



Fulfilment@Work Report
2014



Foreword

- Who is professionally fulfilled?
- UK has the highest rise in satisfaction
- Where in the world is fulfilled?
- Global satisfaction snapshot
- The UK picture of fulfilment
- Industry matters
- Who do we think is fulfilled?
- Location matters
- Factors: contract type
- Length of tenure
- Recognition
- Skills
- Job security
- Dream job
- Falling into a career
- Employee and employer relationships
- Pay
- Looking to the future: recommendations for employers and employees
- Conclusion

Foreword



Mark Bull

CEO Randstad UK

From Mark Bull, CEO, Randstad UK

In a lifetime, the average person will spend 90,000 hours at work¹; which equates to almost 1/6 of a person's existence². With work representing such a significant part of our lives and contributing to our overall wellbeing and happiness, it is curious how little emphasis is placed on the importance of professional fulfilment.

This lack of joined-up thinking is striking a chord with the nation's workforce. In 2011 the UK Cabinet Office ran its first survey assessing the relationship between jobs and the levels of life satisfaction experienced by the British public³. Findings from the national survey revealed that to UK workers, **a job is not only about paying the bills and working nine to five, but is also about learning, personal development, stimulation and relationships.**

But for many people who have reached something of a career crossroad, whether a particular profession will lead to a happy, fulfilled life, is often neglected during the decision-making process. Few people seem to make the connection that the very factors that make us happy and motivated in our personal life, are often the same in our professional lives.

The impact on the individual of professional unfulfilment and dissatisfaction is obvious. A bad spell at work can cast a dark cloud over everything else and, to the employer, unfulfilled workers are often less productive and motivated at work; costing both the employer and the wider economy precious time and money. Put in simple terms, employee fulfilment is essential to the UK's future economic prospects.

¹ Happiness at Work, Psychology Today www.psychologytoday.com
² ONS Life Expectancy 2014 <http://www.ons.gov.uk/ons/taxonomy/index.html?nscl=Life+Expectancies>
³ Cabinet Office Office for National Statistics: Measuring National Well-being: Life in the UK, 2014

Foreword

Who is professionally fulfilled?

UK has the highest rise in satisfaction

Where in the world is fulfilled?

Global satisfaction snapshot

The UK picture of fulfilment

Industry matters

Who do we think is fulfilled?

Location matters

Factors: contract type

Length of tenure

Recognition

Skills

Job security

Dream job

Falling into a career

Employee and employer relationships

Pay

Looking to the future: recommendations for employers and employees

Conclusion

Many factors determine personal and professional fulfilment. Whether you want to work full-time or part-time, would like international travel to be involved in their role or want the convenience of working five minutes from home, the opportunities are there. In 2014, it is possible to be the master of your own professional destiny.

In 2013, we looked at influences on fulfilment including gender, age, education, qualifications and work environment and found that almost 10 million British employees said that they were not happy with their current employer.

Some recommendations we made based on the results included increasing female, youth and older work employment, as well as introducing greater career variety. In this year's report, we will examine a new range of factors relating to fulfilment such as type of contract, length of tenure, pay, recognition, skills and how individuals selected the careers they find themselves in.

As a leading UK and international recruiter and HR service provider, professional fulfilment, both in terms of the employee and the employer, is pivotal to the ongoing success of our business. Our job is to understand not only the needs of a particular organisation in terms of talent; it is to understand what makes people feel professionally fulfilled in their career.

Central to achieving this is placing the right person in the right job; whether this is ensuring it's the right industry, specific role, location, or the type of contract most suitable for each individual. No two individuals will have exactly the same formula of factors that will represent the ideal role for them. Fulfilment is defined as 'the achievement of something desired, promised, or predicted' and this is exactly what we're aiming to attain for the UK workforce⁴.

⁴ Oxford Dictionary

Foreword

Who is professionally fulfilled?

UK has the highest rise in satisfaction

Where in the world is fulfilled?

Global satisfaction snapshot

The UK picture of fulfilment

Industry matters

Who do we think is fulfilled?

Location matters

Factors: contract type

Length of tenure

Recognition

Skills

Job security

Dream job

Falling into a career

Employee and employer relationships

Pay

Looking to the future: recommendations for employers and employees

Conclusion

Who is professionally fulfilled?

Where you are and what you do matters

There are currently 30.60 million people in work in the UK⁵, an increase of 730,000 in the past twelve months from 29.87 million in Q1 2013⁶. In last year's *Fulfilment@Work Report 2013*, research found that 10 million (33%) workers across the UK were unfulfilled. But has this picture improved since last year?

Randstad UK conducted research to get to the heart of what professional fulfilment is to workers in the UK. What factors decide whether we're happy, fulfilled and reaching our potential; and what is standing in our way?

The Randstad UK *Fulfilment@Work Report 2014* will assess the current trends in fulfilment and the impact it has, both across workers in

the UK and internationally. In addition, we will aim to establish the reasons behind why higher fulfilment levels are seen in particular locations and industries over others, as well as setting out recommendations as to how to bridge gaps in fulfilment.

Focussing in on the impact of **location** and **industry** on professional fulfilment, the results from the 2,000 UK workers surveyed shows there are two clear factors which dictate satisfaction in the UK.

Location

• **The most professionally fulfilled workers in the UK are based in Wales, where 78% of employees claim to be fulfilled, closely followed by the West Midlands at 75%**

• The least fulfilled employees are based in East Anglia (47%), the East Midlands and North East (both 50%)

Industry

• UK workers in the property sector are the most professionally fulfilled in the UK, where 84% of workers claimed this was the case, followed by allied health care professionals⁷ at 71% and teachers at 70%

• The least fulfilled workers are doctors and nurses, with just 31% saying they felt fulfilled at work

⁵ ONS Labour Market Statistics, August 2014 <http://www.ons.gov.uk/ons/re/ims/labour-market-statistics/august-2014/index.html>

⁶ <http://www.bbc.co.uk/news/10604117>

⁷ Specifically, allied health professions are health care professions distinct from nursing, medicine, and pharmacy. They work in health care teams to make the health care system function by providing a range of diagnostic, technical, therapeutic and direct patient care and support services that are critical to the other health professionals they work with and the patients they serve. "What is Allied Health?". Association of Schools of Allied Health Professionals. Retrieved 6 March 2014

- Foreword
- Who is professionally fulfilled?
- UK has the highest rise in satisfaction
- Where in the world is fulfilled?
- Global satisfaction snapshot
- The UK picture of fulfilment
- Industry matters
- Who do we think is fulfilled?
- Location matters
- Factors: contract type
- Length of tenure
- Recognition
- Skills
- Job security
- Dream job
- Falling into a career
- Employee and employer relationships
- Pay
- Looking to the future: recommendations for employers and employees
- Conclusion

UK has the highest rise in satisfaction

UK workers are happier than they were last year

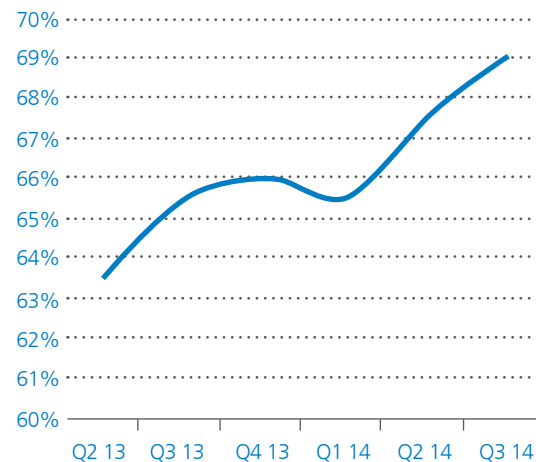
The UK has risen up the ranks in terms of employer satisfaction, beating the comparative developments seen by its international counterparts.

UK workers are creeping up the scale in terms of professional fulfilment, with 69% of British workers - or 21.11 million⁸ people - satisfied with their current employer in 2014, up from 67% (or 19.99 million people) in 2013⁹. These figures tell of an improvement in the percentage of people who are professionally fulfilled which is good news for domestic employers and employees and is also a reflection of the fact the country is finally emerging from a drawn-out recession and heading confidently through the recovery phase.

UK workers are now more professionally fulfilled than some of their peers internationally, with the UK scoring higher than those across Britain's closest economic competitors in France and Germany. However, the UK remains behind some of its counterparts across the Anglosphere as we'll see in the coming sections.

Between Q1 and Q3 2013 satisfaction levels with employers remained stable, but over the equivalent period in 2014, there has been a 3% increase.¹⁰

How satisfied are you with your current employer?
UK Total - Rolling Average



⁸ ONS Labour Market Statistics, August 2014 <http://www.ons.gov.uk/ons/re/1ms/labour-market-statistics/august-2014/index.html>

⁹ <http://www.bbc.co.uk/news/10604117>

¹⁰ Using a rolling average.

Foreword

Who is professionally fulfilled?

UK has the highest rise in satisfaction

Where in the world is fulfilled?

Global satisfaction snapshot

The UK picture of fulfilment

Industry matters

Who do we think is fulfilled?

Location matters

Factors: contract type

Length of tenure

Recognition

Skills

Job security

Dream job

Falling into a career

Employee and employer relationships

Pay

Looking to the future: recommendations for employers and employees

Conclusion

Where in the world is fulfilled?

Positioning the UK in relation to its international economic equivalents, we are able to draw an international map of fulfilment over time. In a set of 19 similar quarterly surveys carried out over the course of five years, tracking job satisfaction levels internationally, Randstad has interviewed approximately 26,000 employees from the UK as well as Britain's peers across Europe.

While the fulfilment picture continues to improve in the UK, with satisfaction levels now 12% higher than they were in 2011, nations in competing regions such as the Anglosphere (including Canada and the US) and Rhineland (such as France and Germany) are experiencing a slowdown in satisfaction.

The recent rate of the UK's improvement in fulfilment levels is impressive and has seen it overtake a number of its international

counterparts, but there is still room for improvement. After a slight dip in 2013, recovery for the UK is back on track for rising fulfilment levels.

Results show there are distinct country variations between fulfilment levels. Broadly speaking, in the majority of countries surveyed, the level of satisfaction started higher and is either stabilising or deteriorating. **But in the UK, the initial recording was at a lower level, but has risen consecutively over the last five years.**

Focus on the Anglosphere

The Anglosphere as a whole ranks highly in employer satisfaction with an average of 72% of those surveyed content with their current employment situation. However, while the UK has witnessed the highest improvement since 2011, there is still a long way to go in order

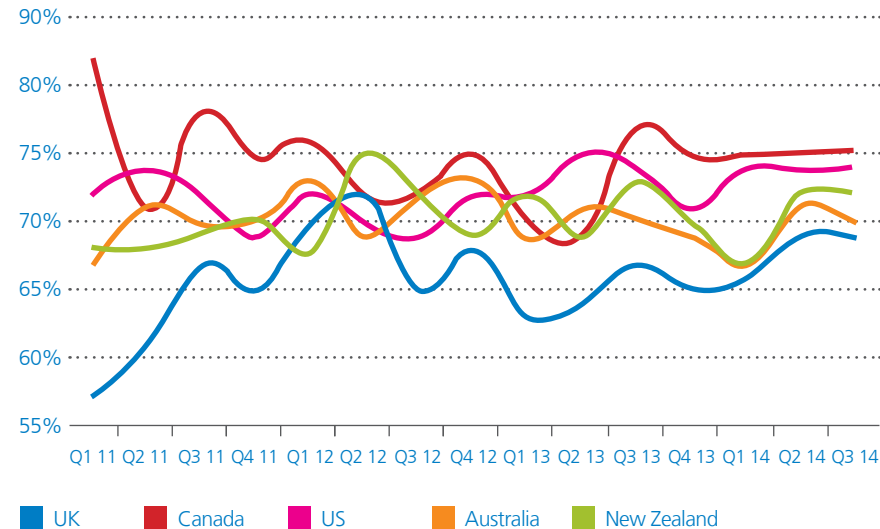
to even up the playing field, as it remains in last position with only 69% claiming they are satisfied.

The worst performer, in terms of improvement in satisfaction levels, has been Canada, where satisfaction has declined by 7% in the same time period. It is worth noting however, that despite this drop, it still remains higher than its peers across the Anglosphere and started from a higher base.

- Foreword
- Who is professionally fulfilled?
- UK has the highest rise in satisfaction
- Where in the world is fulfilled?
- Global satisfaction snapshot
- The UK picture of fulfilment
- Industry matters
- Who do we think is fulfilled?
- Location matters
- Factors: contract type
- Length of tenure
- Recognition
- Skills
- Job security
- Dream job
- Falling into a career
- Employee and employer relationships
- Pay
- Looking to the future: recommendations for employers and employees
- Conclusion

Satisfaction levels across the Anglosphere

How satisfied are you with your current employer?
Satisfied (total)



In Canada the level of satisfaction among employees with their current employer has fallen by 7% since 2011, while the US has increased slightly. Australia has experienced a 3% increase and New Zealand has witnessed a 4% increase.

Although the UK still has the lowest levels overall at 69%, the rise in satisfaction is a move in the right direction and the UK's workforce is well on its way to catching up with the rest of the Anglosphere.

“Fulfilment levels among UK workers are certainly heading in the right direction, but they have improved from a more modest base than their counterparts across the Anglosphere. The continued strong fulfilment levels in countries such as Canada, Australia and New Zealand show why contractors from those countries are so popular with UK employers.”

Tara Ricks, managing director, Randstad Financial & Professional

- Foreword
- Who is professionally fulfilled?
- UK has the highest rise in satisfaction
- Where in the world is fulfilled?
- Global satisfaction snapshot
- The UK picture of fulfilment
- Industry matters
- Who do we think is fulfilled?
- Location matters
- Factors: contract type
- Length of tenure
- Recognition
- Skills
- Job security
- Dream job
- Falling into a career
- Employee and employer relationships
- Pay
- Looking to the future: recommendations for employers and employees
- Conclusion

Global satisfaction snapshot

Before investigating the UK picture further, it is worthwhile taking a look at the wider global picture for greater comparison.

According to Randstad's quarterly Workmonitor, **the most content workforce among those countries surveyed is to be found in Norway**, where 76% of employees are satisfied with their current employer. New Zealand is in second spot with 72% and is followed closely by Mexico, Switzerland and India.

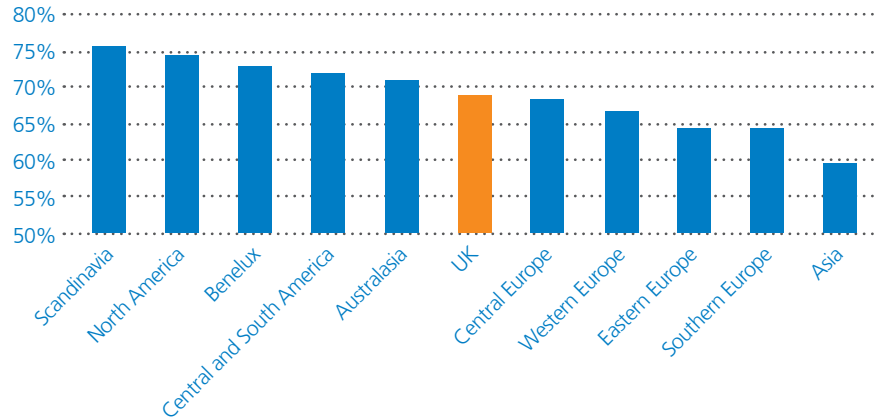
The most disillusioned employees are to be found in Japan (39%) and Hong Kong (48%). A pattern also begins to emerge of how many neighbouring countries have similar satisfaction scores.

With the exception of a few outliers (such as Hungary pulling down Central Europe's average and Japan and Hong Kong hampering Asia's cause), many nations mirrored the score of bordering nations. This enables us to group together geographical regions for the purposes

of the graph below and shows that Scandinavia (Norway, Denmark, Sweden) can lay claim to the title of most satisfied region (75.7% average). North America (74.5%) and Benelux (72%) claim the other podium spots, while Asia (59.7%) is home to the most dissatisfied workers.

The UK's satisfaction rating of 69% is slightly higher than the Western Europe norm of 66.7%.

Global Satisfaction by Region - Q3 2014



Foreword

Who is professionally fulfilled?

UK has the highest rise in satisfaction

Where in the world is fulfilled?

Global satisfaction snapshot

The UK picture of fulfilment

Industry matters

Who do we think is fulfilled?

Location matters

Factors: contract type

Length of tenure

Recognition

Skills

Job security

Dream job

Falling into a career

Employee and employer relationships

Pay

Looking to the future: recommendations for employers and employees

Conclusion

The UK picture of fulfilment

On the road to recovery, but still a long way to go

In order to fully understand the landscape of professional fulfilment within the UK, Randstad has commissioned extra research to identify the factors determining professional fulfilment in the UK. The additional research, where 2,000 workers were surveyed from a range of different industries and regions of the UK, looked into the impact of a number of factors including location, industry, contract type, length of tenure, pay, recognition, skills and career selection on the fulfilment levels of UK workers.

Before examining this research further, it is worth highlighting the fact that the figures it produced were slightly different from those ascertained from our international research due to slightly different questions and a varied methodology¹¹.

So has 2014 fared any better for UK workers?

Although the UK may be making good progress in satisfaction levels relative to its international

counterparts; on the domestic front, there is still a long way to go.

In 2013, the UK-only data revealed that 62% of UK workers described themselves as professionally fulfilled; with only 17% (1 in 6) saying they are very fulfilled.

In 2014 the figure for the number of people professionally fulfilled has remained stable at 62%. Improvement can be seen among those declaring themselves as very fulfilled, where the figure has risen to 18%. But with 13% indicating they are not fulfilled and 26% claiming they are indifferent to fulfilment, this not only shows the road to professional fulfilment has remained stagnant, but worryingly suggests a certain level of disengagement in the workforce.

Individuals in the workplace are no longer happy with employers fulfilling minimum requirements; they are looking for gratification connected to achievement, recognition, responsibility,

advancement, and the nature of the work itself. On closer examination of the data, there are notable changes in fulfilment levels, especially with regards to industry and location:

- Property has come out on top as the most fulfilled sector to work in within the UK with 84% of respondents claiming they are fulfilled, up from 59% last year. In 2013 the most fulfilled sector was the IT and technology sector with 73%
- Education has remained a strong performer with 70% of those feeling fulfilled at work
- In 2014 the most fulfilled workers are in Wales, with 78% of employees claiming to be fulfilled, up from just 54% in 2013. In 2014 the least fulfilled are based in East Midlands, East Anglia and the North East, where only 50% claim they are fulfilled. In 2013 the most professionally fulfilled workers were based in the North East and South East (both 77%) and the least were in East Anglia (53%).

¹¹ The Randstad Workmonitor was launched in 2003 and now covers 33 countries across the world, encompassing Europe, Asia-Pacific and The Americas. The Randstad Workmonitor is published four times a year, making both local and global trends in mobility regularly visible over time. The quantitative study is conducted via an online questionnaire among a population aged 18-65 and the minimum sample size is 400 interviews per country, using Survey Sampling International. The UK-only research was conducted in July 2014 on Randstad's behalf by Canadean and saw 2,000 individuals interviewed, from a nationally representative sample of the UK population.

Foreword

Who is professionally fulfilled?

UK has the highest rise in satisfaction

Where in the world is fulfilled?

Global satisfaction snapshot

The UK picture of fulfilment

Industry matters

Who do we think is fulfilled?

Location matters

Factors: contract type

Length of tenure

Recognition

Skills

Job security

Dream job

Falling into a career

Employee and employer relationships

Pay

Looking to the future: recommendations for employers and employees

Conclusion

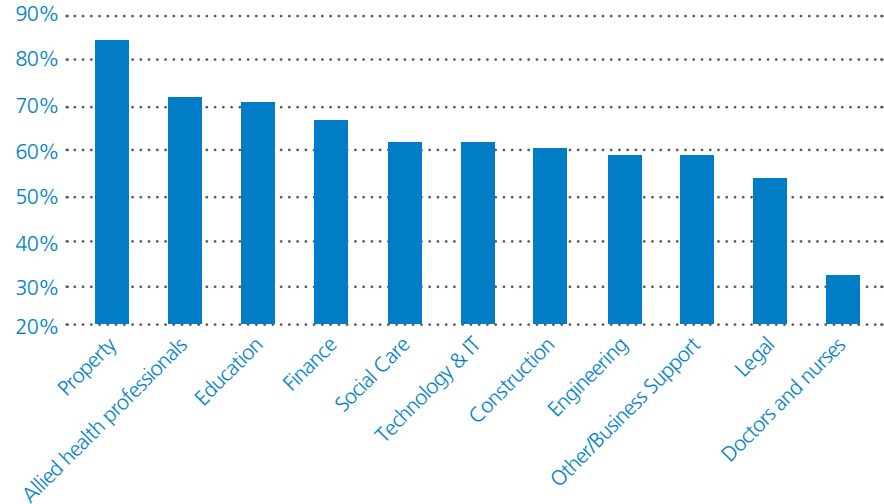
Fulfilment: Industry matters

Our research shows that the property industry has the most professionally fulfilled workers in the UK, with 84% of employees feeling content in their careers. Allied health professionals followed in second place with 71% of those surveyed feeling fulfilled at work and education came home third with 70%.

Other strong performers in the fulfilment area were finance (66%), social care (61%) and technology (61%).

Causes for concern, however, are doctors and nurses. They came out as the least fulfilled sector with less than a third of employees feeling fulfilled by their jobs (31%) and with 45% specifying that they were unfulfilled.

Percentage of respondents professionally fulfilled by sector



Foreword

Who is professionally fulfilled?

UK has the highest rise in satisfaction

Where in the world is fulfilled?

Global satisfaction snapshot

The UK picture of fulfilment

Industry matters

Who do we think is fulfilled?

Location matters

Factors: contract type

Length of tenure

Recognition

Skills

Job security

Dream job

Falling into a career

Employee and employer relationships

Pay

Looking to the future: recommendations for employers and employees

Conclusion

Most fulfilled sectors 2014

Ranking	Sector	Fulfilled
1	Property	84%
2	Allied health professionals	71%
3	Education	70%
4	Finance	66%
5	Social Care	61%
6	Technology & IT	61%
7	Construction	60%
8	Engineering	58%
9	Business Support	58%
10	Legal	53%
11	Doctors and nurses	31%

Property is the most fulfilled sector in 2014, having only positioned sixth in last year's standings. Last year's most fulfilled sector – technology and IT – has swapped places with it and fallen to sixth in the 2014 rankings. Perhaps the biggest mover of all is doctors and nurses who are now bottom of the pile having been placed seventh in last year's listings.

Most unfulfilled sectors 2014

Ranking	Sector	Unfulfilled
1	Doctors and nurses	45%
2	Social Care	22%
3	Legal	20%
4	Business Support	15%
5	Finance	13%
6	Technology & IT	12%
7	Education	6%
8	Allied health professionals	4%
9	Construction	4%
10	Engineering	4%
11	Property	0%

Medical health is the sector containing the most unfulfilled employees, replacing finance which had last year's highest proportion of unfulfilled workers. Social care has the next highest number of unfulfilled workers having finished joint fourth in 2013. Education has improved to seventh this time around having finished a lowly 14th in last year's instalment.

Foreword

Who is professionally fulfilled?

UK has the highest rise in satisfaction

Where in the world is fulfilled?

Global satisfaction snapshot

The UK picture of fulfilment

Industry matters

Who do we think is fulfilled?

Location matters

Factors: contract type

Length of tenure

Recognition

Skills

Job security

Dream job

Falling into a career

Employee and employer relationships

Pay

Looking to the future: recommendations for employers and employees

Conclusion

Who do we think is fulfilled?

When respondents were asked which profession they believed was the most fulfilling to work in, **almost a quarter (23%) said they thought doctors, nurses, social care and allied health professionals would be the most satisfying career, citing the positive impact on other people's lives as the main reason.**

The next most envied professions were arts, entertaining and publishing (12%), education (11%), the public sector (excluding health, care and education) with 10% and professional services (legal, HR, marketing, accountancy) with 7%.

A number of employees chose their own sector as the profession they believed would be most fulfilled. Respondents who work in education, technology, property and engineering are the most happy with their lot, with the highest number of individuals agreeing that their own sectors were the most fulfilling to work in.

Each sector undoubtedly has its advantages and disadvantages and while the external perception people have of certain industries being rewarding is undoubtedly true, it is also worth remembering that there are other elements of the role that are likely to be not so fulfilling.

Top sectors employees believe are the most fulfilling to work in:

1. Medical health, allied health and social care (including, doctors, nursing and social)
2. Arts, entertaining and publishing
3. Education
4. Public sector (excluding health, care and education)
5. Professional services (legal, HR, marketing, accountancy)

"It comes as no surprise that professionals in other sectors regard care as such a fulfilling career as it can be incredibly rewarding, but it can also be complex and challenging, so individuals looking to pursue a role in this sector should take this into consideration."

Victoria Short, Managing Director,
Randstad Care

- Foreword
- Who is professionally fulfilled?
- UK has the highest rise in satisfaction
- Where in the world is fulfilled?
- Global satisfaction snapshot
- The UK picture of fulfilment
- Industry matters
- Who do we think is fulfilled?
- Location matters
- Factors: contract type
- Length of tenure
- Recognition
- Skills
- Job security
- Dream job
- Falling into a career
- Employee and employer relationships
- Pay
- Looking to the future: recommendations for employers and employees
- Conclusion

Location matters

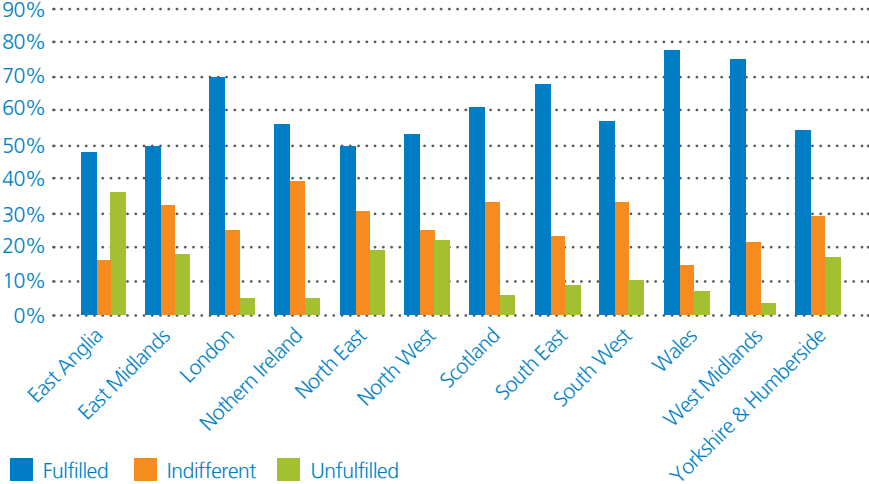
Wales and the West Midlands the most fulfilled regions

The region recording the highest overall level of fulfilment was Wales, with 78% stating they were fulfilled in their work, a massive improvement from last year's 54%. Conversely, last year's top region the North East fell to joint 10th this time round after a 28% drop in reduction from 78% to 50%. The second most fulfilled region was the West Midlands (75%).

London witnessed a huge upswing in sentiment with 70% of workers now feeling fulfilled, up from 59% in last year's report.

The least fulfilled employees for the second year running are based in East Anglia, where just 47% of people claim to be professionally fulfilled.

Overall, how fulfilled do you feel in terms of your work?



Foreword

Who is professionally fulfilled?

UK has the highest rise in satisfaction

Where in the world is fulfilled?

Global satisfaction snapshot

The UK picture of fulfilment

Industry matters

Who do we think is fulfilled?

Location matters

Factors: contract type

Length of tenure

Recognition

Skills

Job security

Dream job

Falling into a career

Employee and employer relationships

Pay

Looking to the future: recommendations for employers and employees

Conclusion

While Wales leads the way in terms of the overall percentage of the workforce that are fulfilled, London has the highest proportion of individuals stating they are very fulfilled by their jobs. The capital can boast that 31% of its workforce is 'very fulfilled'. Second to this is East Anglia with 22% - with the lowest figures being for the South West where only 10% are very fulfilled and the North West and East Midlands only marginally better (both 11%).

At the opposite end of the scale, the North West is home to the most extremely disenfranchised workers, with 16% of respondents in the area regarding themselves as 'very unfulfilled'. The North East has the next largest number of unmotivated employees, with 12% of those polled. None of those workers surveyed in Northern Ireland classed themselves as very unfulfilled, with the West Midlands (1%), Wales and Scotland (both 2%) and London (3%) also faring relatively well.

Fulfilment in the capital

In terms of the area that people across the UK think is the most desirable to work within, in terms of fulfilment, London comes up trumps with 34% of the vote. The most popular reason for this cited by 55% of respondents is the ability to earn a higher wage in the capital. Second to this was the increased potential for promotional opportunities (30%) and the greater chances of skills development (27%). More professional variety (23%) and improved pace of life (20%) also featured highly.

In addition, 87% of respondents already based in the capital said it was the most fulfilling place to work, with 31% of workers claiming they are 'very fulfilled'. If London workers could be fulfilled anywhere else in the country, they believe it would be in East Anglia (37%) and the North West (30%).

"London has long been a desirable employment location for workers not just from around the UK, but for employees around the world. It is particularly true in sectors such as construction where business is booming due to a number of large projects such as Crossrail drawing talent from across the globe. It is the availability of work that attracts people as much as the competitive pay on offer."

Owen Goodhead, managing director, Randstad CPE

- Foreword
- Who is professionally fulfilled?
- UK has the highest rise in satisfaction
- Where in the world is fulfilled?
- Global satisfaction snapshot
- The UK picture of fulfilment
- Industry matters
- Who do we think is fulfilled?
- Location matters
- Factors: contract type**
- Length of tenure
- Recognition
- Skills
- Job security
- Dream job
- Falling into a career
- Employee and employer relationships
- Pay
- Looking to the future: recommendations for employers and employees
- Conclusion

The factors that help determine fulfilment

In last year's report we examined what effect factors such as gender, age, qualifications, work environment and earnings had on individual fulfilment. Among our findings, we ascertained that women are more likely to be professionally fulfilled than men, that those at the beginning and the end of their careers are likely to be happier than those in the middle and that, generally speaking, individuals with higher qualifications are more likely to have achieved workplace fulfilment.

This year we shifted the focus on to different influences such as contract type, length of tenure, recognition, developing new skills and career selection to ascertain what impact they had on individual satisfaction.

Does your contract type affect fulfilment?

The type of contract you have – and the subsequent job security it affords – can have a direct bearing on how fulfilled you feel at work.

Workers with permanent, full-time contracts are the most fulfilled workers, with 75% stating they were very fulfilled. In comparison, only 12% of part-time/self-employed workers claim to be satisfied.

With the latest research¹² showing that the number of self-employed workers in the UK is now at its highest level since records began almost 40 years ago, this low satisfaction recording is something of a portent for the future mood of the nation's workforce and shows that going it alone doesn't always lead to a more fulfilling outcome.

Contract types certainly play a part in what makes employees tick, but it is important to cross-reference terms of employment with other factors as there are likely to be some exceptions to the rule. In the same way that no two employees are likely to have the same fulfilment wish list, an individual's professional satisfaction is unlikely to hinge on just one factor. It also perhaps suggests that certain types of work lend themselves to part-time contracts more than others.

Looking at the regional picture when assessing a correlation between fulfilment and the type of contract, the capital has the highest rate of 'very fulfilled' employees and one of the highest levels of permanent contracts which shows that the terms of an individual's employment can have a direct bearing on how happy they feel.

¹² Office of National Statistics, Self-employed workers in the UK, August 2014

Foreword

Who is professionally fulfilled?

UK has the highest rise in satisfaction

Where in the world is fulfilled?

Global satisfaction snapshot

The UK picture of fulfilment

Industry matters

Who do we think is fulfilled?

Location matters

Factors: contract type

Length of tenure

Recognition

Skills

Job security

Dream job

Falling into a career

Employee and employer relationships

Pay

Looking to the future: recommendations for employers and employees

Conclusion

How long can fulfilment last?

We know from last year's report that changing jobs can help improve your professional fulfilment in the short-term, but that this initial positivity doesn't always have a lasting effect.

Becoming fulfilled in a job or profession is one thing, but staying fulfilled is another. To analyse the impact duration can have on professional fulfilment, Randstad asked people how long they thought they could remain fulfilled in their current job and what factors would make them more likely to stay in a role long term.

A number of professions contained significant percentages of workers who felt they could stay working for the same employer for 10 years or more with 54% of those working in education happy to stay in their current role for a decade or more.

We've already found out that the most professionally fulfilled workers are in the property industry and the results in this section show that 53% of property professionals believe they can be fulfilled in the same position for over 10 years or longer.

The answer would appear to suggest; the more fulfilled you are, the longer you feel motivated to stay with a particular employer.

Looking at regional variations, workers in the East Midlands are not only amongst the least fulfilled employees in the UK, but had the highest number of respondents who believe you can only remain fulfilled with the same employer for up to three years (36%).

In the South West 38% of people believe they could endure their employer for 6-10 years and the North West said they could work for their employer for the longest period of time (47% more than 10 years).

"Many individuals working in education cite the varied and diverse nature of the role – as well as the opportunity to help shape and change young lives – as a reason why they are able to stay fulfilled in the long term. In some ways, supply teachers and those on shorter-term contracts are able to achieve the best of both worlds: the rewarding nature of the role and a constant, refreshing of scenery."

Jenny Rollinson, managing director, Randstad Education

Foreword

Who is professionally fulfilled?

UK has the highest rise in satisfaction

Where in the world is fulfilled?

Global satisfaction snapshot

The UK picture of fulfilment

Industry matters

Who do we think is fulfilled?

Location matters

Factors: contract type

Length of tenure

Recognition

Skills

Job security

Dream job

Falling into a career

Employee and employer relationships

Pay

Looking to the future: recommendations for employers and employees

Conclusion

The importance of recognition

Important as monetary considerations are, employees need their contributions to be valued by their immediate superiors. People want to feel acknowledged and recognised in the workplace, and seek to maintain equity between the inputs that they bring to the job and the outputs they receive. This plays an important factor as to whether people are happy at work¹³.

Research has also proved that recognition programmes can improve employee engagement and reduce turnover, yet the vast majority of companies don't have such practices in place.¹⁴

The importance of recognition was recognised by the employees we surveyed by the fact it came second on the fulfilment wish list, with 28% of respondents citing improved recognition as a motivating factor.

The need for contributions to be recognised was felt most strongly in the finance sector (44%), followed by education (31%). The sectors where employer recognition is least important were doctors and nurses with 9%, legal (10%) and social care (13%). This can perhaps be explained by the fact that in these types of sectors, acknowledgement and gratitude comes from the patients and clients themselves, rather than from line managers.

Regions where employer recognition is considered most important are Wales (43%) and the North West (36%). Workers in the East Midlands (19%), Scotland (20%) and the North East (23%) regard such accolades as far less important.

Sectors by importance of recognition

Ranking	Sector	Importance of recognition
1	Finance	44%
2	Education	31%
3	Allied health professionals	30%
4	Technology and IT	25%
5	Property	22%
6	Engineering	18%
7	Construction	17%
8	Social care	13%
9	Legal	10%
10	Doctors and nurses	9%

Regions by importance of recognition

Ranking	Region	Importance of recognition
1	Wales	43%
2	North West	36%
3	South East	32%
4=	Yorkshire & Humberside	31%
4=	East Anglia	31%
6	Northern Ireland	30%
7	London	26%
8	South West	24%
9	North East	23%
10	West Midlands	21%
11	Scotland	20%
12	East Midlands	19%

¹³ Messick, D. & Cook, K. (1983). Equity theory: psychological and sociological perspectives. Praeger

¹⁴ Bersin/Deloitte Research, Turning Thank You into Performance, 2012

- Foreword
- Who is professionally fulfilled?
- UK has the highest rise in satisfaction
- Where in the world is fulfilled?
- Global satisfaction snapshot
- The UK picture of fulfilment
- Industry matters
- Who do we think is fulfilled?
- Location matters
- Factors: contract type
- Length of tenure
- Recognition
- Skills**
- Job security
- Dream job
- Falling into a career
- Employee and employer relationships
- Pay
- Looking to the future: recommendations for employers and employees
- Conclusion

Learning new skills

Another factor that can stop employees from feeling that they are stagnating in a role is the development of new skills. The degree to which a job requires various activities – which include different job-related skills and talents – is crucial to mental stimulation and happiness in the workplace, allowing jobholders to experience more meaningful and insightful careers¹⁵. It's not just important to the individual either, with the continuing development of new skills and knowledge throughout life also essential for the economy.¹⁶

Continuous learning is integral to professional fulfilment and almost a quarter (23%) of our respondents acknowledged it as an important component of overall fulfilment.

Individuals working in technology & IT (34%) and property (31%) were among those who felt most passionately about the development of new skills, while professionals in the finance sector seemed least concerned about learning with just 11% regarding it as important, closely followed by doctors and nurses (15%).

Across the UK, workers generally felt that opportunities to upskill and develop professionally are important for the future success of their career and their profession as a whole. This was felt the most keenly in the North West (39%), Wales (34%), and the South East (30%).

Sectors by importance of learning new skills

Ranking	Sector	Importance of new skills
1	Technology & IT	34%
2	Property	31%
3	Legal	24%
4	Allied health professionals	22%
5=	Education	20%
5=	Construction	20%
7	Engineering	18%
8	Social care	17%
9	Doctors and nurses	15%
10	Finance	11%

Regions by importance of learning new skills

Ranking	Region	Importance of new skills
1	North West	39%
2	Wales	34%
3	South East	30%
4=	Yorkshire & Humberside	26%
4=	East Anglia	26%
6	Scotland	25%
7	West Midlands	24%
8	East Midlands	22%
9	South West	21%
10	Northern Ireland	19%
11	London	16%

“The technology sector is renowned for being fast-paced and is characterised by constant innovation. It would appear that professionals working in the industry are aware of the need to evolve and are most keen to learn new skills. Adding new strings to one’s bow not only benefits your current employer, but makes you a more employable individual in the future.”

Mike Beresford, managing director, Randstad Technologies

¹⁵ Hackman, J. R. & Oldham, G. R. (2005) How job characteristics theory happened. The Oxford handbook of management theory: The process of theory development, 151-170)

¹⁶ Higher skills development at work, TLRP – Institute of Education, University of London,

Foreword

Who is professionally fulfilled?

UK has the highest rise in satisfaction

Where in the world is fulfilled?

Global satisfaction snapshot

The UK picture of fulfilment

Industry matters

Who do we think is fulfilled?

Location matters

Factors: contract type

Length of tenure

Recognition

Skills

Job security

Dream job

Falling into a career

Employee and employer relationships

Pay

Looking to the future: recommendations for employers and employees

Conclusion

Job security

The probability of individuals keeping their jobs was brought into sharp focus by the recent global financial crisis. In simple economic theory, job security dips during a recession as businesses experience decreased demand and look to trim their headcounts.

On the plus side, **as economic recovery begins and businesses experience growth, job confidence and security typically increase as businesses invest in more capital or labour.**¹⁷

Our research showed that one-fifth of respondents stated greater job security was a key part of professional fulfilment.

The sector regarding job security the highest was social care where 46% of workers considered it an integral element of fulfilment. Other professions appreciating the importance of job security included finance (30%), legal (24%) and allied health professionals (also 24%).

The least concerned with greater job security were doctors and nurses (9%), and professionals in the property sector (10%).

In terms of attitudes towards job security across the UK, workers in Wales (41%) regarded it the most highly followed by Northern Ireland (33%) and East Anglia (32%). In addition, a quarter of workers in London regard job security as a key determiner for fulfilment and satisfaction. The lowest figures came from the North East (11%), West Midlands (12%), and the North West (16%).

¹⁷ Neely, Christopher J: Okun's Law: Output and Unemployment (Economic Synopses, Number 4) (2010)

- Foreword
- Who is professionally fulfilled?
- UK has the highest rise in satisfaction
- Where in the world is fulfilled?
- Global satisfaction snapshot
- The UK picture of fulfilment
- Industry matters
- Who do we think is fulfilled?
- Location matters
- Factors: contract type
- Length of tenure
- Recognition
- Skills
- Job security
- Dream job**
- Falling into a career
- Employee and employer relationships
- Pay
- Looking to the future: recommendations for employers and employees
- Conclusion

Dream job

Barriers to fulfilment

If you love your job, you never work a day in your life. But if it was that simple, why aren't we all working in our dream jobs and enjoying fulfilling careers?

Randstad examined whether employees felt there are any obstacles preventing them from pursuing their ideal role.

The most common barrier was time, with 25% of those surveyed feeling they simply don't have any space in the diary to investigate alternative options. Following closely behind – and indeed intrinsically linked to this – is the feeling it would cost too much money to change careers and work one's way back up the ladder (24%).

Other factors holding people back included a lack of experience in their intended field (21%) and insufficient educational qualifications (15%). Only 9% admitted laziness might have anything to do with it, although this may be more of a gauge of the honesty of the UK's workforce than an accurate reflection of their intentions.

Career fulfilment – what is preventing you from being in your dream job?

Time	25%
It would cost too much to change careers and start from the bottom again	24%
Lack of experience	21%
I am already on my way to being in my dream career – my current job is part of a long-term career plan	18%
Insufficient educational qualifications	15%
Inadequate skill set	14%
Training opportunities	10%
Laziness	9%

Foreword

Who is professionally fulfilled?

UK has the highest rise in satisfaction

Where in the world is fulfilled?

Global satisfaction snapshot

The UK picture of fulfilment

Industry matters

Who do we think is fulfilled?

Location matters

Factors: contract type

Length of tenure

Recognition

Skills

Job security

Dream job

Falling into a career

Employee and employer relationships

Pay

Looking to the future: recommendations for employers and employees

Conclusion

Living the dream

The sectors with the most individuals regarding their current role as a ‘dream job’ – or well on their way to achieving it – were education and finance (both 33%).

We touched earlier on why respondents believed workers in the most fulfilled sectors are happy with their jobs, with the ability to have an impact on people’s lives coming out as the key reason for people believing they would be more fulfilled in that career. But there are other factors at play too, including the challenging nature of the role (10%) and the increased variety (9%). The least popular reasons given were the status the role would afford and being treated more fairly (1%).

A lucky proportion of individuals already feel that they are in their dream careers. More than a quarter of those polled from the South West (26%) and 25% of those from London felt they were either already in their ideal job or on the way towards achieving it. On the flip side, just 11% of those in the East Midlands, North East, North West and Yorkshire & Humberside felt that they were in the job of their dreams.

Switching careers was also on the agenda of questions we posed to a wider European audience. We’ve already seen that UK workers feel there are a number of obstacles from changing careers, but how does this compare with the mood in other nations?

When participants were asked whether they agreed with the statement: “You can always switch careers at any moment”, only 53% of UK respondents said they believed this was the case. This is a significant gap from France and Belgium, where 71% of respondents believed this was an option and the wider Rhineland average of 61%.

Switching careers is one thing, but UK workers displayed more of a willingness to change jobs to improve career opportunities. When asked whether “I would change jobs to improve my career opportunities”, the UK came out top of the leaderboard at 68%, with an average of 61% for the Rhineland region as a whole.

“The South West – and Bristol in particular – often features highly in rankings of the best places to live in the UK due to its low unemployment rates, good schools, great nightlife and beautiful countryside. Living in such enviable surroundings has obviously had a positive influence on residents’ professional mindsets as more residents there than anywhere else felt like they are pursuing their dream job.”

Ruth Jacobs, managing director,
Randstad Business Support

Foreword

Who is professionally fulfilled?

UK has the highest rise in satisfaction

Where in the world is fulfilled?

Global satisfaction snapshot

The UK picture of fulfilment

Industry matters

Who do we think is fulfilled?

Location matters

Factors: contract type

Length of tenure

Recognition

Skills

Job security

Dream job

Falling into a career

Employee and employer relationships

Pay

Looking to the future: recommendations for employers and employees

Conclusion

Falling into a career

To try and understand what motivates people to work in different sectors, we asked people to specify how they ended up in their particular profession. The findings show that employees don't always have a clear path marked out and are just as likely to embark on a career out of circumstances at the time as they are to be guided by personal aspirations.

More than two-fifths of respondents (41%) said they 'fell into' their current career, which displays a worrying lack of pre-planning among the UK workforce, as well as poor careers advice received at school and university.

A quarter chose a profession because they thought they would enjoy it and 22% selected a career they felt matched their skills. It isn't always down to individual choice either, with 17% of respondents citing the local availability of work as a deciding factor.

Individuals who selected a job because thought they would enjoy it have the highest 'very fulfilled' rate (32%) of the reasons for selecting a particular career. Relevant strengths and passion for a particular profession also scored highly (both 31%). Most tellingly, only 11% of people who are very fulfilled selected a career because they thought it would pay well.

Of the people who regard themselves as very unfulfilled at work, 55% of them fell in to their job and 26% thought it would pay well.

Looking at the different sectors, the highest proportion of people who accidentally embarked on certain careers is to be found in construction (53%), legal (50%) and property (48%). This percentage was lowest among doctors where only 16% said they 'fell into' the profession.

In terms of the regional picture, Wales is home to the most individuals who ended up in their current role without much prior planning (55%), a perhaps surprising statistic given it is the most fulfilled region in our findings. Individuals in the East Midlands would appear to have given their careers more forethought, with just 32% of respondents from the region admitting they 'fell' into a certain line of employment.

However, it is worth noting that this figure correlates with the availability of work, with the East Midlands featuring the most prominently among the regions regarding local opportunities as a factor (39%).

"The proportion of people saying they accidentally ended up in a certain career is a worrying indictment of the quality of advice individuals are receiving. Specialist recruitment advice is all about fit and ensuring an appropriate fit is achieved by getting the right individual for the right role."

Mark Bull, CEO, Randstad

Foreword

Who is professionally fulfilled?

UK has the highest rise in satisfaction

Where in the world is fulfilled?

Global satisfaction snapshot

The UK picture of fulfilment

Industry matters

Who do we think is fulfilled?

Location matters

Factors: contract type

Length of tenure

Recognition

Skills

Job security

Dream job

Falling into a career

Employee and employer relationships

Pay

Looking to the future: recommendations for employers and employees

Conclusion

Employee and employer relationships

Being fulfilled at work can be determined by a number of factors, but the relationship you have with your employer can play a part in this.

In a reverse of their overall fulfilment figure, doctors and nurses said they were the happiest with their employer out of all the sectors surveyed, with 72% of respondents saying they are 'very satisfied' with their employer.

The next best-performing sectors in terms of employee satisfaction with their employees fall some way behind doctors, with property (39%) and construction (31%) the professions with the second and third best employer satisfaction levels.

In fact, with none of the doctors and nurses we polled saying they were dissatisfied with their current employer, it begs the question as to what is causing them to be unfulfilled at work – and who is responsible for achieving a fulfilling role whether it be the individual, the employer or a combination of other factors.

There may not be a direct correlation between overall fulfilment and how healthy your relationship is with your boss – and how you view the organisation you work in – which shows that some individuals are able to find fulfilment despite trying conditions, but also that having a great leader isn't the be-all and end-all in certain sectors.

Foreword

Who is professionally fulfilled?

UK has the highest rise in satisfaction

Where in the world is fulfilled?

Global satisfaction snapshot

The UK picture of fulfilment

Industry matters

Who do we think is fulfilled?

Location matters

Factors: contract type

Length of tenure

Recognition

Skills

Job security

Dream job

Falling into a career

Employee and employer relationships

Pay

Looking to the future: recommendations for employers and employees

Conclusion

Pay

For the second year in a row, pay featured as the primary reason people thought they would be more fulfilled and stay longer in a job across respondents from different sectors and locations. Competitive salaries and benefits not only attract people into a job, but help keep them there and provide job satisfaction.

More than half of all respondents (54%) said they would be more fulfilled if they were paid more, echoing the simple sentiment that pay is a primary means of rewarding and recognising an employee¹⁸.

Pay was the most prominent issue in sectors such as finance (59%) and legal (56%). The sectors least concerned with salary as a primary motivator were doctors and nurses (22%) and property (31%).

Looking across the UK, the North East (77%), East Midlands (64%) and Yorkshire & Humberside (60%) were the highest ranking regions in terms of the importance of pay. But pay is not the be-all and end-all, with just 48% of respondents in London saying better pay would encourage them to stay longer at a company.

For greater context, when comparing the UK employment market with that of its Anglosphere counterparts, the UK's employees ranked highest in their willingness to change jobs to chase greater pay. When asked whether they would change jobs if they could make more money elsewhere, 76% of respondents said they would consider the move – against a region average of 72%. The lowest score was in New Zealand where 65% responded positively.

¹⁸ Herzberg, Frederick; Mausner, Bernard; Snyderman, Barbara B. (1959). *The Motivation to Work* (2nd ed.). New York: John Wiley

- Foreword
- Who is professionally fulfilled?
- UK has the highest rise in satisfaction
- Where in the world is fulfilled?
- Global satisfaction snapshot
- The UK picture of fulfilment
- Industry matters
- Who do we think is fulfilled?
- Location matters
- Factors: contract type
- Length of tenure
- Recognition
- Skills
- Job security
- Dream job
- Falling into a career
- Employee and employer relationships
- Pay
- Looking to the future: recommendations for employers and employees
- Conclusion

Looking to the future

The intention of our research was not just to establish whether employees are fulfilled; but also to uncover just **who** is responsible for fulfilment in the workplace.

Separate research we carried out earlier this year revealed that 69% of employers felt job satisfaction is their employees' responsibility and not theirs, despite admitting that high job satisfaction boosts profits. Employers in education and care were found to be more likely to take responsibility for professional fulfilment, while those in finance and IT were less likely.

Despite this evidence, there is a strong argument to suggest that both parties are equally culpable and can both contribute to the fulfilment an individual feels. Our research shows that employees' fulfilment can be influenced by factors such as contract type, length of tenure, pay, recognition

and learning new skills, but employees can also seize the initiative and effect change. If you are feeling unfulfilled in a particular role, why not seek another one, another organisation or an entirely new career? If you feel like you aren't being paid or recognised enough, then discuss this with your employer. Businesses are powerless to act without this vital employee feedback, so don't let your unfulfilment fester.

In addition to employees and employers taking part responsibility for job suitability and fulfilment, third parties such as a specialist recruiters can play an integral role in introducing the two parties to each other. They will not only be able to tell you about whether the pay, promotion and training opportunities at prospective employers are better than what is on offer in your current job, but will also have a solid grasp of what kind of individual the company is seeking.

Foreword

Who is professionally fulfilled?

UK has the highest rise in satisfaction

Where in the world is fulfilled?

Global satisfaction snapshot

The UK picture of fulfilment

Industry matters

Who do we think is fulfilled?

Location matters

Factors: contract type

Length of tenure

Recognition

Skills

Job security

Dream job

Falling into a career

Employee and employer relationships

Pay

Looking to the future: recommendations for employers and employees

Conclusion

Key recommendations

Employers

Provide training

Employees need to feel that their skills are being developed. Opportunities for growth, promotion, cross-team working, secondments and job, sector and location swaps are likely to be highly valued by ambitious individuals.

Recognise your staff

In addition to acknowledging their contribution, employers can recognise the importance of their staff by providing job variety, upskilling opportunities, rewards and leadership feedback.

Job security

With job security an important part of fulfilment for many employees – and many not having fully restored confidence after the uncertainty of the recession – companies can move to allay any concerns by keeping their workforce informed. This can be through the positive reinforcement of sharing expansion plans and business wins, or simply by providing workers with a clear career path which outlines future promotion opportunities. Workers who feel secure are not only likely to feel more motivated and happy at work, but are less likely to leave and cause business high turnover problems.

Employees

Own your own growth

Employees need to take responsibility for their own careers. Ask employers where you can develop, about any existing opportunities and if there are new projects you can take on to expand your horizons. Look at options both in your current role and organisation and at external opportunities that may be available.

Take the initiative

Employees can't expect their career fulfilment to just fall into their lap. If you're not happy with your job for whatever reason, seize the initiative and try and positively influence the factors that are leaving you feeling unfulfilled.

Understand what's important

You may think money is the be-all and end-all to feeling fulfilled in the workplace, but have previous pay rises instantly improved your job satisfaction? Dig deeper and establish what is important to you, whether it be work-life balance, recognition or wanting a new challenge. Finding the right role, organisation or career is far more likely to satisfy you in the long term than any potential quick fix.

Seek advice

If you are feeling unfulfilled or unhappy in your current role, don't feel that you have to suffer in silence. You might not feel it is appropriate to express your reservations to your employer, but a demotivated employee does neither party any good and you may be able to establish mutually beneficial solutions. If you don't feel comfortable having that conversation with your employer, why not seek advice from a career advisor or recruitment specialist? You aren't the first person to feel unfulfilled at work and you won't be the last.

Fulfilment is personal to each individual and it can take some time to perfect the blend of factors that equate to a job that you're going to feel fully fulfilled in. If you're in need of some motivation and inspiration – or simply want to share your own positive experiences – visit www.randstad.co.uk/how-i-became where you can watch people from a variety of backgrounds and sectors explaining how they achieved contentedness in their careers.

Foreword

Who is professionally fulfilled?

UK has the highest rise in satisfaction

Where in the world is fulfilled?

Global satisfaction snapshot

The UK picture of fulfilment

Industry matters

Who do we think is fulfilled?

Location matters

Factors: contract type

Length of tenure

Recognition

Skills

Job security

Dream job

Falling into a career

Employee and employer relationships

Pay

Looking to the future: recommendations for employers and employees

Conclusion

Conclusion

The recession that the UK is gradually extracting itself from was longer and deeper than many of us expected. As well as the wider economic implications and the problems faced by businesses, individual workers have had to contend with the uncertainty and worry that such trying conditions inevitably bring.

As we move into the recovery phase and the economy regains its strength, now seems a pertinent time for businesses to address questions and take action on the central issues concerning the barriers to fulfilment. **Whereas employees may be happy simply to hold on to their jobs in a downturn, as optimism and confidence returns they have more scope to question whether they are really satisfied in their current role.**

Our research has indicated that there a number of factors – including contract type, length of tenure, recognition, new skills and career selection – that can affect employee satisfaction and fulfilment, so employers should identify ways they can help their workers achieve happiness in the workplace.

It is not the sole responsibility of the employer or employee to ensure fulfilment across their workforce, but rather a joint effort that both parties can work in tandem to achieve. Employees regard their jobs as far more than simply a financial means to an end and employers regard their people as more than just employee numbers. Working towards mutually beneficial working arrangements suits all parties.

It is certainly encouraging that the level of fulfilment among the UK workforce is on an upward trajectory, but there is no room for complacency. The UK only finds itself mid-table internationally, there is still work to do.

Mark Bull, CEO Randstad UK, October 2014