-life balance	Work-life balance
Job security	Relationship with superior	Relationship with superior	Appreciation for your work
Relationship with superior	Job security	Job security	Amount of paid time off/holiday
Appreciation for your work	Appreciation for your work	Appreciation for your work	Family support solutions
Flexible work location and/or work schedule	Flexible work location and/or work schedule	Flexible work location and/or work schedule	Job security
Family support solutions	Amount of paid time off/holiday	Amount of paid time off/holiday	Learning & career development possibilities
Amount of paid time off/holiday	Family support solutions	Retirement & insurance benefits	Impactful/meaningful work
Impactful/meaningful work	Retirement & insurance benefits	Relationship with colleagues	Relationship with superior
Retirement & insurance benefits	Relationship with colleagues	Company values in line with personal values	Flexible work location and/or work schedule

Digital Talent: People with jobs in IT or digitization, analytics, and automation

Passive Talent: People who are not actively looking for a job right now but are open to a good offer

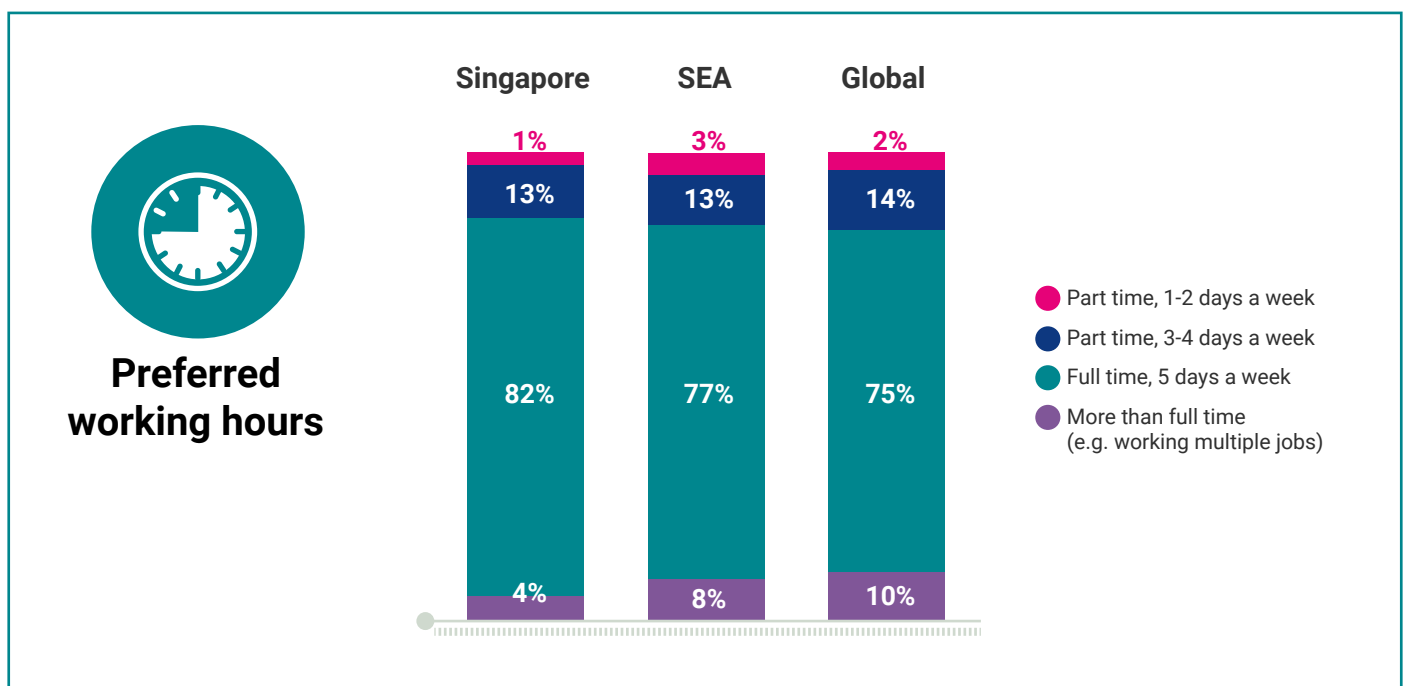
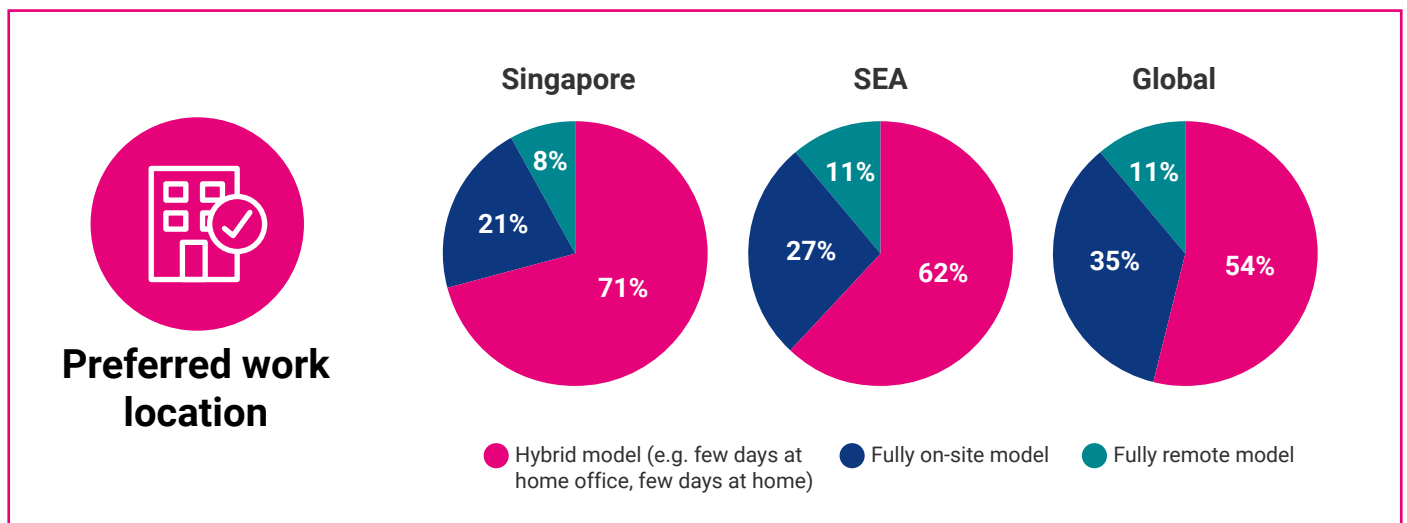
Experienced Talent: People with more than 20 years of work experience and a master's or higher degree

Deskless Workers: People who must be physically present at their worksite (e.g. in health, hospitality, retail, or manufacturing)

Desired Working Conditions

What are your preferred models regarding work location and working time?

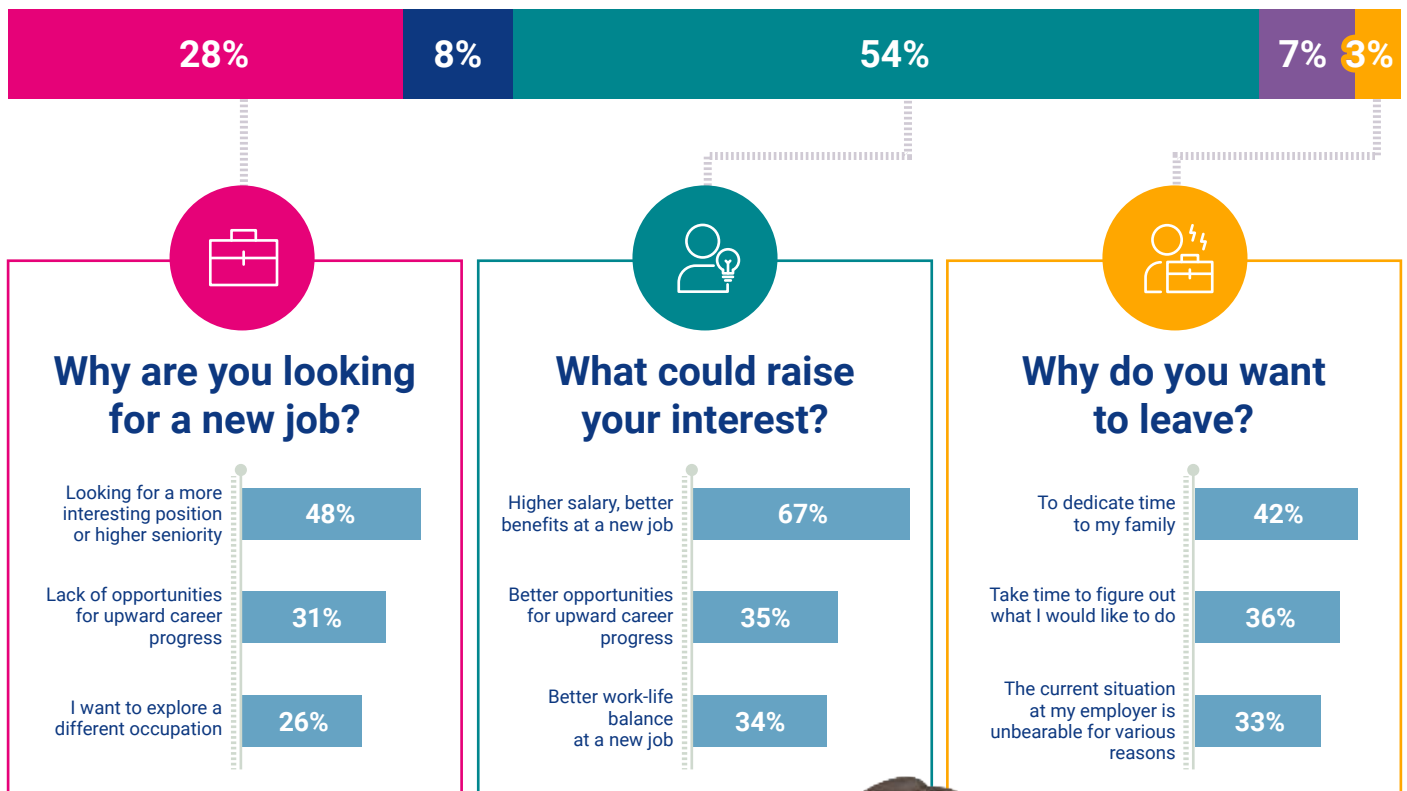
Singaporeans are reluctant to go back full time to the office, only 21% would (versus 35% globally and 27% in SEA). But they don't want to be full time at home, either: 71% prefer hybrid models. When it comes to working time, they are more traditional than the global average, 82% wants to work 5 days a week.



Job Search Motivation

What is your current job search status? Why?

Most Singaporean respondents are not actively looking for a job, but would consider a good offer, especially for higher salary and better upward opportunities. Those who are looking, are mostly interested in higher position and seniority.



- I'm actively looking for a (new) job at a new employer
- I'm looking for a new role at my current employer
- I'm not actively looking for a (new) job, but open to good offers
- I'm not looking for a (new) job and would not accept any offer
- I'm not looking for a (new) job, but planning to leave my current employer



HOW TO RECRUIT TALENT



A good offer is not enough – jobseekers also expect a good recruitment experience.

This section explores what matters to people during the application and selection process. What methods, channels they prefer, what can make an employer stand out, and what mistakes to avoid.



Recruitment Myths and Truths

How do people want to be recruited in Singapore?

1. If the offer is attractive, the recruitment process doesn't matter **FALSE**

Smooth, timely process is the number one way for an employer to stand out during recruitment, mentioned by 67% of respondents. And 55% of respondents named "negative experience during recruitment" the key reason they would refuse an otherwise attractive job offer.

2. People want to see salary range early in the process **TRUE**

Indicating a salary range is the number one feature that matters to people in a good job ad, and if included, this is the first piece of information candidates will look at (mentioned by 38%).

3. People prefer to use one channel throughout their recruitment journey **FALSE**

When it comes to applying for a job, the top channel used is recruitment platforms/job boards. Recommendation by a friend or outreach by headhunter is the best way to raise interest when someone is not looking a job. Once they are interested, most people will look for further information through social media and company websites.



Recruitment Myths and Truths

How do people want to be recruited in Singapore?

4. “Digital natives” prefer not to interact with humans at all **FALSE**

Most preferred methods/channels still involve personal interaction. Advanced digital tools (e.g., AI chatbots, AI led interviews, preparing a video demo...) are only favored by a small % of respondents, even among the younger generation.

5. Transparency and honesty are critical **TRUE**

A good job ad must be clear, transparent, informative, and a good interview must be an honest conversation, not “trying to oversell” the company (as mentioned by 69% of respondents).

6. Once the offer is sent to the candidate, we just need to wait **FALSE**

While some candidates do appreciate space and time to decide, most jobseekers will expect some openness to negotiate and appreciate calls from their future managers as well while making the decision.



Ideal Recruitment Journey

Preferences along the recruitment journey in Singapore



**When Singaporeans are not looking for a job,
opportunities in these channels will catch their attention**

Outreach by job boards/
recruitment platforms

Recommendation
by a friend

Outreach
by headhunter

Outreach from
professional network

Outreach
by recruiter



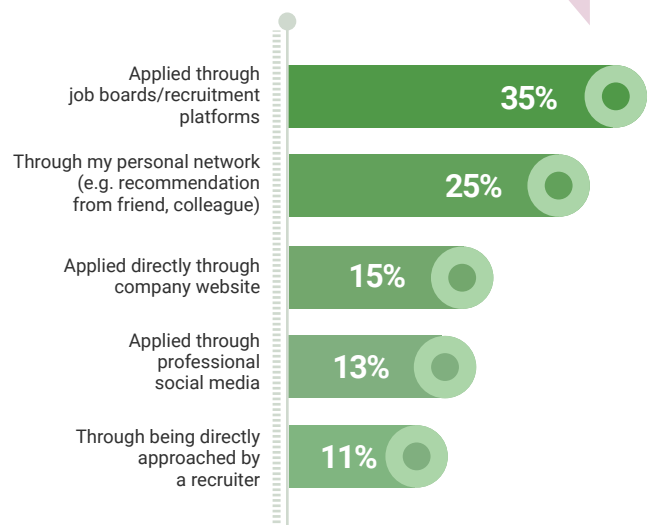
Ideal Recruitment Journey

Preferences along the recruitment journey in Singapore



When looking for jobs, Singaporeans prefer job boards/online recruitment platforms, professional social media platforms, company websites, reaching out to their network, or asking their friends.

Through what channels did you get your current job?

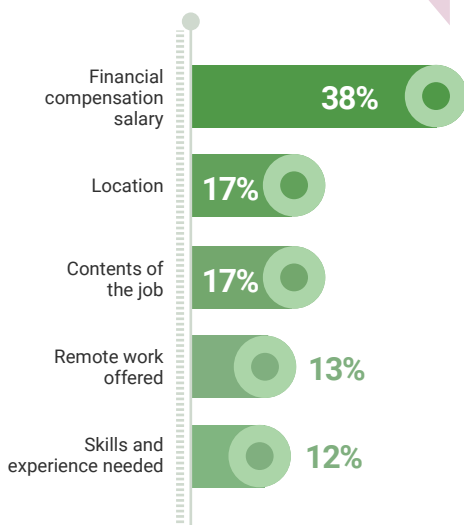


Ideal Recruitment Journey

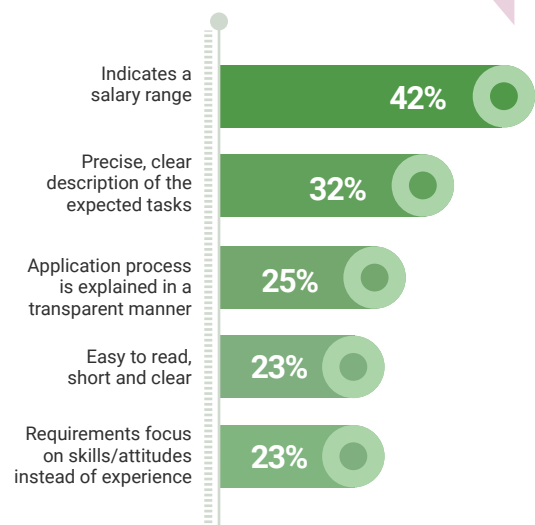
Preferences along the recruitment journey in Singapore



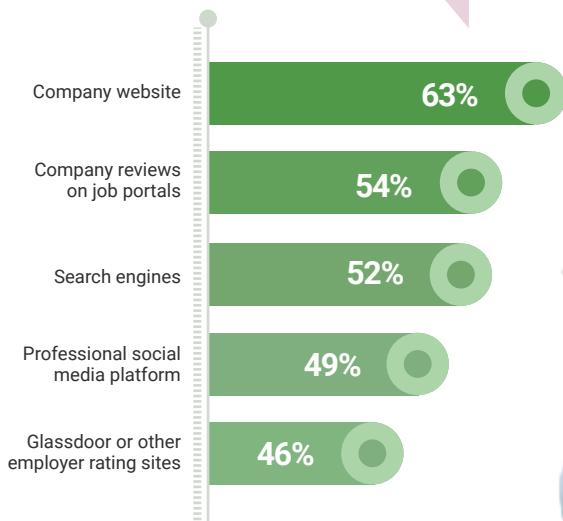
What do you look at first in a job ad?



What matters in a good job ad?



How do you find out more about an interesting job?



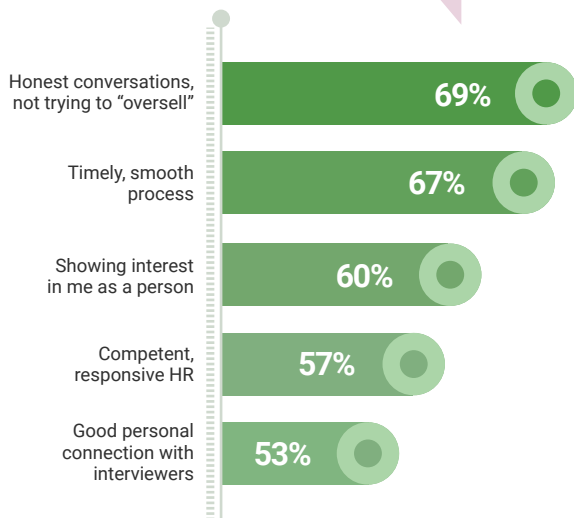
Ideal Recruitment Journey

Preferences along the recruitment journey in Singapore

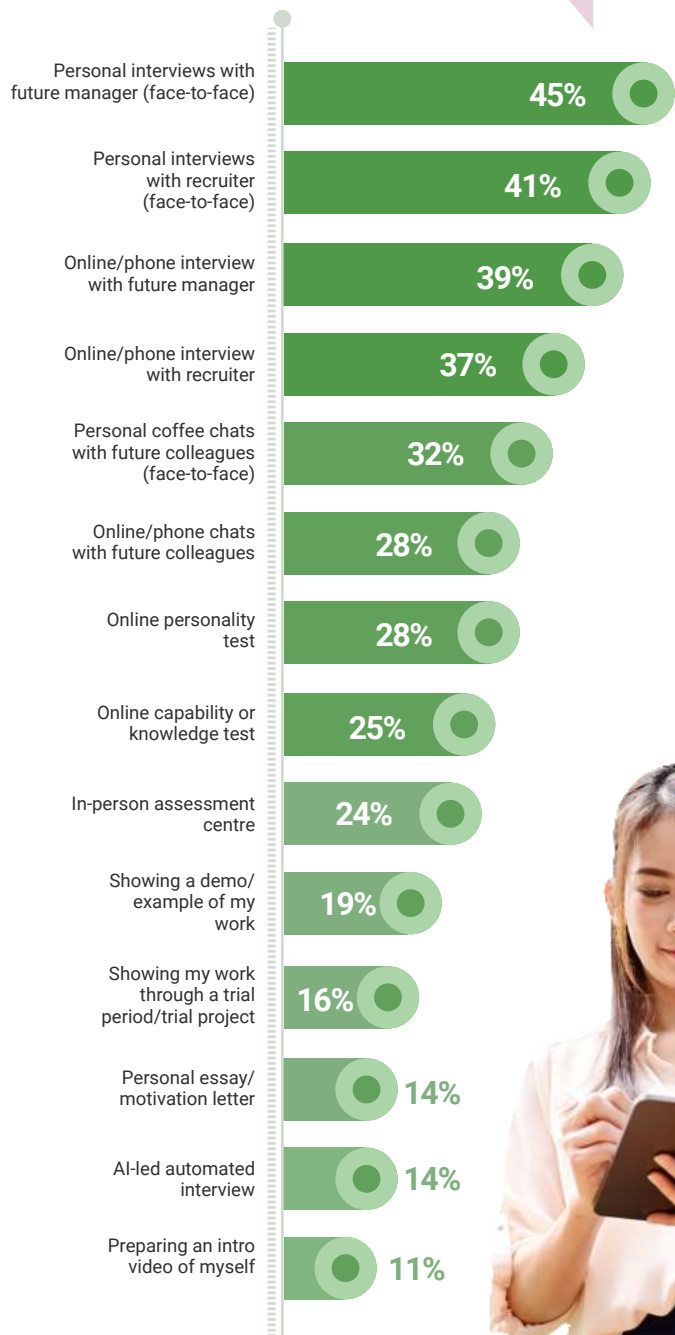


The top job application methods for Singaporeans are job boards/recruitment platforms, company websites, social media, and applying directly through a recruiter or headhunter.

What makes an employer stand out during selection?



What selection methods do you prefer?

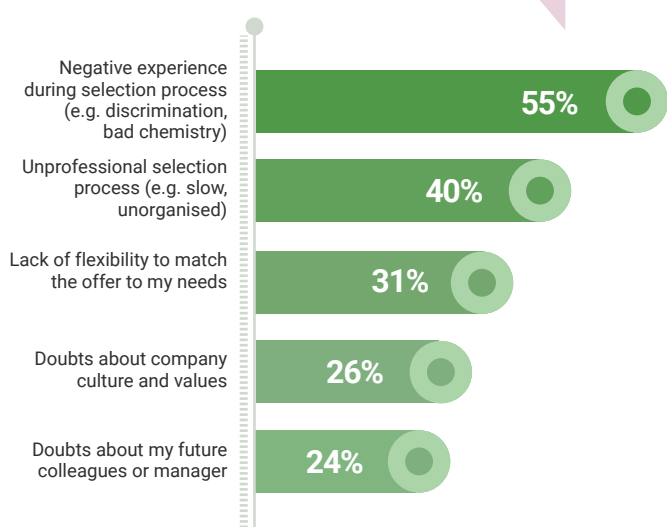


Ideal Recruitment Journey

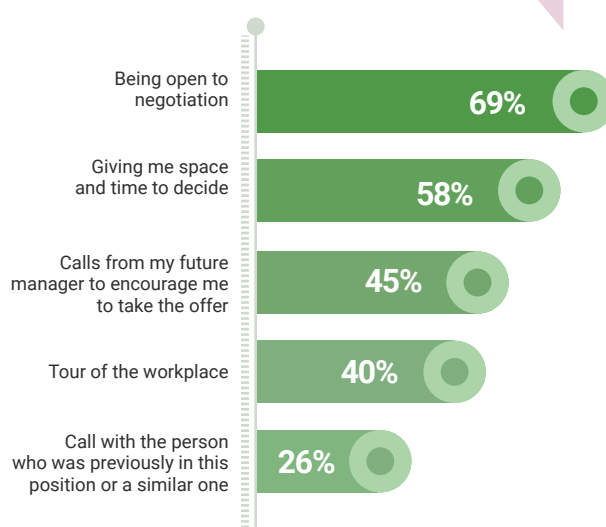
Preferences along the recruitment journey in Singapore



What would make you refuse an otherwise good offer?



How can an employer motivate you to take the offer?



RECOMMENDATIONS FOR EMPLOYERS

In a world of talent scarcity, recruitment must evolve.

This section provides ideas and recommendations on improving your recruitment strategy, process and the total offer to candidates.



Recommendations

Overcome your biases to increase your talent pool.

Skills and attitudes are more important than degrees, location or experience. Look beyond the usual markets and universities, hire for 70% fit and train the remaining 30%, or collaborate with integration programs for disadvantaged populations to access new talent pools.

Calibrate your approach to different personas.

When it comes to recruitment, one size does not fit all. Think about target candidates as customers: use data to segment them based on their needs, define the key personas you want to attract (for example: senior professionals with high expectations, young digital experts, mothers returning to work...) and calibrate your offer accordingly.

Wield digital tools impactfully – but carefully.

Digital solutions can smoothen and speed up the recruitment journey but can also damage the candidate experience. Think about the right mix of tools and software. For example, candidate-facing solutions that are not replacing in-person interactions (e.g., a recruitment app with information about the firm, dates of interviews, tips to prepare) are a win-win. However, digital tools that replace in-person interaction (e.g., chatbots, AI-led interview) are not yet popular with candidates, and should be applied carefully.



Recommendations

Focus on moments of truth to establish trust.

Accepting a job offer is a very personal decision that will shape a person's life for years to come. No wonder that candidates are sensitive to “moments of truth” when employers show them who they really are. An honest conversation, a coffee chat with a future colleague, a recommendation from a friend can go a long way.

Get culture fundamentals right.

Employers need to ensure that corporate culture is up to the expectations of modern jobseekers. Increased salary and higher seniority may be enough to attract candidates – but what they look for in the longer term is good work-life balance and flexibility. This may include being able to work from home, having a supportive manager, and having access to family support services.

Unlock your internal talent market.

The top reasons for people to look for new jobs are career progression and upward opportunities. If employers were better at providing these within the company, they may not want to leave. In a hot talent market, it is crucial to maximize your existing talent pool by providing strong career paths and tools (e.g., internal job marketplaces, mobility programs).



What Not To Do

Don't be surprised if candidates negotiate.

Candidates nowadays are likely to receive offers from multiple companies. Openness to negotiate with jobseekers is increasingly expected and employers need to be prepared to do so.

Don't neglect your corporate website.

Even in the age of social media, corporate websites still remain a top channel for candidates to find jobs and information. Employers should ensure their website projects an attractive employer brand through fresh, appealing content.

Don't forget that recruitment is a two-way process.

Majority of jobseekers would reject a good offer if they had a negative experience during the recruitment process. During recruitment, they assess the employer just as much as the employer assesses them. Managers and recruiters should be conscious of the impression they leave in candidates.

Don't underestimate word of mouth.

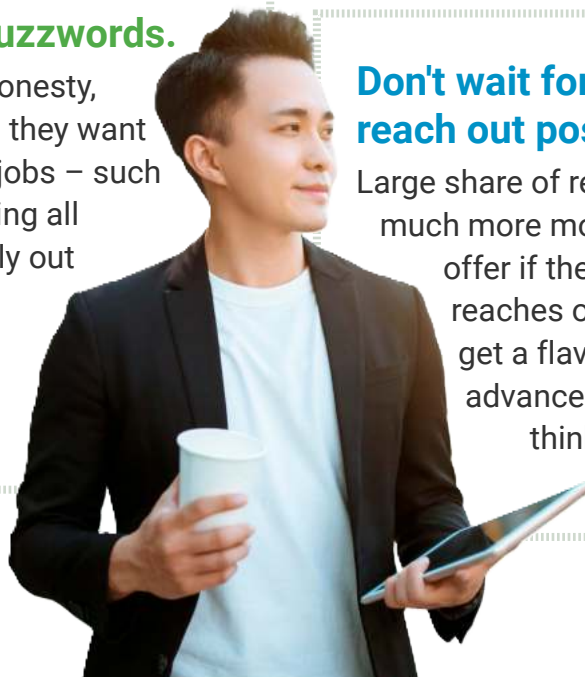
Recommendations from a friend or a professional acquaintance are the best ways to convince a candidate to consider your company. Employers should put referral programs and a strong alumni network in place to improve recruitment efficiency.

Don't hide behind buzzwords.

Candidates appreciate honesty, transparency, clarity, and they want to see key details of the jobs – such as salary – upfront. Putting all crucial information clearly out there saves a lot of time and disappointment on both sides of the recruitment process.

Don't wait for candidates to reach out post offer stage.

Large share of respondents would be much more motivated to accept and offer if their hiring manager reaches out for a talk or if they get a flavor of the workplace in advance. Employers should not think recruitment ends with the offer.



How we can help



Leverage the Key Attractors

As hiring becomes more competitive, companies should understand all the forces that influence candidates. Gain deeper insights with our series of [Signature Reports](#).



Get Help for Hard-to-Fill Roles

Save time by using [Guaranteed Hire](#) to fill competitive and hard-to-fill roles at speed, and leave the tedious recruitment work to our partnered recruitment specialists. Pay only when you hire successfully.



Focus on Employer Branding

Acquire and retain talent by showcasing your Employer Value Proposition to let candidates know you're aligned to their values beyond remuneration. Stand out from competition with [Branded](#) and [Premium Ad](#).



Reach Out to Talent Proactively

Connect to passive candidates with the right skillset ahead of others with [Talent Search](#).



Continue your journey with Asia's No. 1 Trusted Talent Partner

Our **continuing research** is part of our commitment in providing **actionable insights** for **employers** to navigate the supply and demand of the Singaporean job market. As the region's **No. 1 Trusted Talent Partner**, we have the right tools to connect candidates to jobs **4x faster and easier**.

Get access to more than **2.5 million talent** in Singapore

No. 1 in top-of-mind and usage among talents

4x more successful at placing talent with employers

Over **72.1 million** page views

25 minutes – average time spent per unique visitor on website

Source: Jobseeker and Employer Market Survey 2022 by a third-party research agency and JobStreet Internal Data.

Need further help?

Contact our Account Manager!



Source: 2022 BCG/The Network proprietary web survey and analysis

LEARN MORE WITH JOBSTREET ON HOW WE CAN HELP YOUR HIRING STRATEGY.



Contact your dedicated account manager
or reach out to our local representatives.

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