

## Talent Mapping

DATA SETS RESEARCH

May 2008



## Experteer Data Set

### (I) Data Set Extracts

A total of 16,232 account profile records were extracted from the Experteer data set for analysis on the basis of candidates that had taken up their current positions in either 2007 or 2008.

This was reduced to 13,629 records after removal of those profiles where no previous location was registered in the candidate profiles.

Record-by-record cleansing and some re-classification of the Experteer data were carried out at this stage. Consequently, figures may not correspond with the Preliminary Research.

Within this data set extract, the geography was focused on 10 European countries or groupings (Experteer10 or EX10):

- Austria
- Belgium
- France
- Germany
- Italy
- Netherlands
- Spain
- Switzerland
- United Kingdom
- Central and Eastern Europe (CEE), comprising 10 countries joining the European Union as part of enlargement in 2004 and 2007: Bulgaria, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia, Slovenia.

## Geographical Coverage

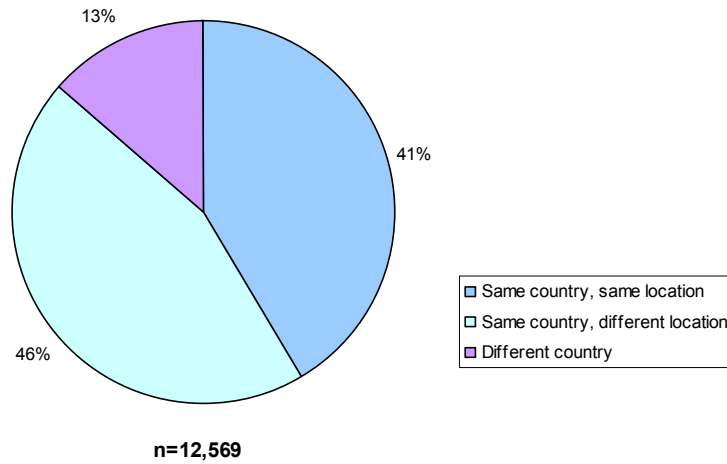


Across this defined geography, total candidate profiles by nationality (or country of origin) numbered 12,397, and 12,569 by current country of workplace/residence (94.7% of the usable sub-extract). Numbers of valid records and weighting by country are summarised in the table below.

**(II) International Talent Movements Analysis 2007/08**

Based on the current country of workplace/residence data extract (12,569 records), 1,696 candidates within the EX10 countries took up new positions in different countries during 2007/08 (13.5%).

**Job Changers 2007/08**



(a) Talent movements

While the average proportion of job changers moving abroad to take up their current positions in 2007/08 is recorded as 13.5%, figures vary widely between countries from 7.5% to 44.6%. With exceptions of Germany, France and to a lesser extent Italy, the proportion of top talent moving internationally does not vary considerably between different nationalities (or countries of origin) and ranges from 35-45% of all job movers.

Nearly two thirds of senior professionals moved between the EX10 countries, while almost 36% of all talent attracted to these countries originated from elsewhere in the world.

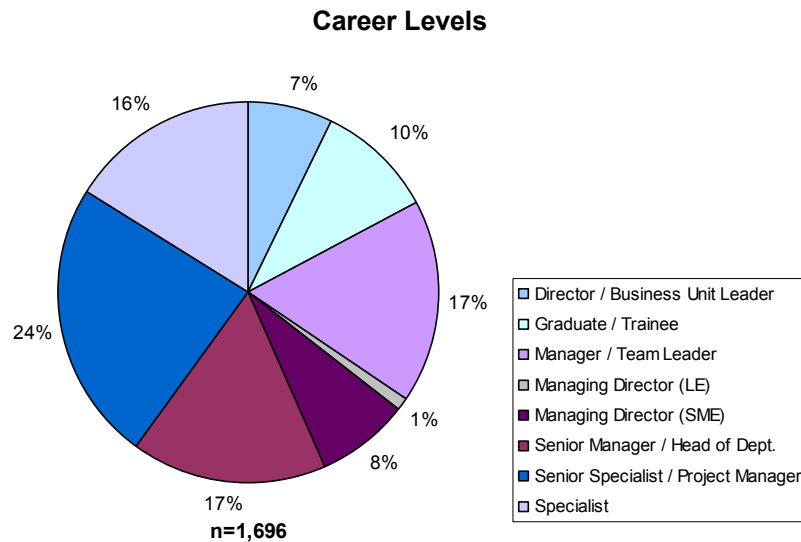
State immigration policies will have had some impact on labour movement, particularly of non-EU nationals. Germany and France appear to have the most lenient policies in this respect. Lowest levels of immigration from non-EU countries were registered in Switzerland and the CEE countries.

Surprisingly small numbers and movements of talent were recorded from the CEE countries. Even more surprising is the suggestion based on the data that no international job changers from this region chose to take up senior positions in the UK in 2007/08.

The movement of talent to neighbouring countries appears to be most prevalent e.g. Austria – Germany, Switzerland – Germany, Netherlands – Germany, Germany – CEE countries. Common language skills as well as proximity to home countries no doubt influence this pattern of movement.

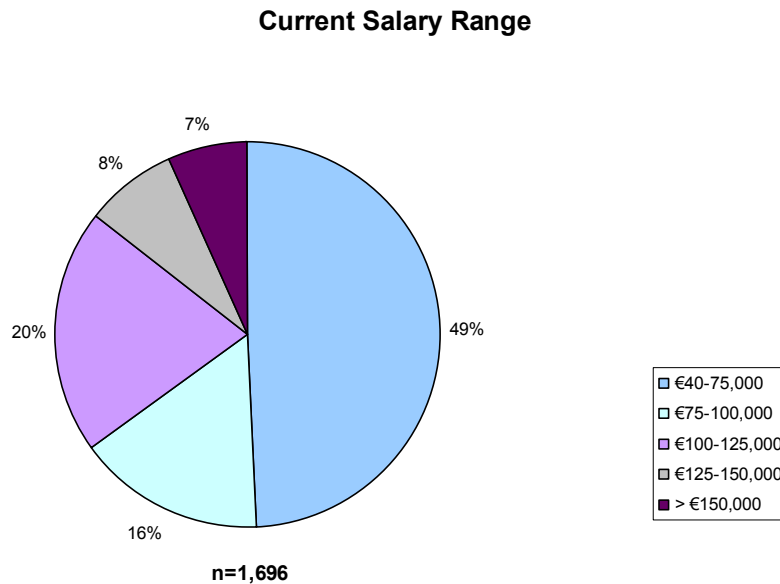
(b) Career levels

Forty percent of all those taking up positions abroad in 2007/08 were either functional or sector Specialists or Project Managers. Another 34% were Managers or Heads of Department.



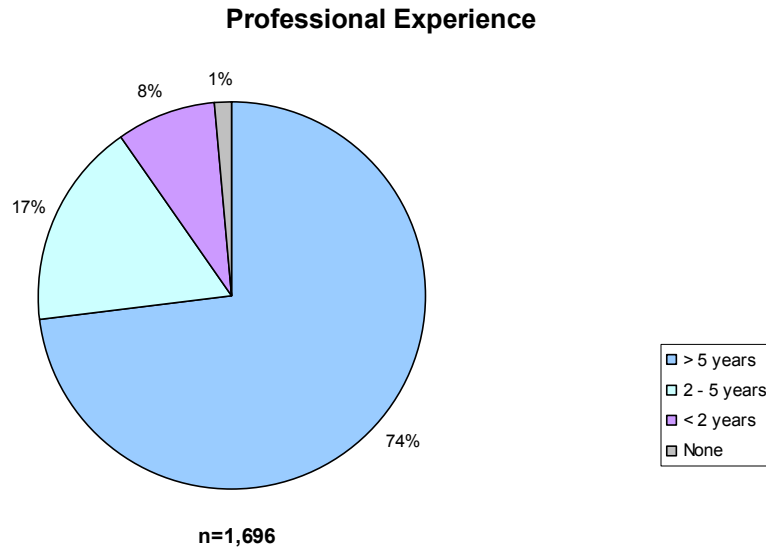
(c) Salary ranges

International talent that has recently taken up new positions typically earns between €50-75,000 per annum. This level of remuneration is easily achievable in most native markets by professionals, suggesting that money is not the key motivation for talent choosing to work abroad.

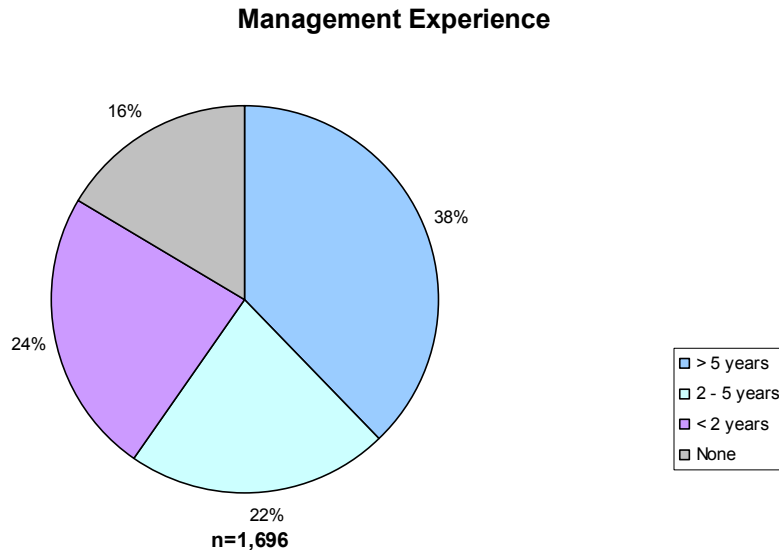


(d) Experience

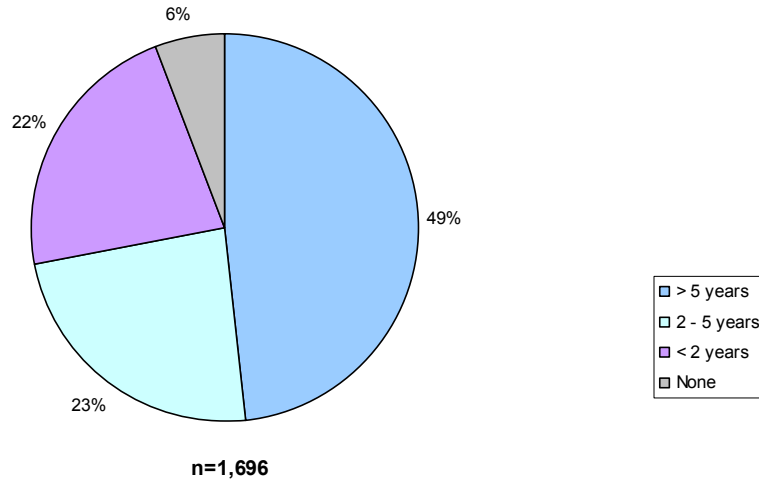
Nearly three quarters of international movers have at least 5 years experience in their profession. Over 90% have at least 2 years professional experience.



Similarly, 38% of international talent changing jobs in 2007/08 have more than 5 years experience in business management (rising to 60% with at least 2 years experience) and 49% have experience in project management activities for a similar duration.



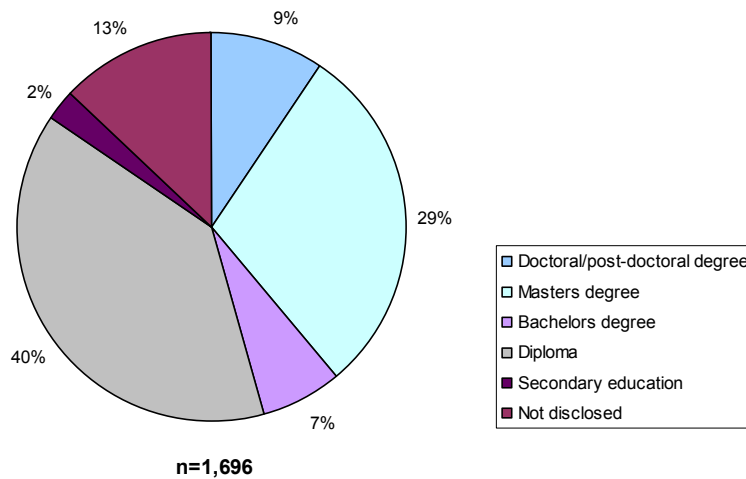
**Project Management Experience**



(e) Educational attainment

At least 85% of movers have tertiary educational qualifications, with most attaining either diplomas or masters degrees.

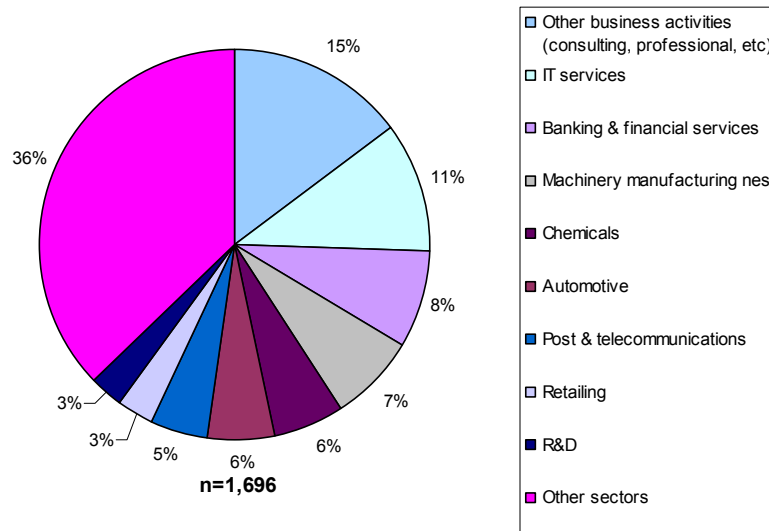
**Educational Attainment**



(f) Industry sectors

The data set research also highlights that professional services (business consulting, auditing, legal and other business services) and the IT sector as well as banking and financial services are the most common industry sectors to witness significant international movements of talent.

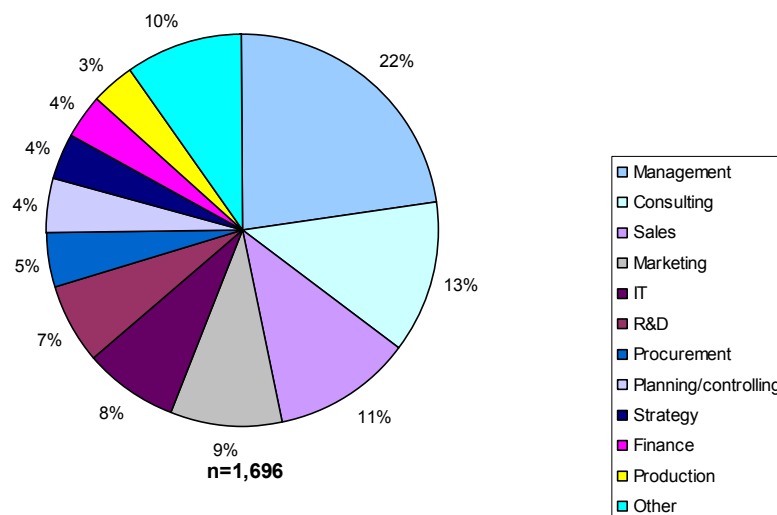
**Industry Sectors**



(g) Job functions

The majority of talent moving abroad in 2007/08 hold general management, consulting, sales or marketing positions. There are also notable movements of IT and R&D talent.

**Job Functions**



**(III) Country-By-Country Talent Movements Analysis 2007/08**

We have summarised below gross and net movements between the selected countries, both on a worldwide and EX10 countries-only basis for 2007/08.

**International Talent Moves 2007/08**

	<b>BASIS</b>	<b>TO</b>	<b>FROM</b>	<b>NET</b>
<b>Austria (AT)</b>	<b>ALL</b>	<b>93</b>	<b>89</b>	<b>+4</b>
	EX10	74	74	0
<b>Belgium (BE)</b>	<b>ALL</b>	<b>61</b>	<b>42</b>	<b>+19</b>
	EX10	47	38	+9
<b>CEE countries (CEE)</b>	<b>ALL</b>	<b>59</b>	<b>83</b>	<b>-24</b>
	EX10	48	70	-22
<b>Switzerland (CH)</b>	<b>ALL</b>	<b>268</b>	<b>114</b>	<b>+154</b>
	EX10	234	95	+139
<b>Germany (DE)</b>	<b>ALL</b>	<b>716</b>	<b>728</b>	<b>-12</b>
	EX10	360	451	-91
<b>Spain (ES)</b>	<b>ALL</b>	<b>73</b>	<b>53</b>	<b>+20</b>
	EX10	51	44	+7
<b>France (FR)</b>	<b>ALL</b>	<b>148</b>	<b>141</b>	<b>+7</b>
	EX10	81	108	-27
<b>Italy (IT)</b>	<b>ALL</b>	<b>57</b>	<b>58</b>	<b>-1</b>
	EX10	35	46	-11
<b>Netherlands (NL)</b>	<b>ALL</b>	<b>87</b>	<b>60</b>	<b>+27</b>
	EX10	62	49	+13
<b>United Kingdom (UK)</b>	<b>ALL</b>	<b>134</b>	<b>135</b>	<b>-1</b>
	EX10	100	117	-17
<b>TOTAL</b>	<b>ALL</b>	<b>1,696</b>	<b>1,503</b>	<b>+193</b>
	EX10	1,092	1,092	0

This serves to highlight that:

- Six of the ten countries (or groups of countries) analysed are net importers of professional workers from overseas, while four are net exporters;
- Switzerland is the biggest net importer of international talent, and by a considerable margin;
- The Netherlands, Spain and Belgium also have healthy inflows of international talent, although in Spain the source is more likely to be from outside the EX10 countries;
- CEE countries are currently suffering by far the biggest drain of talent abroad;
- While on a worldwide basis the UK roughly breaks even on inflows and outflows of professionals, it is a net exporter of talent to other EX10 countries.
- This trend of overall international talent gains but intra-EX10 country losses is more pronounced in France.

#### (a) Country talent movements

By country, between 3% and over 57% of international moves were to capital cities in 2007/08. This pattern can vary widely between countries, often depending on whether the capital in question is an administrative or political, rather than a major business centre. For example, only 3% and 7.4% of international talent moves to Switzerland and Germany went to Bern and Berlin respectively. This contrasts with Belgium and the UK, where 57.4% and 56% were attracted to Brussels and London respectively.

In Switzerland, Zurich, Geneva and Basel are bigger urban centres than the capital Bern. In Germany, Berlin's capital city status was only reinstated in 1990 and became the seat of government again in 1999, while at least 25 other cities spread throughout the country boast populations in excess of 250,000.

There is also a mis-match with where candidates are coming from. Between 11.8% and 32.5% came from capital cities around the world in 2007/08, with Germany attracting the largest proportion of former capital city residents (nearly one third) and Austria attracting the lowest.

(b) Country career levels

Allowing for differences in sample sizes (but without reference to small sample sizes), of the international talent moving in 2007/08:

- Switzerland, CEE countries and France appear to have attracted higher than average numbers of Managing Directors of large enterprises;
- SME Managing Directors were more attracted to Austria and Spain;
- Disproportionate numbers of Directors / Business Unit Leaders headed to CEE countries;
- Austria was the country of choice for Senior Manager / Head of Department posts;
- Senior Specialists and Project Managers were drawn to Switzerland, while France outperformed in its attraction of Sector Specialists; while
- France, Spain and Italy attracted disproportionate numbers of younger Graduates and Trainees.

### Country Career Levels

CAREER LEVEL	TOTAL	COUNTRY									
		AT	BE	CEE	CH	DE	ES	FR	IT	NL	UK
Director / Business Unit Leader	121	6.6%	5.8%	6.6%	12.4%	38.0%	2.5%	10.7%	4.1%	5.8%	7.4%
Graduate / Trainee	173	3.5%	2.3%	1.2%	6.4%	41.6%	7.5%	13.9%	6.9%	6.9%	9.8%
Manager / Team Leader	292	3.8%	3.1%	3.8%	18.8%	43.5%	5.1%	7.2%	3.1%	5.1%	6.5%
Managing Director (LE)	18	5.6%	5.6%	11.1%	22.2%	16.7%	5.6%	16.7%	0.0%	11.1%	5.6%
Managing Director (SME)	133	8.3%	3.8%	3.0%	14.3%	42.9%	6.8%	1.5%	3.8%	6.8%	9.0%
Senior Manager / Head of Dept.	282	9.9%	4.3%	4.3%	14.2%	40.4%	4.6%	7.4%	2.8%	5.3%	6.7%
Senior Specialist / Project Manager	405	4.4%	3.2%	2.7%	20.5%	43.2%	2.5%	8.4%	2.0%	4.9%	8.1%
Specialist	272	3.7%	3.7%	3.3%	15.1%	44.9%	3.3%	11.0%	3.7%	2.6%	8.8%
<b>TOTAL</b>	1,696	93	61	59	268	716	73	148	57	87	134
	<b>100%</b>	<b>5.5%</b>	<b>3.6%</b>	<b>3.5%</b>	<b>15.8%</b>	<b>42.2%</b>	<b>4.3%</b>	<b>8.7%</b>	<b>3.4%</b>	<b>5.1%</b>	<b>7.9%</b>

Indicates over-weight relative to sample size.

#### (c) Country salary ranges

In general, average salaries are higher in Switzerland and Germany than in other EX10 countries. However, there can still be wide variations in pay across different salary brackets and between job types.

In the context of the Experteer data set, Spain, France, Italy and the UK all have higher than expected concentrations in the lowest salary range (€40-75,000 pa), while Spain and the UK also have significantly higher proportions of professional talent in the top salary bracket (>€150,000).

### Country Salary Ranges

SALARY RANGE	TOTAL	COUNTRY									
		AT	BE	CEE	CH	DE	ES	FR	IT	NL	UK
€40-75,000	832	4.4%	3.6%	3.6%	11.1%	42.3%	5.9%	11.9%	4.3%	4.6%	8.3%
€75-100,000	272	6.6%	1.8%	2.9%	26.5%	37.5%	2.2%	7.7%	2.9%	4.0%	7.7%
€100-125,000	345	6.1%	4.9%	3.5%	19.4%	45.8%	2.0%	5.5%	2.0%	4.9%	5.8%
€125-150,000	133	8.3%	4.5%	4.5%	16.5%	42.1%	3.0%	0.0%	2.3%	9.8%	9.0%
> €150,000	114	5.3%	2.6%	2.6%	13.2%	42.1%	6.1%	7.9%	2.6%	7.0%	10.5%
<b>TOTAL</b>	1,696	93	61	59	268	716	73	148	57	87	134
	<b>100%</b>	<b>5.5%</b>	<b>3.6%</b>	<b>3.5%</b>	<b>15.8%</b>	<b>42.2%</b>	<b>4.3%</b>	<b>8.7%</b>	<b>3.4%</b>	<b>5.1%</b>	<b>7.9%</b>

Indicates over-weight relative to sample size.

Taking this one step further, we have compared salary levels by career level and differentiated between those countries where top talent in each field are paid in the highest salary range.

### Salary Range by Career Level

CAREER LEVEL	TOTAL	SALARY RANGE (% IN SALARY RANGE)									
		€40-75,000		€75-100,000		€100-125,000		€125-150,000		> €150,000	
Director / Business Unit Leader	121	17	14.0%	11	9.1%	43	35.5%	26	21.5%	24	19.8%
Graduate / Trainee	173	166	96.0%	3	1.7%	1	0.6%	1	0.6%	2	1.2%
Manager / Team Leader	292	115	39.4%	70	24.0%	84	28.8%	16	5.5%	7	2.4%
Managing Director (LE)	18	1	5.6%	0	0.0%	5	27.8%	1	5.6%	11	61.1%
Managing Director (SME)	133	22	16.5%	11	8.3%	32	24.1%	27	20.3%	41	30.8%
Senior Manager / Head of Dept.	282	60	21.3%	47	16.7%	98	34.8%	55	19.5%	22	7.8%
Senior Specialist / Project Manager	405	211	52.1%	108	26.7%	75	18.5%	5	1.2%	6	1.5%
Specialist	272	240	82.2%	22	7.5%	7	2.4%	2	0.7%	1	0.3%
<b>TOTAL</b>	<b>1,696</b>	<b>832</b>	<b>49.1%</b>	<b>272</b>	<b>16.0%</b>	<b>345</b>	<b>20.3%</b>	<b>133</b>	<b>7.8%</b>	<b>114</b>	<b>6.7%</b>

### Countries Paying Highest Salaries by Career Level

CAREER LEVEL	COUNTRIES HIGHEST IN SALARY RANGE
Director / Business Unit Leader	AT,CH,DE,ES,FR,IT,NL,UK
Graduate / Trainee	FR,NL
Manager / Team Leader	CH,DE
Managing Director (LE)	AT,BE,CH,DE,ES,FR,NL,UK
Managing Director (SME)	AT,BE,CH,CEE,DE,ES,FR,NL,UK
Senior Manager / Head of Dept.	AT,CH,DE,ES,FR,IT,NL
Senior Specialist / Project Manager	DE,IT,UK
Specialist	DE

(d) Country experience

Relative to their sample sizes, Switzerland, Austria, the Netherlands and Belgium account for more of the European talent pool with well-established professional experience (>5 years) than Spain, Italy and the UK.

**Country Professional Experience**

PROFESSIONAL EXP.	TOTAL	COUNTRY									
		AT	BE	CEE	CH	DE	ES	FR	IT	NL	UK
> 5 years	1237	6.4%	3.9%	3.4%	16.7%	41.6%	3.8%	8.1%	2.9%	5.6%	7.8%
2 - 5 years	296	3.4%	2.7%	4.7%	15.9%	42.6%	3.7%	10.1%	5.4%	3.7%	7.8%
< 2 years	138	2.9%	2.9%	2.2%	10.1%	47.1%	8.7%	11.6%	2.2%	4.3%	8.0%
None	25	0.0%	4.0%	0.0%	4.0%	44.0%	12.0%	8.0%	8.0%	4.0%	16.0%
<b>TOTAL</b>	1,696	93	61	59	268	716	73	148	57	87	134
	100%	5.5%	3.6%	3.5%	15.8%	42.2%	4.3%	8.7%	3.4%	5.1%	7.9%

Indicates over-weight relative to sample size.

A similar picture emerges with management experience, where recent international movers taking up positions in Austria, Belgium, the Netherlands and CEE countries appear to have more experience of managing staff than those in France, Spain and the UK.

**Country Management Experience**

MANAGEMENT EXP.	TOTAL	COUNTRY									
		AT	BE	CEE	CH	DE	ES	FR	IT	NL	UK
> 5 years	639	7.7%	4.4%	4.2%	14.1%	43.2%	3.0%	7.2%	3.0%	6.4%	6.9%
2 - 5 years	374	4.0%	3.7%	3.5%	17.9%	40.6%	5.6%	7.5%	4.3%	4.5%	8.3%
< 2 years	405	3.7%	2.5%	3.5%	16.3%	41.7%	4.9%	12.1%	3.2%	3.7%	8.4%
None	278	5.0%	3.2%	1.8%	16.2%	42.8%	4.7%	9.0%	3.2%	5.0%	9.0%
<b>TOTAL</b>	1,696	93	61	59	268	716	73	148	57	87	134
	100%	5.5%	3.6%	3.5%	15.8%	42.2%	4.3%	8.7%	3.4%	5.1%	7.9%

Indicates over-weight relative to sample size.

**Country Project Management Experience**

PROJECT MANAGEMENT EXP.	TOTAL	COUNTRY									
		AT	BE	CEE	CH	DE	ES	FR	IT	NL	UK
> 5 years	822	6.2%	4.1%	3.5%	18.5%	41.5%	3.6%	6.7%	2.9%	5.4%	7.5%
2 - 5 years	396	5.3%	3.3%	4.8%	15.4%	41.2%	2.8%	11.1%	2.5%	5.8%	7.8%
< 2 years	378	5.3%	3.2%	2.1%	11.9%	43.7%	6.1%	10.6%	4.2%	4.0%	9.0%
None	100	1.0%	2.0%	3.0%	10.0%	47.0%	9.0%	9.0%	7.0%	5.0%	7.0%
<b>TOTAL</b>	1,696	93	61	59	268	716	73	148	57	87	134
	100%	5.5%	3.6%	3.5%	15.8%	42.2%	4.3%	8.7%	3.4%	5.1%	7.9%

Indicates over-weight relative to sample size.

(e) Country educational attainment

Again, relative to country sample size, Austria, Switzerland and Germany attract more talent with doctoral and post-doctoral qualifications. Diplomas also seem far more prevalent in Germany and CEE countries.

**Country Educational Attainment**

EDUCATIONAL ATTAINMENT	TOTAL	COUNTRY									
		AT	BE	CEE	CH	DE	ES	FR	IT	NL	UK
Doctoral/post-doctoral degree	160	6.9%	3.1%	3.1%	20.6%	43.8%	3.8%	6.9%	3.1%	3.8%	5.0%
Masters degree	498	3.4%	5.0%	3.0%	14.7%	32.3%	5.0%	16.9%	3.2%	6.8%	9.6%
Bachelors degree	113	5.3%	10.6%	4.4%	15.9%	24.8%	6.2%	4.4%	8.8%	11.5%	8.0%
Diploma	663	5.4%	2.3%	3.6%	15.1%	51.1%	3.3%	5.1%	3.2%	3.3%	7.5%
Secondary education	39	2.6%	0.0%	0.0%	20.5%	48.7%	2.6%	2.6%	2.6%	7.7%	12.8%
Not disclosed	223	9.9%	1.8%	4.5%	16.1%	44.4%	5.4%	5.8%	1.8%	4.0%	6.3%
<b>TOTAL</b>	1,696	93	61	59	268	716	73	148	57	87	134
	<b>100%</b>	<b>5.5%</b>	<b>3.6%</b>	<b>3.5%</b>	<b>15.8%</b>	<b>42.2%</b>	<b>4.3%</b>	<b>8.7%</b>	<b>3.4%</b>	<b>5.1%</b>	<b>7.9%</b>

Indicates over-weight relative to sample size.

(f) Country industry sectors

Business consulting skills have been in most demand in Germany, while IT services have been required across the board geographically. Not surprisingly, banking and financial services skills were attracted disproportionately to Switzerland and the UK (and to a lesser extent emerging CEE countries), while Germany and CEE countries accounted for larger than average numbers of talent with automotive experience. Switzerland attracted the lion's share of talent to R&D activities.

**Country Industry Sectors**

INDUSTRY SECTORS	TOTAL	COUNTRY									
		AT	BE	CEE	CH	DE	ES	FR	IT	NL	UK
Other business activities (consulting, p	248	4.4%	2.8%	2.8%	9.3%	56.9%	2.4%	6.9%	3.2%	3.6%	7.7%
IT services	187	4.8%	3.7%	4.3%	16.0%	38.5%	8.0%	10.2%	2.7%	5.3%	6.4%
Banking & financial services	133	5.3%	2.3%	4.5%	24.8%	33.8%	3.0%	5.3%	1.5%	3.8%	15.8%
Machinery manufacturing nes	123	9.8%	0.0%	1.6%	19.5%	48.8%	3.3%	3.3%	2.4%	7.3%	4.1%
Chemicals	99	4.0%	4.0%	5.1%	29.3%	36.4%	3.0%	5.1%	2.0%	8.1%	3.0%
Automotive	97	4.1%	4.1%	8.2%	4.1%	57.7%	2.1%	8.2%	4.1%	4.1%	3.1%
Post & telecommunications	80	2.5%	5.0%	2.5%	20.0%	42.5%	6.3%	5.0%	5.0%	2.5%	8.8%
Retailing	50	2.0%	4.0%	4.0%	10.0%	50.0%	0.0%	10.0%	2.0%	6.0%	12.0%
R&D	50	10.0%	2.0%	4.0%	60.0%	38.0%	4.0%	14.0%	6.0%	4.0%	8.0%
Other sectors	629	6.0%	4.6%	2.7%	11.8%	36.2%	5.1%	11.4%	4.0%	5.6%	8.6%
<b>TOTAL</b>	1,696	93	61	59	268	716	73	148	57	87	134
	<b>100%</b>	<b>5.5%</b>	<b>3.6%</b>	<b>3.5%</b>	<b>15.8%</b>	<b>42.2%</b>	<b>4.3%</b>	<b>8.7%</b>	<b>3.4%</b>	<b>5.1%</b>	<b>7.9%</b>

Indicates over-weight relative to sample size.

(g) Country job functions

There is no geographical pattern to the preferred locations of talent classified by job function.

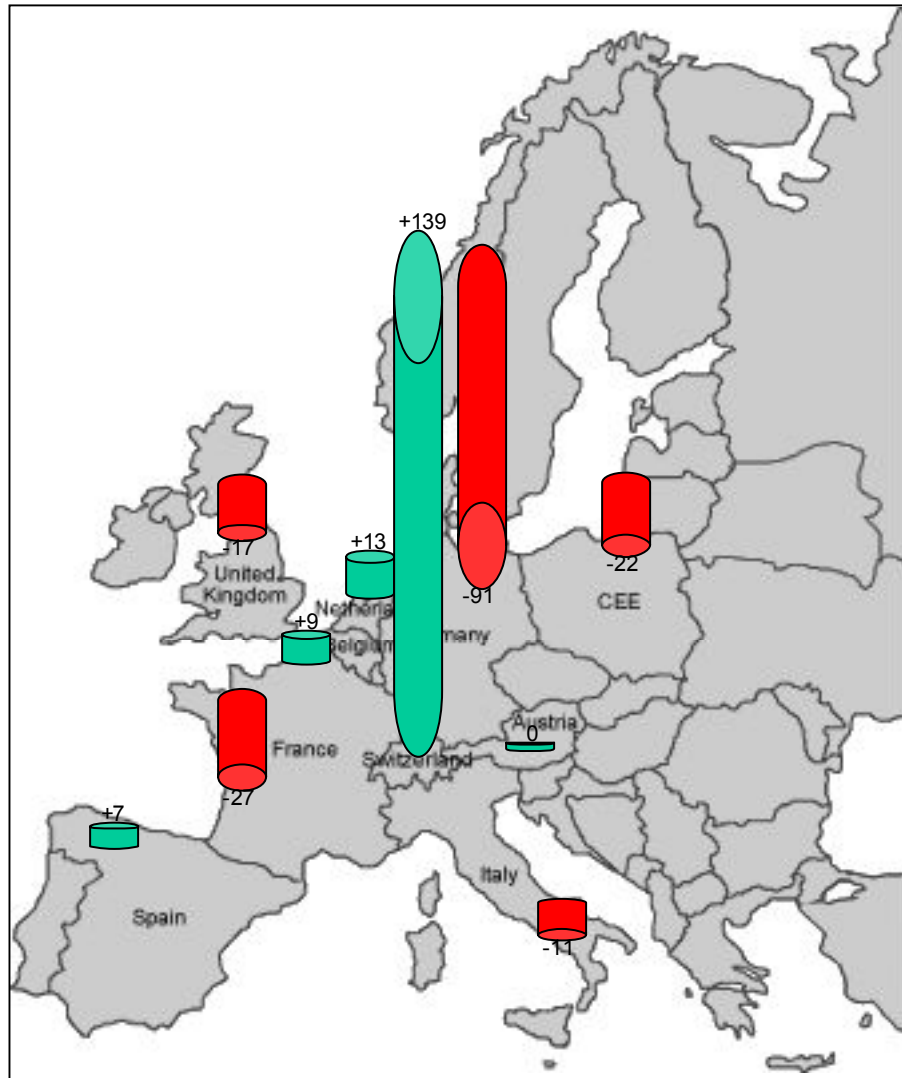
**Country Job Functions**

JOB FUNCTIONS	TOTAL	COUNTRY									
		AT	BE	CEE	CH	DE	ES	FR	IT	NL	UK
Management	385	8.6%	3.1%	5.2%	13.5%	37.9%	6.5%	6.0%	3.1%	6.5%	9.6%
Consulting	214	4.7%	4.2%	5.1%	12.6%	54.2%	0.9%	6.5%	2.8%	2.3%	6.5%
Sales	193	9.3%	2.6%	3.1%	14.0%	47.2%	4.1%	9.3%	3.6%	3.1%	3.6%
Marketing	154	1.9%	5.8%	0.6%	16.2%	41.6%	3.9%	11.7%	1.9%	7.1%	9.1%
IT	132	3.0%	6.1%	1.5%	25.0%	27.3%	6.8%	9.1%	3.0%	8.3%	9.8%
R&D	112	6.3%	1.8%	0.0%	18.8%	41.1%	5.4%	15.2%	0.9%	4.5%	6.3%
Procurement	79	2.5%	1.3%	2.5%	20.3%	45.6%	1.3%	10.1%	3.8%	5.1%	7.6%
Planning/controlling	75	2.7%	4.0%	5.3%	22.7%	44.0%	1.3%	4.0%	8.0%	4.0%	4.0%
Strategy	66	3.0%	6.1%	1.5%	7.6%	53.0%	4.5%	4.5%	3.0%	6.1%	10.6%
Finance	61	1.6%	1.6%	3.3%	19.7%	36.1%	3.3%	13.1%	6.6%	4.9%	9.8%
Production	59	6.8%	3.4%	0.0%	15.3%	42.4%	3.4%	8.5%	3.4%	3.4%	13.6%
Other	166	4.2%	3.0%	6.0%	14.5%	39.8%	4.8%	11.4%	4.2%	4.8%	7.2%
<b>TOTAL</b>	1,696	93	61	59	268	716	73	148	57	87	134
	<b>100%</b>	<b>5.5%</b>	<b>3.6%</b>	<b>3.5%</b>	<b>15.8%</b>	<b>42.2%</b>	<b>4.3%</b>	<b>8.7%</b>	<b>3.4%</b>	<b>5.1%</b>	<b>7.9%</b>

Indicates over-weight relative to sample size.

## 4. Talent Mapping

Net International Talent Movements Between EX10 Countries 2007/08



Note: Figures show net in-movement or out-movement of talent to countries indicated.

Direction of International Talent Movements Between EX10 Countries 2007/08



Notes: Thickness of line indicates scale of movement. Arrow indicates net direction of movement.

## 5. Summary and Conclusions

Key observations from the research are as follows:

- ▶▶ Based on current country of workplace/residence data, a total of 1,696 executives originating from these countries took up new positions in different countries during 2007/08 (13.5%). All of the job movers in question left their native or resident countries by their own volition, and not at the request of an employer.
- ▶▶ Nearly two thirds of senior professionals moved between the EX10 countries – with movement to neighbouring countries most prevalent – while almost 36% of all talent attracted to these countries originated from elsewhere in the world. State immigration policies impact on labour movement, particularly of non-EU nationals. Germany and France appear to have the most lenient policies in this respect. Lowest levels of immigration from non-EU countries were registered in Switzerland and the CEE countries.
- ▶▶ The research highlights that professional services (business consulting, auditing, legal and other business services) and the IT sector as well as banking and financial services are the most common industry sectors to witness significant international movements of talent.
- ▶▶ Forty percent of all those taking up positions abroad in 2007/08 were either functional or sector Specialists or Project Managers. Another 34% were Managers or Heads of Department. Nearly three quarters of international movers have at least 5 years experience in their profession. Over 90% have at least 2 years professional experience. At least 85% of movers have tertiary educational qualifications, with most attaining either diplomas or masters degrees.
- ▶▶ The main reason for moving abroad is not generally due to a lack of jobs in the home market; it is the lure of a better job overseas. Relocating talent typically earns between €50-75,000 per annum. This level of remuneration is easily achievable in most native markets by professionals, suggesting that money is also not the key motivation for choosing to work abroad.

- ▶▶ On a country-by-country basis, Switzerland is by far the biggest net importer of executive talent. Other 'net gainers' of top talent are the Netherlands, Belgium and Spain.
- ▶▶ The biggest exodus of talent abroad is taking place in Germany, France and the UK and also in many central and eastern European countries that joined the EU as part of its enlargement over the past four years.
- ▶▶ Depending on the country, between 3% and 57% of international moves were to capital cities in 2007/08. This pattern can vary widely between countries, often depending on whether the capital in question is an administrative or political, rather than a major business centre. For example, only 3% and 7% of international talent moving to Switzerland and Germany went to Bern and Berlin respectively. This contrasts with Belgium and the UK, where 57% and 56% were attracted to Brussels and London respectively.
- ▶▶ Other detailed research findings at a country level have been presented in this Briefing Paper, but cannot be substantiated by the available data.