

# ANATOMY OF THE SINGAPORE WORKER

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SINGAPORE  
WORKER

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“How do I find out what matters to my staff so that I can better retain them?”

“I want to hire people who will be loyal and stay a long time, but how?”

“I keep hearing that culture matters - but nobody tells me what culture is or how to create it”

”

These are just some of the questions we were hearing from our clients, and perhaps you have heard similar sentiments in your own companies. Clearly this was a common pain point, and one that wasn't easy to tackle.

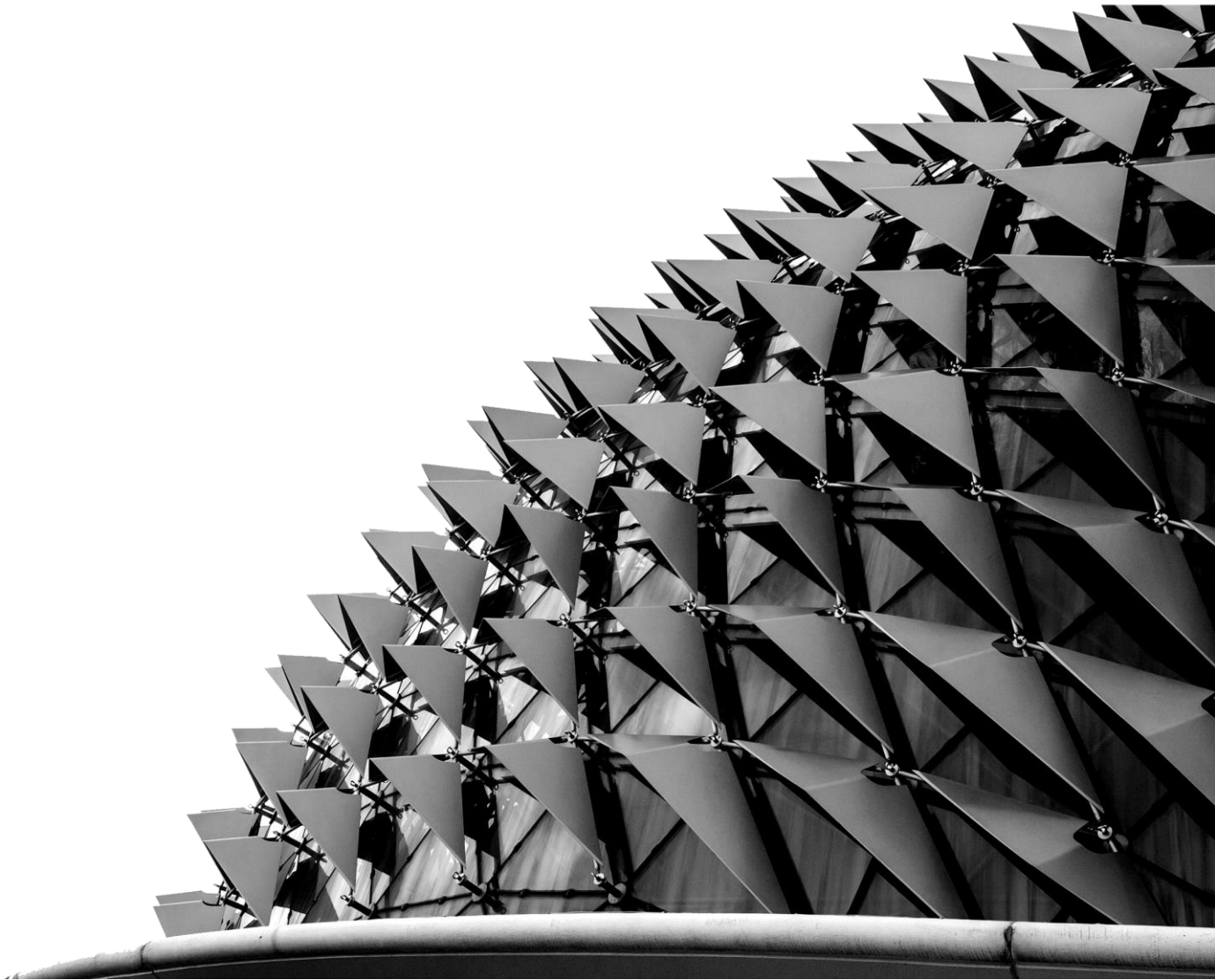
**What was needed was a way to quantify what employees really want, which would help companies identify what to do to retain them.**

This approach would also enable us to diagnose how well management efforts were aligned to employee needs, and ultimately create a data-driven definition of company culture that goes beyond nice words and phrases.

# Our Survey Approach

By combining our expertise, we approached the problem from different angles, and created a holistic view of company culture and the implications for management, which we call **TeamSight**. The three companies involved in this survey are:

- 
- **Talent Data Labs (TDL)**, a HR data analytics firm, developed the motivation mapping methodology at the heart of **TeamSight**
  - **Seraphcorp Institute**, a boutique leadership consultancy, translated the implications for the leaders of participating companies.
  - **TalentKraft**, which consults on recruiting process improvements, mapped out the impact on employer branding and recruitment.
-



The **TeamSight** methodology asks participants to rank their priorities in 4 categories

People &  
Culture

Employer  
Reputation

Role  
Characteristics


Salary &  
Advancement









Within each of these areas, participants had to indicate their preferences across 10 sub-categories by allocating 100 points in any way they wish.

For example, within

**Salary &  
Advancement**

 the sub-categories are:

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<b>Clear Path For Advancement</b>	<b>Competitive Base Salary</b>	<b>Competitive Benefits</b>	<b>Good Reference For Future Career</b>
			
<b>High Future Earnings</b>	<b>Leadership Opportunities</b>	<b>Overtime Pay/ Compensation</b>	<b>Performance Bonus</b>
			
<b>Rapid Promotion</b>	<b>Sponsorship Of Future Education</b>		
			

This approach allows participants to express a wide range of preferences while forcing them to think carefully about their priorities and preferred tradeoffs. It is also easier for them to reveal their true preferences as there is no ‘obvious’ archetype to conform to - or put another way, it is almost impossible for participants to game the survey because they won’t know what the answer is supposed to be!

We surveyed on average 20-30 team members in each company, as well as around 5 managers. This enabled us to get a representative sample of the motivations in the company, and to say something about the degree of alignment between management and team.

In total, some 24 companies from different industries took part, with a total of around 500 workers.

We were also able to build up a picture of what Singapore workers want, and how this differed from workers in Europe, by leveraging TDL’s global database.

We hope you find the results valuable and would love to hear any feedback or comments you may have!

For the full set of sub-categories, refer to the Appendix.

**20 - 30**

Team Members

**5**

Managers

**24**

Companies

**500**

Workers

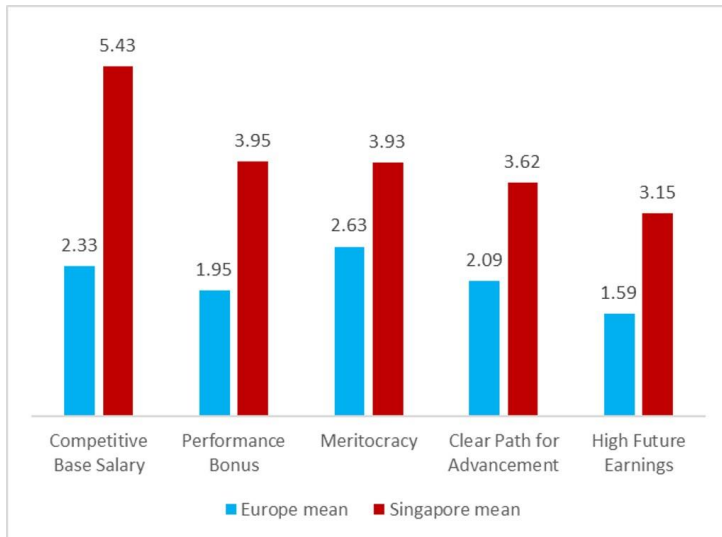
# Comparing Dream Jobs

We compared the **top 5 important factors** of workers in Singapore with their counterparts in Western Europe. Workers in Singapore place a greater emphasis on Salary & Advancement than their European counterparts, who place a greater emphasis on People & Culture.

Ranking	Singapore Workers	European Workers
1	Competitive base salary	Friendly work environment
2	Friendly work environment	Support personal development
3	Performance bonus	Creative and dynamic work environment
4	Meritocracy (recognising performance)	Respect for our people
5	Creative and dynamic work environment	Market success



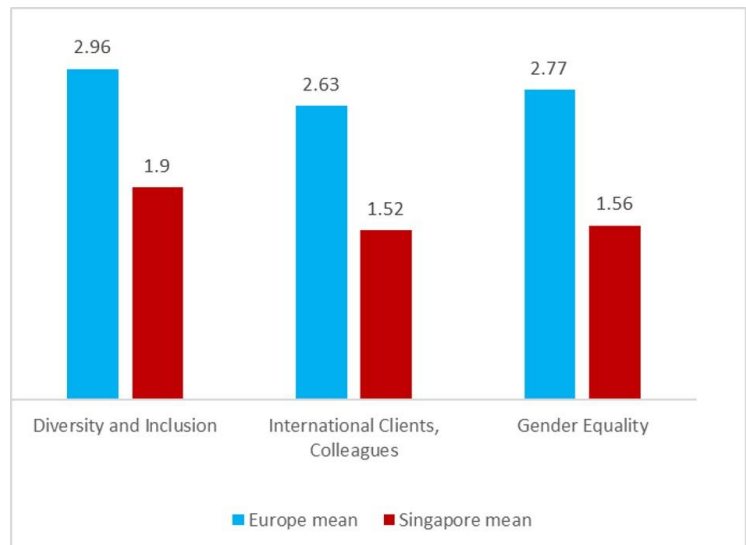
**Workers in Singapore** place a greater emphasis on these 5 sub-categories than their counterparts in Europe.



## EMPHASIS

- NO. 01 Competitive Base Salary
- NO. 02 Performance Bonus
- NO. 03 High Future Earnings
- NO. 04 Clear Path For Advancement
- NO. 05 Meritocracy

**Workers in Europe** care a lot more about diversity and inclusion, having international clients and colleagues and gender equality than workers in Singapore.



# People & Culture As Important As Salary & Advancement

It's not all about the money. The top 10 sub-categories listed by workers in Singapore came equally and only from the categories of Salary & Advancement, and People & Culture. Competitive base salary was ranked the top of all the sub-categories, but it was followed by a focus on a friendly work environment.

## Ranking Singapore Workers' Top 10

- 1 Competitive base salary
- 2 Friendly work environment
- 3 Performance bonus
- 4 Meritocracy  
(Recognising performance)
- 5 Creative and dynamic  
work environment
- 6 Leaders who will support  
personal development
- 7 Clear path for advancement
- 8 Competitive benefits
- 9 Respect for our people
- 10 High future earnings

# Planning For The *Future*

The Singapore worker showed that he/she also placed emphasis on future aspects of his/her career. Hence, sub-categories relating to advancement like **“clear path for advancement”** and **“high future earnings”** are in the top 10 sub-categories.

It is also more important to the Singapore worker that there is a clear path for advancement, than actual rapid promotion itself. The sub-category of **“clear path for advancement”** was ranked at No.7, while **“rapid promotion”** was ranked close to the bottom of the entire list at No. 36.

What does the Singapore worker look for in terms of people & culture? Clearly a friendly work environment is very important to him/her. Other aspects include being recognised for his/her performance, a creative and dynamic work environment and respect. A workplace where leaders support personal development is also important.

## EMPHASIS

NO. **07** Clear Path For Advancement

NO. **36** Rapid Promotion

# Aspects Of *Company Culture* That We Care About

## EMPHASIS

NO. **02** Friendly Work Environment

NO. **04** Meritocracy

NO. **06** Leaders Who Will Support  
Personal Development

What does the Singapore worker look for in terms of people & culture?

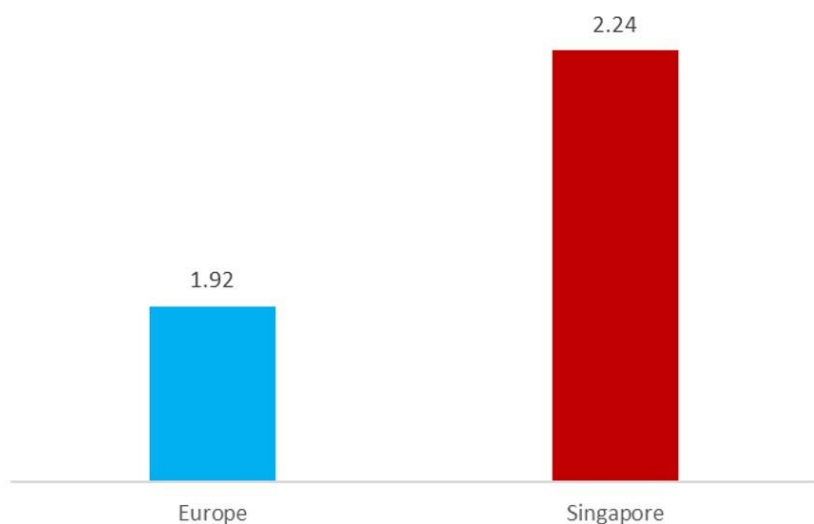
Singapore workers want a friendly work environment that is also creative and dynamic. It's also important that performance at work is recognized and that people are respected. Finally, the worker in Singapore cares about having leaders who support their personal development.

# Attitudes Towards *Professional Development*

How much does the worker in Singapore care about professional development?

The picture is mixed. Singapore workers think that leaders play an important role. The sub-category of “leaders who will support personal development” was ranked No. 6. However, the sub-category addressing actual professional training and development came in much lower (No. 18), as did the sub-category addressing the issue of sponsorship of future education (No. 29). However, Singapore workers gave professional development a higher weight than their European counterparts, perhaps suggesting that workers here are becoming convinced of the importance of lifelong learning.

Professional Training and Development



# Wanted:

## Leadership Opportunities And Inspiring Leadership

Workers in Singapore care about leadership opportunities and inspiring leadership. These sub-categories were ranked No. 11 & No. 12 respectively overall. In fact, having opportunities for leadership ranked higher than rapid promotion, which was ranked No. 36 overall.

### EMPHASIS

NO. 11 Leadership Opportunities

NO. 12 Inspiring Leadership

NO. 36 Rapid Promotion



## The Younger Generation

### EMPHASIS

NO. **01** Clear Path For Advancement



NO. **03** Leaders Who Support  
Personal Development



NO. **05** High Future Earnings



We also compared the Singapore Worker with local undergraduates who have yet to enter the workforce. The table below shows the comparison of **Top 5 sub-categories**.

Ranking	Workers	Undergraduates
1	Competitive base salary	Clear path for advancement
2	Friendly work environment	Friendly work environment
3	Performance bonus	Leaders who support personal development
4	Meritocracy (recognising performance)	Challenging work
5	Creative and dynamic work environment	High future earnings

Compared to the Singapore Worker, undergraduates showed a greater emphasis on growth and development. Forward-looking sub-categories like advancement, personal development and future earnings form 3 of the top 5 sub-categories.

# How *aligned* is the Singapore Worker to his/her Manager?

The managers who took part in this study were asked the question “**What kind of working environment do you want to create for your team?**”. So their perspective on the sub-categories is slightly different from that of the workers, who were asked “**What kind of working environment motivates you?**”. When the managers look at these sub-categories, they are thinking of their teams, rather than applying these sub-categories directly to themselves.



## MANAGERS

“What kind of working environment do you want to **create** for your team?”



## WORKERS

What kind of working environment **motivates** you?”



## The Singapore worker differs from the Singapore manager in the following ways:

1

Ranking Of	Managers	Workers
1	People & Culture	Salary & Advancement
2	Salary & Advancement	People & Culture
3	Role Characteristics	Role Characteristics
4	Employer Reputation	Employer Reputation

Singapore managers placed the most emphasis on People & Culture, with Salary & Advancement being weighed as the second most important category. Singapore workers placed the most emphasis on Salary & Advancement, followed by People & Culture. Both workers and managers ranked Role Characteristics at 3rd, and Employer Reputation & Image came up last.

## Managers and workers agree the most on recognising performance (meritocracy), competitive base salary and leadership opportunities.

2

The table below shows how managers and workers ranked these 3 sub-categories.

Sub-category	Manager's Ranking (of 40)	Worker's Ranking (of 40)
Competitive base salary	1	1
Meritocracy (recognising performance)	2	4
Leadership opportunities	9	12

Both managers and workers agree that competitive base salary, meritocracy in terms of recognising performance and having leadership opportunities are important. While everyone places the most importance on competitive base salary, workers tended to place slightly less emphasis on meritocracy and leadership opportunities than their managers.

## Managers and workers differ the most on overtime pay and compensation, sponsorship of future education and good reference for future career.

3

The table below shows how managers and workers ranked these 3 sub-categories.

Sub-category	Manager's Ranking (of 40)	Worker's Ranking (of 40)
Overtime pay / compensation	39	16
Sponsorship of future education	38	24
Good reference for future career	31	13

Workers placed a greater emphasis on all of these 3 sub-categories than their managers did. They differed the most on the importance of overtime pay / compensation. While the managers didn't think this was very important at all, workers ranked it at No. 16.

# Companies Within The Same Industry



**SMALL FIRM**  
**15** Professionals

We had the opportunity to compare two companies in the same professional services industry. One was a small firm with 15 professionals, and the other a mid/large firm with almost 120 professionals.



**MID/LARGE**  
**120** Professionals

Intuitively, most people will expect there to be significant differences between the cultures. One would expect the staff of the larger firm to be more ambitious and future-oriented, while staff at the smaller firm would perhaps place greater emphasis on work-life balance and trade advancement for a more stable career. Does reality bear this out?

Ranked priorities for two professional service firms

	Small	Large
1	Friendly Environment	Competitive Base salary
2	Creative Environment	Career Path For Advancement
3	Competitive base salary	Meritocracy
4	Ethical Standards	Personal Development
5	Meritocracy	Friendly Environment
6	Market Success	Respect People
7	Inspiring Leaders	Inspiring Leaders
8	Career Path For Advancement	High Future Earnings
9	Competitive Benefits	Training & Development
10	Future Reference	Market Success



In this particular case, the staff at the large firm were indeed more focused on their future career, with heavy emphasis on career path, personal development, meritocracy, and to a lesser extent, high future earnings. There was also a much greater emphasis on competitive base salary, which was their top priority by some distance (in this case it was given a score of 7.1 - extremely high, at almost 3 times the average score). While the team at the small firm ranked salary as their number 3 concern, they gave much less weight to it - only 3.62. For the team at the small firm, a friendly and creative environment were their top priorities, which is consistent with the view that work-life balance is a driver for them choosing such firms.



These examples confirm the intuition about the type of people that are drawn to different types of firms within the same industry. In one sense, it is good news for smaller firms. They can compete for the best talent provided they define and communicate their employer proposition correctly. Not every top talent will be focused on fast progression and big salaries - and the key is to communicate and set the right expectations. For young graduates, it is important to recognize that fighting to get into the biggest firms just because everyone else is doing it may not be the right thing for you. It is more important for the sustainability of a career that there is a good match between what they want and what is being offered.

# Case Study 1

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The management team at **Abaavo Group**, franchisor of **Wingstop Singapore**, gave us a challenge. They were seeing some outlets that consistently outperform their peers, and were curious to see if this would show up in the culture diagnostic. So they asked us to analyze 3 outlets separately and compare their culture profiles.

The results were quite stark. Two of the outlets had very similar profiles, with a high correlation score of 74%. The other outlet had correlation scores of only 50% and 53% with the other two outlets. The team at the unique outlet had a very different emphasis from their peers in the other two outlets. They were much more concerned about

- High future earnings
- Clear path for career advancement
- Leadership opportunities

The other outlets were much more in line with the industry average, with a strong focus on competitive base salaries, benefits and bonuses.

Needless to say, the outlier was also the best performing outlet. The team's emphasis on future opportunities, rather than current compensation, appears to correlate with better work attitudes and performance. This

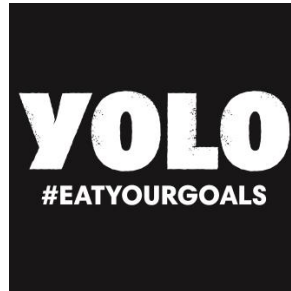
was reflected in the consistently higher Customer Satisfaction Score achieved at that outlet.

For Mr TY Chia, VP Sales and Marcom at Abaavo Group, this reflects the impact that outlet managers can have on work culture. Depending on the degree of autonomy, the individual outlet manager can be a very strong influence on the mindset of the team, and how motivated they are by money vs other aspects of the job. If the manager also has authority to hire, they may also, consciously or unconsciously, favour certain types of profiles over others. A strong positive culture can create a virtuous feedback loop and attract other strong performers - just as a toxic culture can create a death spiral!

This also highlights the importance of hiring right. Even in an industry like F&B, with tight supply and high turnover, being able to attract and select the right people can make a material difference to a company's financial performance. This could be through higher revenues, as greater customer satisfaction, or through lower attrition, which lowers hiring costs while maintaining consistently better service. Service staff are not just warm bodies - they are not created equal, and the ability to spot gems is invaluable!

## Case Study 2

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One F&B company that is looking to build a very distinct culture is **YOLO**, founded by energetic Frenchman Alexis Bauduin. YOLO is not just about filling stomachs - it is about enabling people to reach their health and lifestyle goals without self-deprivation or compromising on taste. The company currently has 3 outlets from which it is able to serve corporate and home deliveries, and has ambitious plans to expand islandwide in the near future.

Alexis is trying to shape the company culture around the things that matter most to him. He wants a team that is inspired by the mission of improving health for their customers through their range of healthy but delicious and comforting food. To achieve this requires a combination of hiring the right people (who are already passionate about healthy eating) and constantly reinforcing the brand values to the

team. Given the big plans he has for the business, a strong culture will be critical to YOLO's long-term success.

While YOLO is still at an early stage of the journey, his hard work is starting to pay off. The team as a whole places greater emphasis on creative work and a clear path for advancement than the typical F&B worker, and working for a company with an inspiring purpose is important to them. During a recent lunch service, where an unusually large crowd was starting to build up, Alexis was delighted to see that the team responded positively to the challenge with smiles and mutual encouragement, rather than complaints or scowls. He believes that the culture he is trying to build is starting to have an impact on the daily operations of the business, but there is still a long road ahead!

## Case Study 3



GREAT KITCHENS. WE MAKE IT HAPPEN!

**Q'son Kitchen Equipment Pte Ltd (Qson)** is a company with a strong focus on professional training and development for team members at all levels. This focus comes from the very top. Managing Director Sally Chua is personally convinced that training, retraining and upskilling are important to staying ahead of the competition.

“I tell the staff,

“每天学习， 每天进步”

(Daily improvement through daily learning).”

Sally sends out motivational messages to more than 100 team members via Whatsapp on a regular basis, not just to keep the communication line open but also to imbue this value.

Skills upgrading and training is firmly established in the company culture. The company provides regular in-house training programmes for all staff on technical service, product knowledge, enrichment and team-building sessions. Given the nature of the kitchen equipment business where skills and experience can be niche, Q'son management do not fully expect to hire team members

with relevant or related experience. “They come with zero relevant skills mostly,” says Sally. “We hire them based on their attitude and their willingness to learn. Then we teach them not only the basics, but train them with additional skills so that they can value-add and multi-task in their jobs.” The company rewards staff who go the extra mile to upgrade in skills that value add to their jobs. Kitchen technicians who obtain a driving licence are given a pay increment, because it allows them to co-drive and double up to deliver the goods for installation and commissioning.

Beyond service and product training, the open and learning culture extends to the office environment. Q'son's corporate office is open, cheerful and full of bright colours. Office rooms have clear glass partitions and doors, with motivational messages on the walls. Pride of place in their new extension is an enormous multi-coloured open discussion area built to look like a bird cage.

Q'son's efforts pay off. Staff turnover is lower than the industry average. Q'son's employees are also sought after by not only their competitors but also their clients. “We make our clients sign a no-poaching clause,” laughs Sally.

“Because now when they see someone from Q'son, they know the person brings value.”

## Case Study 4

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**Grasshopper** is a home-grown fintech and proprietary trading company that feels like a startup, even though it was founded in 2006. It currently has 60 employees and has ambitious growth plans as they enter new markets and trade new products. They have a diverse team, with staff from more than 13 countries, including France, Portugal, and Ireland.

From the beginning, there was a conscious effort to create a cosy and casual atmosphere in the office, reflecting the style and philosophy of the founding team. A prominent sign near the office entrance warns that this is a place with “No egos”. The cutting-edge technical and coding challenges that they work on requires that people from different backgrounds and with different technical skills and ways of thinking collaborate effectively, and the culture has been carefully constructed to facilitate cooperation.

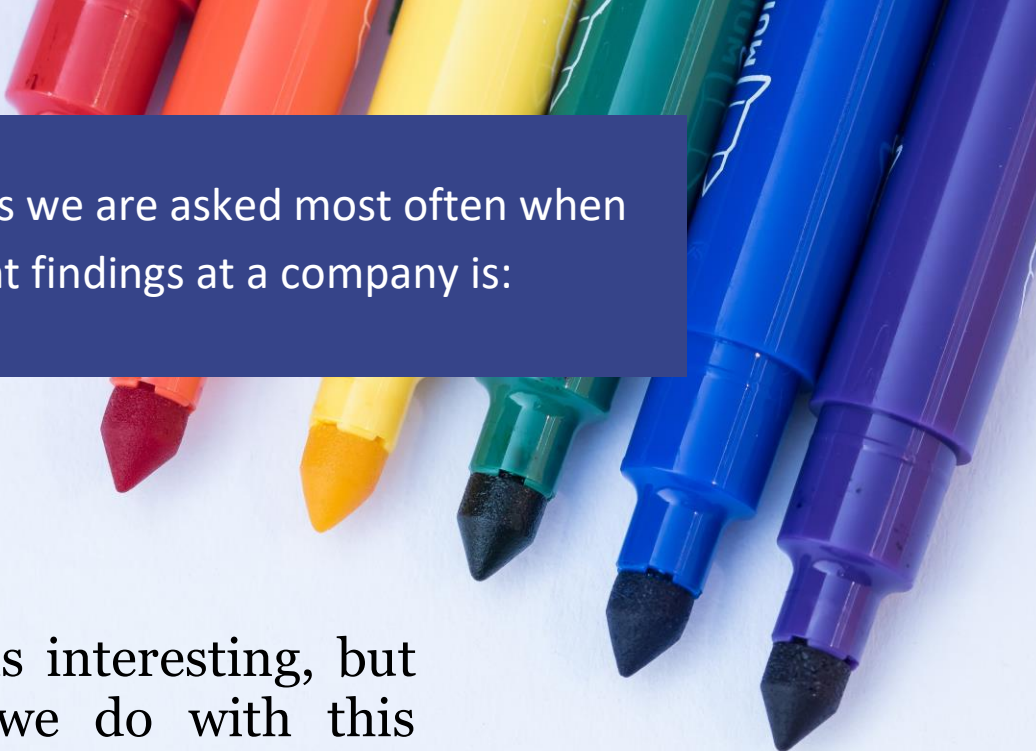
This culture is reflected in the high emphasis both employees and management place on a

creative work environment and on rewarding performance. Apart from the usual team focus on compensation, respect for people is another value that receives higher than usual emphasis. The management also invests heavily to support personal development within the team, through initiatives such as mentorship programs and supporting individuals pursuing education or skills courses. There is also a significant focus on holistic skills development, particularly around the core competencies of software development, quantitative analysis and trading.

Turning such a diverse group of multinational talents into a well-oiled machine is not an easy task, and the company’s culture is central to their success to date. Ensuring that this is not disrupted as the company grows is one of their priorities going forward. As Grasshopper CFO James Leong puts it,

“Hiring and grooming the right people is the biggest challenge, because if we get it wrong, things can go south really fast. Cultural fit is as important, or perhaps even more important, than raw technical ability.”





One of the questions we are asked most often when discussing TeamSight findings at a company is:

“OK, this is interesting, but what do we do with this information to create it”

**More broadly, you might be asking yourself the same thing when reading this report. So what do I do with these findings?**

# Raising *Awareness Of* Alignment

The first and most direct application is to raise awareness within the company of the areas of alignment and misalignment. Most managers will have (or say they have!) an intuitive grasp of the unmet needs. However, in almost all cases, seeing the results confirmed on paper gave them the impetus they needed to take action. One company we spoke to actually went all the way and adjusted their compensation packages to better reflect the priorities of their team! Data is going to become increasingly important to HR, and this is one example of how concrete data can guide decision-making. It is easier to convince top management that something needs to be done when there are numbers to back it up.

In some cases, companies might need focus group discussions to dive deeper into issues that the data throws up. One set of findings showed a consistent refusal to rank any sub-category above the others, that led to questions about morale and possibly the lack of a voice amongst team members. Another set of findings showed that the team members lacked the entrepreneurial focus that the management felt was important for the next stage of the company's growth. When conducted well, focus group discussions provide the safety for candid discussions which provide further data for management to work on.

Misalignments can be addressed internally or externally. Addressing misalignment internally requires managers to look existing systems, structures or processes within the company and making the necessary adjustments. In some cases, managers might choose to address unmet needs, and make changes where relevant. In others, managers might decide that internal communications or cultural change efforts are required to better align team motivations with company policy.

# Leadership

# Development



This leads to the second application - leadership development. Mapping the team's desires creates a pathway for management to change how things are done. However, not all managers are equipped to create handle the varied demands the team may have - be it creating leadership opportunities for individual team members, structuring work so that it is varied and challenging, supporting their personal development, etc. The results of this diagnostic help identify the capability gaps within the management team that need to be addressed through training and coaching.



## Learning Opportunities And Career Development

In the context of SkillsFuture, this may seem an obvious low hanging fruit for most companies. The research has shown us that workers in Singapore value a clear career path over rapid promotion. Providing structured learning opportunities and career development can go a long way to motivate workers. There are various grants available for companies who need assistance to put these structures in place while their in-house capabilities are being built.





# Changing Recruitment And Deployment Processes

Addressing misalignment externally requires managers to hire differently, and to bring in team members who are more aligned to management's existing priorities. There are two recruiting-related applications for TeamSight. Once the company's (or specific role) profile has been defined, this can be used as a screening mechanism for future applicants, to compare them against the desired profile. This can help screen out candidates who would be a poor fit for the company culture, and hence unlikely to thrive in the long term. It is challenging to dig deep into internal motivations during interviews - in fact, applicants themselves may not have a very thorough understanding of

their priorities! Hence TeamSight can provide an objective assessment of fit even before the interview stage.

A related use is in allocating staff to teams. Each team/outlet/department may have its own subculture, and a particular new joiner may be more suited to one than another. Once skillsets, preferences and other factors have been taken into account, their expected cultural fit could be taken into account before making a final decision. This way, talents are allocated to where they are most likely to thrive and blend well with the existing team, improving engagement and retention over time.

Founded in 1991, **Crystal Jade** is a Singapore-based Chinese culinary group with MICHELIN one star and multiple MICHELIN BIB Gourmand awards, with over 120 restaurants across 30 major cities.

Committed to preserving the rich traditions of Chinese cuisine, the group's portfolio of specialty dining concepts range from fine dining and casual dining restaurants to specialty bakeries.



# RE&S

Food For Life

**RE&S** was founded in 1988 by Osaka native Hiroshi Tatara, to bring a slice of Japanese lifestyle to Singapore with Takahashi and Fiesta restaurants. They have since grown into a leading regional food service company with a diverse portfolio of over 20 brands that includes quality restaurants and food manufacturing.



grasshopper

**Grasshopper**, a small giant in proprietary trading, is a Singapore-founded company that trade into major derivatives exchanges across Asia and the United States. Hardware, software and algorithmic tools are all part of Grasshopper's company DNA.



**WHITE RESTAURANT**  
The Original Sembawang White Beehoon

**White Restaurant**, a local eatery, currently has five locations in Singapore. It is famous for its signature dish, Seafood White Beehoon. The Original Sembawang White Beehoon is very much considered as one of the uniquely Singaporean dishes that is part of Singapore National Identity.

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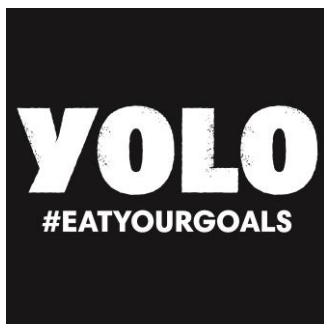
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**Koji Sushi Bar** is a trendy and casual Japanese sushi/sashimi-only joint with a simple menu focusing on quality fresh sea produce, speed and affordability in the day to cater to office crowd. In the evening, omakase (chef decide) menu will be served along with a good selection of sake and shochu for a relaxed dining experience.



**Plash Media**, a digital marketing company, is headquartered in Singapore and has another office in India. Plash designs beautiful campaigns and useful productivity tools for its clients. The company's product portfolio includes ALORE, TRUNEXT, and LIMITLESS.



**YOLO**, currently with three outlets in Singapore, was founded to redefine the experience of healthy eating. The founder believes that healthy food should not be "boring, tasteless and expensive". They offer a menu filled with your favourite food, such as chicken rice, laksa, made healthy! All meals are wholesome, tasty and accessible to everyone (halal certified, vegetarian, GF) and its recipes are all accredited by its in-house nutritionist.



**Abaavo Group (Wingstop)** is a high-growth franchisor and operator of restaurants that specialize in cooked-to-order chicken wings that are sauced and tossed by hand. Founded in 1994 in Garland, Texas, the group believe that they pioneered the concept of wings as a “center-of-the-plate” item for all of the meal occasions.



GREAT KITCHENS. WE MAKE IT HAPPEN!

**Q'son Kitchen Equipment**, is a subsidiary of SGX-listed company-Singapore Kitchen Equipment Limited. Q'son provides kitchen equipment and related services to local food & beverage outlets as well as individual homes.



**Impress.AI** was launched in January 2017 to provide help for recruiters at every stage of the talent acquisition process. From screening, to interviewing, and shortlisting candidates at scale. Every applicant gets a chance to impress the recruiter through the Impress.AI chat bot.



**Schweiger & Partners** focuses on Intellectual Property and on related commercial law matters in Europe and Asia. The company has a team of patent & trademark professionals in Singapore and Munich that combines legal, technical and scientific know-how for corporate clients of all sizes.



## These are the details of the sub-categories in **TeamSight**:

### Salary & Advancement

- 1 Clear path for advancement
- 2 Overtime pay / compensation
- 3 Competitive benefits
- 4 Performance bonus
- 5 Good reference for future career
- 6 Competitive base salary
- 7 High future earnings
- 8 Rapid promotion
- 9 Sponsorship of future education
- 10 Leadership opportunities

### People & Culture

- 1 Creative and dynamic work environment
- 2 Commitment to diversity and inclusion
- 3 Friendly work environment
- 4 Interaction with international clients and colleagues
- 5 Leaders who will support personal development
- 6 Meritocracy (Recognising performance)
- 7 Enabling talent to integrate personal interests
- 8 Recruiting only the best talent
- 9 Respect for our people
- 10 Support for gender equality

## These are the details of the sub-categories in **TeamSight**:

Employer Reputation	Role Characteristics
1 Prestige	1 Variety of assignments
2 Innovation	2 Team-oriented work
3 Market success	3 Secure employment
4 Attractive / exciting products and services	4 Customer focus
5 Corporate social responsibility	5 Challenging work
6 Corporate transparency	6 Flexible working conditions
7 Ethical standards	7 High level of responsibility
8 Fast-growing / entrepreneurial	8 High performance focus
9 Inspiring leadership	9 Opportunities for international travel / relocation
10 Inspiring purpose	10 Professional training and development

# We would love to hear from you!

Contact any of us if you wish to find out more about our study, TeamSight or how our respective companies can partner you in any way:

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**TALENT DATA LABS**

**TalentDataLabs**

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