



STATISTICAL REFERENCE GUIDE FOR RECRUITERS

50 HR and Recruiting Statistics for 2017



INTRODUCTION



Research into HR topics serves a real purpose: to help **illuminate trends in the concerns and behaviors** of employers and employees alike. These insights, when combined with data from your company's own analysis, can be powerful motivators for change.

Our annual review of top HR and recruiting statistics from trend watchers like Deloitte and Gallup was augmented in 2017 by research into Glassdoor's own data. Inquiring into what makes employees satisfied included analyses of benefits, compensation and leadership.

As employers seek to find new ways of recruiting and engaging employees, the **focus has turned to women and Millennials**. With women at half the U.S. population and millennials about one-quarter,¹ addressing the needs of these workers is essential for all employers. What's good for women and millennials is good for everyone, so we made sure to include relevant statistics on them for each topic we addressed.

We hope you'll find a few insights in this list that help you **find and retain more of the top talent** that will help grow your organization.

Sources: ¹ U.S. Census, 2016



STATISTICS

Recruiting

Access to company reviews, interview reviews and salary information mean **today's job seeker is more prepared** than ever before. Combining a respectful, thorough interview process with authentic communication of your employer brand will help attract talented candidates to your open roles.

1 **66%** of Millennials **expect to leave** their organization by 2020.
 Source: Deloitte, Millennial Survey 2016, January 2016

2 **39%** of women say the **reputation or brand of the company is “very important”** to them when considering a job move.
 A somewhat smaller percentage of women (32%) say the same about the company’s cause. For 33% of men, the company’s brand is “very important,” but only 22% feel the same about the company’s cause.
 Source: Gallup, Women in America, October 2016

3 The ratio of unemployed Americans to open jobs is **1.4 to 1**, compared to **6.6 to 1** during the last recession in July 2009.



Source: Bureau of Labor Statistics, October 2016

4 The average **opening sat unfilled for 28.1 days** in 2016, up from 19.3 days in 2001-2003.

2016 average time-to-fill						2001-2003 average time-to-fill							
		1	2	3	4	5			1	2	3	4	5
6	7	8	9	10	11	12	6	7	8	9	10	11	12
13	14	15	16	17	18	19	13	14	15	16	17	18	19
20	21	22	23	24	25	26	20	21	22	23	24	25	26
27	28	29	30	31			27	28	29	30	31		

Source: DHI Hiring Indicators, October 2016

5 **72%** of CEOs are concerned about the availability of key skills.

Source: PwC, 19th Annual Global CEO Survey, 2016

6 Organizations that invest in employer branding are **three times more likely** to make a quality hire.

Source: Brandon Hall, The True Cost of a Bad Hire, September 2015

7 Organizations that invest in a strong candidate experience **improve their quality of hires by 70%**.

Source: Brandon Hall, The True Cost of a Bad Hire, September 2015

8 Among those surveyed, the majority of Glassdoor users **read at least 7 reviews** before forming an opinion of a company.

Source: Glassdoor.com U.S. Site Survey, August 2016

9 Glassdoor users report they use an average of **7.6 job sites** during their job search.

Source: Glassdoor.com Site Survey, January 2016

10 A 10% more difficult job interview process is associated with **2.6% higher employee satisfaction** later on.

Source: Glassdoor Economic Research, October 2015

11 On a five-point scale, the **optimal or “best” interview difficulty** that leads to the highest employee satisfaction is **4 out of 5**, with 5 being the most difficult.



Source: Glassdoor Economic Research, October 2015



STATISTICS

Engagement

Employee engagement is still a top concern for employers. Millennials' noted job-hopping behavior requires employers to adopt new engagement strategies that **instill workers with a sense of purpose**. Glassdoor ratings and reviews offer companies a window into the drivers of employee engagement, and companies who make the annual [Glassdoor Best Places To Work List](#) serve as models for companies that wish to stay on the cutting edge — and increase profits.



Source: Gallup, Women in America, How Millennials Want to Work and Live, 2016

13

ONLY 4% of company and HR leaders believe they are **very good at engaging Millennials** and other generations in the work environment.

Source: Gallup, How Millennials Want to Work and Live, November 2016

14 Nearly **nine in ten executives** (85%) rated engagement as an important (38%) or very important (48%) priority for their companies.

Source: Deloitte, Global Human Capital Trends 2016, February 2016

15 Companies with a formal engagement strategy in place are **67% more likely** to improve their revenue per full-time equivalent on a year-over-year basis.

Source: Aberdeen, The Role of Engagement in Performance Management, September 2016

16 Boosting employee satisfaction by one Glassdoor rating point raises the market value of a company by **7.9%**.

Source: Journal of Corporate Finance, 2015

17 The **average rating** for a company on the [Glassdoor Best Places to Work 2017](#) U.S. Large list is **4.3** on a 5.0 scale. The average overall rating for Glassdoor companies is **3.3**.

18 **86%** of employees at companies on the [Glassdoor Best Places to Work 2017](#) U.S. Large list **would recommend** the company to a friend, versus **49%** of total Glassdoor users.

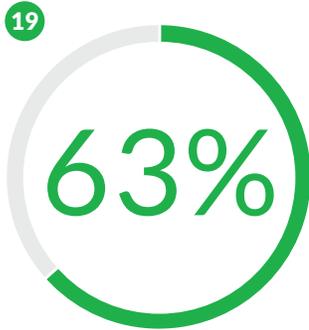
Source for #17 and #18: Glassdoor Data Labs, October 2016



STATISTICS

Leadership and Development

A key trait of strong leaders is the ability to **empower others**. With so many companies concerned about the leadership pipeline, investing in development opportunities and training for women and Millennials will set your organization apart.



of Millennials believe their leadership skills **are not being fully developed.**

Only 7% of company and HR leaders state that their companies have **accelerated leadership programs** for Millennials.

Source: Deloitte, Global Human Capital Trends 2016, February 2016

20

71%

of Millennials likely to leave their companies in the next two years **are unhappy** with how their leadership skills are being developed – fully **17 points higher** than among those intending to stay beyond 2020.

Source: Deloitte, Millennial Survey 2016, January 2016

21 Employees who work for a female manager are **1.26 times more likely** than those who work for a male manager to “strongly agree” that there is someone at work who encourages their development.

Source: Gallup, Women in America, October 2016

22 Employees who work for a female manager are **six percentage points more engaged**, on average, than those who work for a male manager.

Source: Gallup, Women in America, October 2016

23 **89%** of companies see **leadership as an important or very important issue in 2016**, and **57%** cite leadership as very important (up from 50% in 2015).

Source: Deloitte, Global Human Capital Trends 2016, February 2016

24 **49%** of CEOs are changing their talent strategy to **focus on the leadership pipeline** so that they can help attract, retain and engage the staff needed to remain relevant and competitive.

Source: PwC, 19th Annual Global CEO Survey, 2016

25 The three factors most **strongly correlated to CEO approval** on Glassdoor are:

- 1** employee satisfaction
- 2** satisfaction with senior leadership
- 3** satisfaction with career opportunities

Source: Glassdoor, What Makes a Great CEO, August 2016



STATISTICS

Benefits

Rising health care costs and greater attention to maternity and paternity benefits have led many employers to reevaluate their benefits packages. Research shows that core benefits of health insurance, retirement planning and time off are still **essential to employee satisfaction**, particularly for women and Millennials.



of workers would **prefer new or additional benefits** to a pay increase.

27

Women (82%) are more likely than men (76%) to prefer new or additional benefits/perks over a pay increase, and parents who have children under 18 in their household **value benefits/perks over a pay increase (89%)** compared to those without (73%).



of those 18 to 34 years old (Millennials) say they would **prefer benefits over a pay raise.**

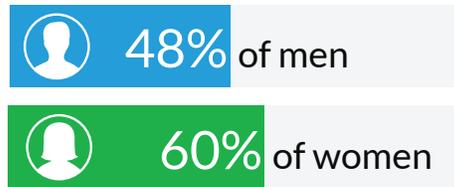
vs.

70% of those 45 to 54 years old
66% of those 55 to 64 years old

Source for #26, #27 and #28: Glassdoor, Employment Confidence Survey, October 2015

29

Rate greater work-life balance and better personal well-being as a “very important” attribute in a new job.



For women, work-life balance and personal well-being are more likely to pertain to family-friendly policies and flexible scheduling.

Source: Gallup, Women in America, How Millennials Want to Work and Live, 2016

30 **57%** of U.S. job candidates* report benefits and perks are among their top considerations before accepting a job.

Source: Glassdoor online survey conducted in the U.S. by Harris Poll, December 21-23, 2015. *Job candidates are defined as employed adults or unemployed adults who are currently looking for a job

31 **84%** of employees with high benefit satisfaction report high job satisfaction.

Source: Guardian Life, Workplace Benefits Study, 2016

32 Out of a list of 54 benefits, these three basic benefits showed the **highest correlation with employee satisfaction:**

- 1 health insurance
- 2 vacation/PTO
- 3 retirement planning options like 401(k)s and pensions

Source: Glassdoor Economic Research, May 2016



STATISTICS

Compensation

Pay fairness is more important than ever, thanks to new government rules, press investigations and investor requests. With information to empower them, women and Millennials are also leading the shift to salary transparency. Everyone benefits when employers are transparent about their approach to determining offers, giving raises and promotional increases as well as distributing bonuses and equity.

33



Men earn **24.1%** higher base pay than women on average

Source: Glassdoor, Demystifying the Gender Pay Gap, March 2016

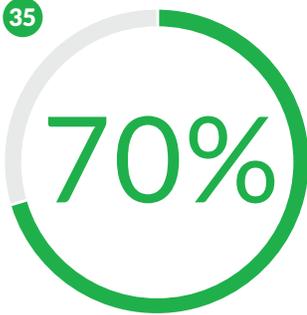
34

68% of women accepted the salary they were first offered and **did not negotiate.**

For women age 45–54, that number was **77%.**

Source: Glassdoor, Salary Negotiation Insights Survey, May 2016

35



of employees believe salary transparency is **good for employee satisfaction.**

36

78% of U.S. 18-to-24-year-olds (Millennials) believe salary transparency is good for employee satisfaction, versus 64% of 45–54 year olds.

Source for #35 and #36: Glassdoor, Global Salary Transparency Survey, April 2016

37



Glassdoor's data shows a **3.1% year-over-year growth** in salaries in November 2016, the fastest pace in three years. San Francisco, Los Angeles and New York showed the largest gains.

Source: Glassdoor, Global Gender Pay Gap Survey, March 2016

38

67% of U.S. employees said they were **not likely to apply for a job** at a company where men and women were paid unequally for the same work.

Source: Glassdoor, Global Gender Pay Gap Survey, March 2016

39

95% of employees **reported that compensation/pay was important** to their job satisfaction, but only **65%** were satisfied with their compensation.

Source: SHRM, Employee Job Satisfaction and Engagement Report, April 2016

40

49% of employed adults in the U.S. **feel they must switch companies** in order to obtain any meaningful change in compensation.

Source: Glassdoor online survey conducted in the U.S. by Harris Poll, October 1-5, 2015.

41

69% of employed adults in the U.S. **wish they had a better understanding** of what fair market compensation is for their position at their company within their local job market.

Source: Glassdoor online survey conducted in the U.S. by Harris Poll, October 1-5, 2015



STATISTICS

Glassdoor

Glassdoor has become **integral to the hiring process** for candidates and employers. It's also become one of the key ways companies engage with their employees. These stats will help you understand the size, demographic makeup and influence of Glassdoor.

42

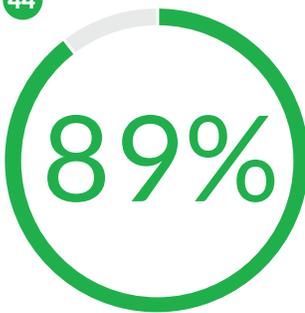
Glassdoor has **32 MILLION** unique monthly users, on average, to its website and mobile applications.

43

More than half of Glassdoor's visits each month come from a **mobile device**.

Source for #42 and #43: Glassdoor Internal Data, Q3 2016

44



of Glassdoor users are **actively looking for a new job** or would consider better opportunities.

Source: Glassdoor.com U.S. Site Survey, August 2016

45



of Glassdoor users are **Millennials**.

Source: Glassdoor.com Site Survey, January 2016

46

Among those surveyed, nearly **1 in 10 (9%)** of Glassdoor users are **military veterans**.

Source: Glassdoor.com U.S. Site Survey, August 2016

47

87% of Glassdoor users **find the employer perspective useful** when learning about jobs and companies.

Source: Glassdoor.com U.S. Site Survey, August 2016

48

Over half of applicants to Glassdoor customer companies use Glassdoor.

Source: Glassdoor internal data Feb-June 2016

49

Nearly **two-thirds (65%)** of Glassdoor users agree their **perception of a company improves** after seeing an employer respond to a review.

Source: Glassdoor.com U.S. Site Survey, August 2016

50

74% of Glassdoor users are **more likely to apply to a job** if the employer actively manages its employer brand (e.g. responds to reviews, updates their profile, shares updates on the culture and work environment).

Source: Glassdoor.com U.S. Site Survey, August 2016

CONCLUSION



It's absolutely crucial to keep your finger on the pulse of the constantly changing landscape of HR topics. By looking closely at research and surfacing the most pressing themes, you go a long way toward help understanding the trends in concerns and behaviors of employers and employees around benefits, compensation and leadership.

If you can **leverage these insights** and marry them with data from your company's own analysis, you'll come out ahead in the race to **find and retain more of the top talent** that will help grow your organization.





About Glassdoor

With millions of company reviews, salary reports, interview reviews and benefits reviews on more than 640,000¹ companies worldwide, Glassdoor is a trusted and transparent place for today's candidates to search for jobs and research companies. Glassdoor helps employers across all industries and sizes advertise their jobs and promote their employer brands to a well-researched, highly selective candidate pool. By advertising jobs via mobile devices, email alerts and throughout Glassdoor, employers influence candidates at the moment they're searching jobs and making decisions. This results in more-informed candidates that require 50% fewer resumes to find a quality hire at a fraction of the cost of traditional job boards.

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