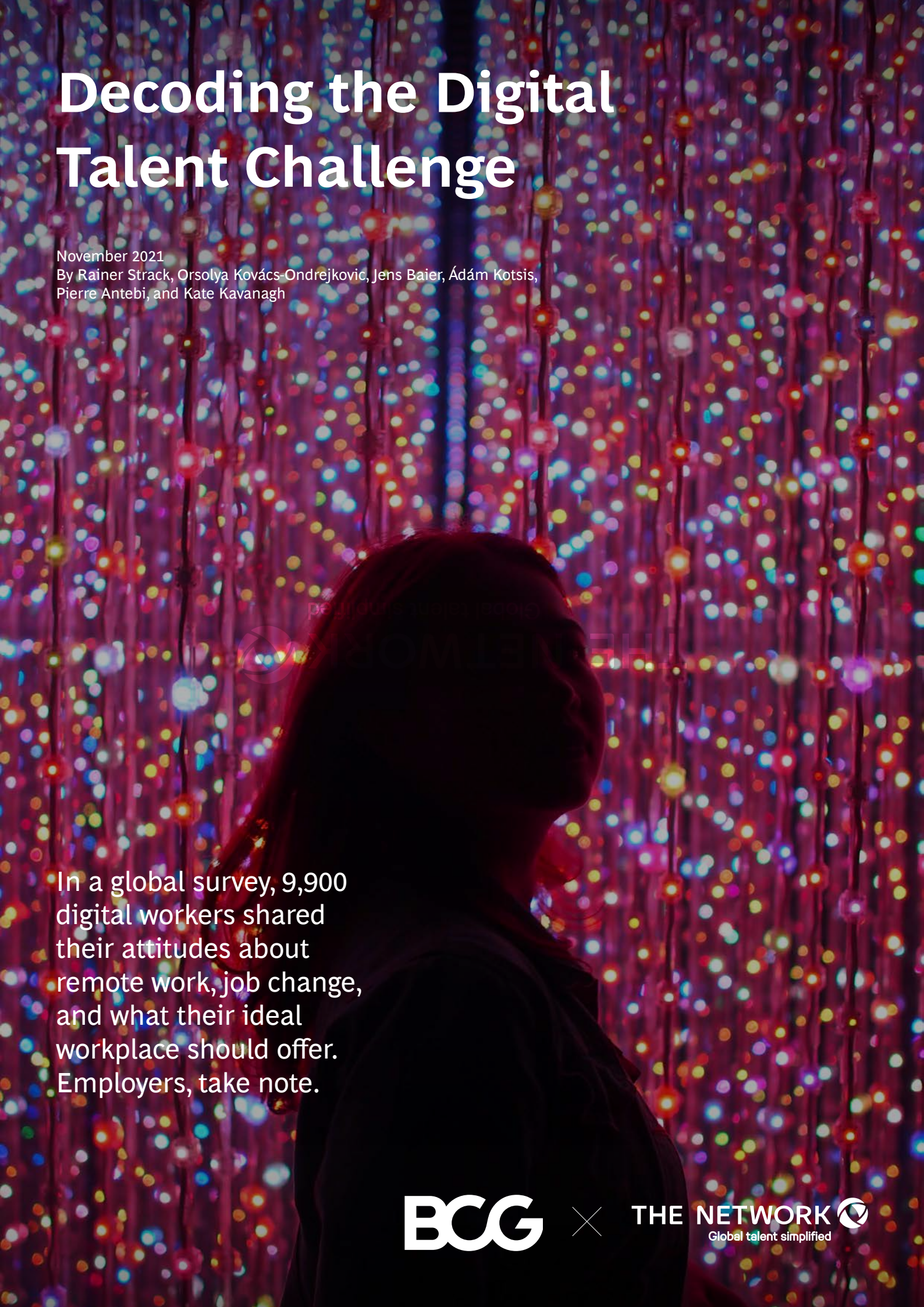
Decoding the Digital Talent Challenge

November 2021

By Rainer Strack, Orsolya Kovács-Ondrejkovic, Jens Baier, Ádám Kotsis, Pierre Antebi, and Kate Kavanagh



In a global survey, 9,900 digital workers shared their attitudes about remote work, job change, and what their ideal workplace should offer. Employers, take note.

BCG × THE NETWORK
Global talent simplified





Boston Consulting Group partners with leaders in business and society to tackle their most important challenges and capture their greatest opportunities. BCG was the pioneer in business strategy when it was founded in 1963. Today, we help clients with total transformation—inspiring complex change, enabling organizations to grow, building competitive advantage, and driving bottom-line impact.

To succeed, organizations must blend digital and human capabilities. Our diverse, global teams bring deep industry and functional expertise and a range of perspectives to spark change. BCG delivers solutions through leading-edge management consulting along with technology and design, corporate and digital ventures—and business purpose. We work in a uniquely collaborative model across the firm and throughout all levels of the client organization, generating results that allow our clients to thrive.

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

Decoding the Digital Talent Challenge

This article is part of BCG's Decoding Global Talent series, which investigates how work gets done around the world to uncover long-term workforce trends.

Millions of people around the globe either drastically changed how they worked or lost jobs because of the pandemic, social unrest, climate catastrophes, and other circumstances. Not digital talent. Most emerged from the recent crises relatively unscathed. Because advanced digital skills are in such high demand with employers that are modernizing their organizations, digital workers have even more options than before—and they know it.

Of all people with digital skills, 40% report actively job hunting and close to 75% expect to change positions in the near future. It puts this group at the forefront of the "great resignation." And it poses a particularly perplexing problem for employers outside the technology industry that need this highly desirable talent pool to transform their businesses but might not be digital workers' first choice when they look for work.

These insights and more come from a worldwide survey of digital talent conducted by BCG and The Network, a global alliance of recruitment websites. (See Exhibit 1.) Approximately 9,900 respondents working in digital fields were among 209,000 people in 190 countries that BCG and The Network polled for the ongoing Decoding Global Talent series. (See the sidebar "Methodology.") For the purposes of this study, we defined digital talent as people in jobs in IT, automation, analytics, or digitization. To learn more about the stories behind the numbers, we did follow-up interviews with digital workers and human resources leaders at both established companies and digital startups.

Our findings about digital workers' preferences provide a glimpse of what tomorrow could hold for the entire workforce. People in digital roles embraced new work habits during the pandemic and want to maintain some amount of job flexibility. They are citizens of the world, more open than most to working virtually for a company in a different country or moving abroad for work. They care about what's happening in society and the environment, and they want to work for an employer that shares their values.

All those sentiments have ramifications for employers, which must rethink workforce planning, training, and recruiting to remain attractive to these highly sought-after employees.

Digital Talent Are Eager to Change Jobs—Within the Same Field

Digital workers are confident in their abilities and their desirability. That, perhaps, explains why so many are open to trading job security for a new opportunity, putting them at the vanguard of the great resignation—and presenting employers with both an opportunity and a risk. Four in ten digital workers are job hunting now, and 73% plan to look for a new job within the next two to three years. (See Exhibit 2.)

Seeking an opportunity to advance their career is the primary reason digital workers give for looking for a new job. A higher salary is another prime motivator. As both tech and nontech organizations modernize, they are willing to invest more in IT talent.

Better opportunities or pay are not the only reasons why digital workers leave a position. Some change jobs when looking for a new challenge, to keep their skills up to date, or to remain competitive in the workforce. Others may embark on a job hunt if they don't feel valued by their employer, if their work isn't in balance with the rest of their lives, or if their employer's values no longer line up with their personal beliefs.

Although they are interested in switching jobs, far fewer digital workers are as keen to change careers as their counterparts in nondigital roles. Those who would consider picking up new skills for a new job mostly want to stay within their own fields of IT, digital, automation, and analytics. Some would consider a career shift to consulting or engineering.

Digital roles are also the most attractive reskilling target for workers in almost every other profession. Twenty percent or more of people currently working in a wide swath of professions would willingly learn new skills if doing so led to a job in digitization, automation, IT, or technology.

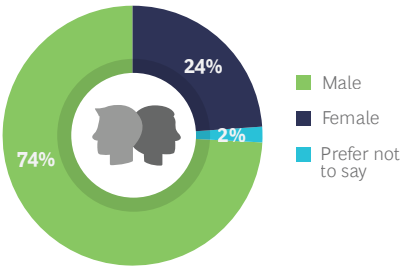
Exhibit 1 - Demographics of Digital Talent

Respondents with jobs in IT, automation, analytics, or digitalization

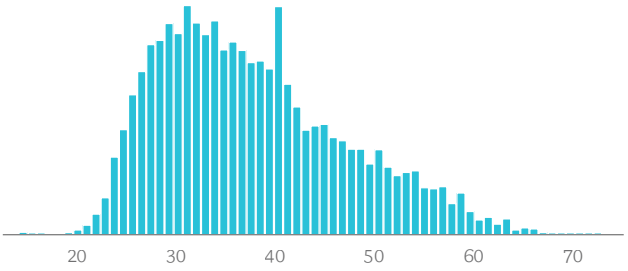
Total digital worker respondents

9,864

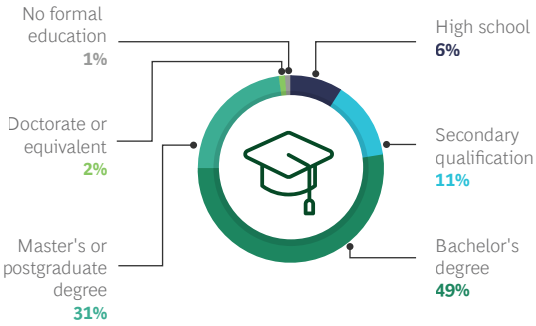
Gender



Age distribution



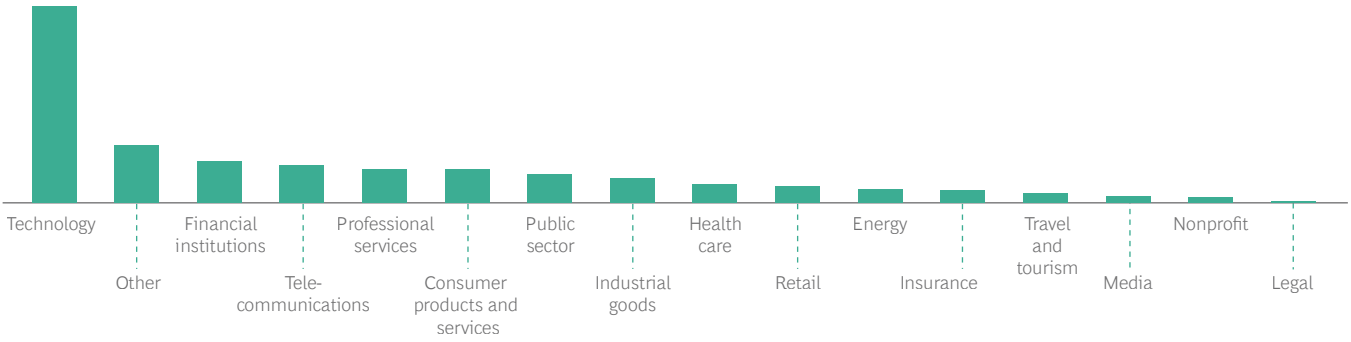
Education



Locations with the most respondents

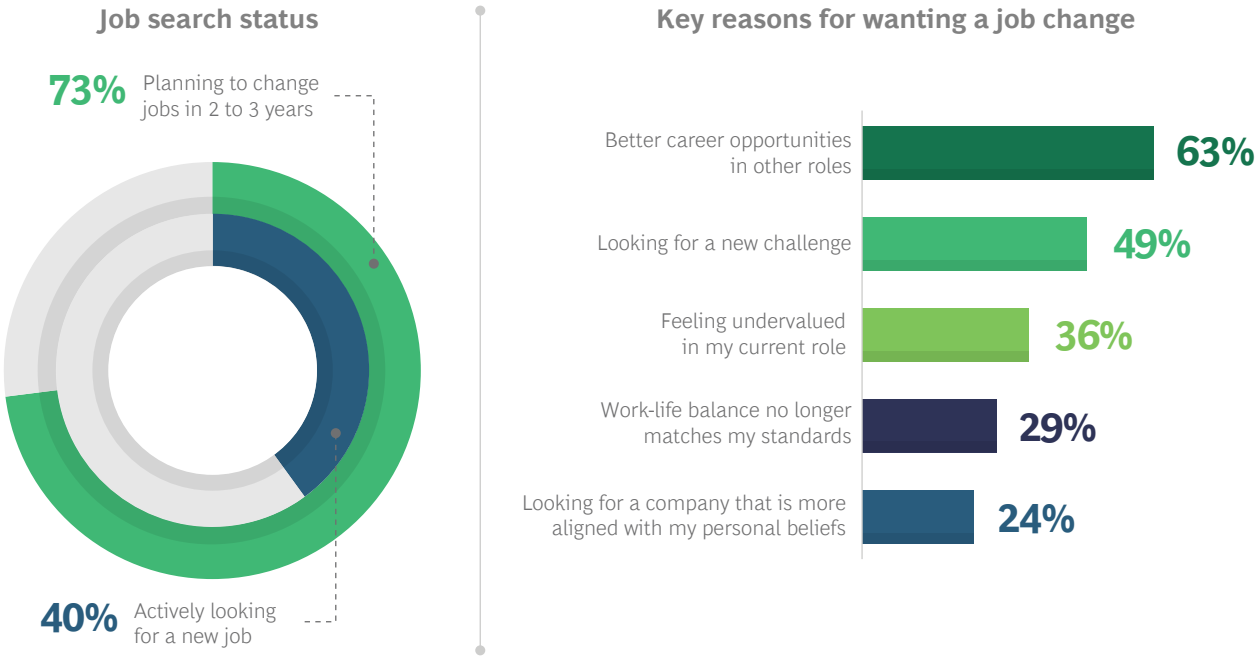


Industries in which respondents are employed



Source: 2020 BCG/The Network proprietary web survey and analysis of 9,864 workers in digital fields.

Exhibit 2 - Digital Workers Are Eager Job Changers



Source: 2020 BCG/The Network proprietary web survey and analysis of 9,864 workers in digital fields.

Continued Strong Demand for Flexibility in Where and When Work Gets Done

Software developers don't need to be in the office to write code, data scientists don't have to be there to structure algorithms and analyze datasets, and IT administrators can ensure that a company's servers are secure from another location. No wonder they and other digital workers were familiar with virtual work long before the events of the past two years.

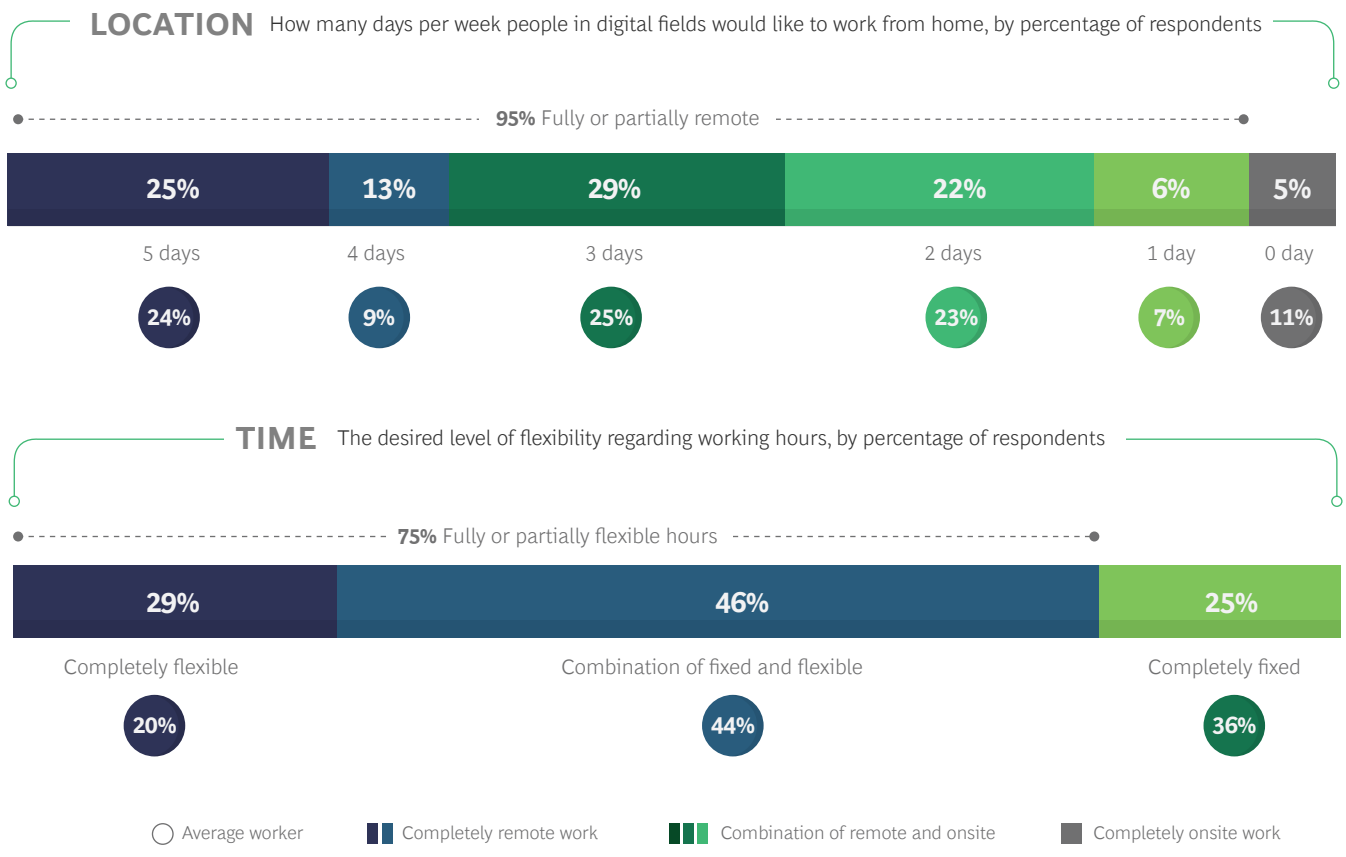
But as was the case with many other workers, the pandemic tested digital talent's comfort with remote work. By late 2020, the number of digital workers who said they worked outside the office some or all the time rose to 76%, from 41% in 2018. At the time of our survey, the portion of digital workers who were onsite every day—24%—was just half that of people in nondigital roles.

Digital workers are almost unanimous in their desire to retain some amount of flexibility in where they work. (See Exhibit 3.) In all, 95% of digital respondents want to work from home at least once a week; only a small fraction want to be full time in the office.

Tekla Szabó, the global reward director for OLX Group, a network of online trading platforms based in the Netherlands, said that offering the option of remote work is a must to attract digital talent. At OLX Group, employees in certain tech roles are required to come into the office only once a quarter. "And some colleagues find even this too much," Szabó said.

However, only a quarter of digital talent want to work completely remotely all of the time and many would prefer to come into the office two or three days a week, to collaborate with their teams or meet with their managers.

Exhibit 3 - Digital Workers Want Flexibility in Where and When They Work



Source: 2020 BCG/The Network proprietary web survey and analysis of 9,864 workers in digital fields.

Tech people appreciate coming into the office as a team when they have working sessions or projects, said Stuti Bajaj, a senior vice president of HR at the Adecco Group, a global workforce solutions company, where she supports digital, tech, and IT functions. "Our agile teams come in a few times a week for intensive collaboration time," Bajaj said.

Digital workers' desire for flexibility extends to *when* they work. The largest portion, 46%, prefer some combination of fixed and flexible hours. Such a setup may require everyone on a team to work a handful of the same hours every day—from 10 a.m. to noon, for example—but otherwise allow them to set their own schedules. Or people may be required to be available for specific hours on specific days of the week. In addition, 29% of digital respondents want complete control over the hours that they work. Only 25% prefer a job with set hours, much less than the 36% global average of respondents in both digital and nondigital roles.

When Tomilola Abiodun joined Microsoft as a cloud-computing product-marketing manager after getting her MBA, the Nigerian native preferred being in the office every day even though her boss said it was okay to work from home once a week or from her choice of location for other periods of time.

"I tried working from home twice before COVID-19 happened and was not productive," Abiodun said. Once the crisis hit, she set up a proper home office. Now, she describes her ideal routine as working from home Mondays and Fridays and from the office the rest of the week. She also wants flexible work hours. "I like working at night; that's when I get a big part of my work done."

Comfort with Remote Work Paves the Way for Virtual International Assignments

For digital talent, working remotely during the pandemic spurred an interest in working virtually for an international employer. In all, 68% percent of digital workers say they are willing to work remotely for an employer that lacks a physical presence in their country, significantly more than the 57% cross-job average. (See Exhibit 4.) It's also higher than the 55% of digital workers who say they would move abroad for work.

Digital workers' interest in remote international employment isn't indiscriminate. Even though it would not involve a physical move, they would rather work for employers headquartered in certain countries over others. When it comes to working virtually, their first preference would be to work for a company based in the US, followed by the UK and Australia. Chinese and Singaporean companies are also attractive to digital workers interested in remote employers.

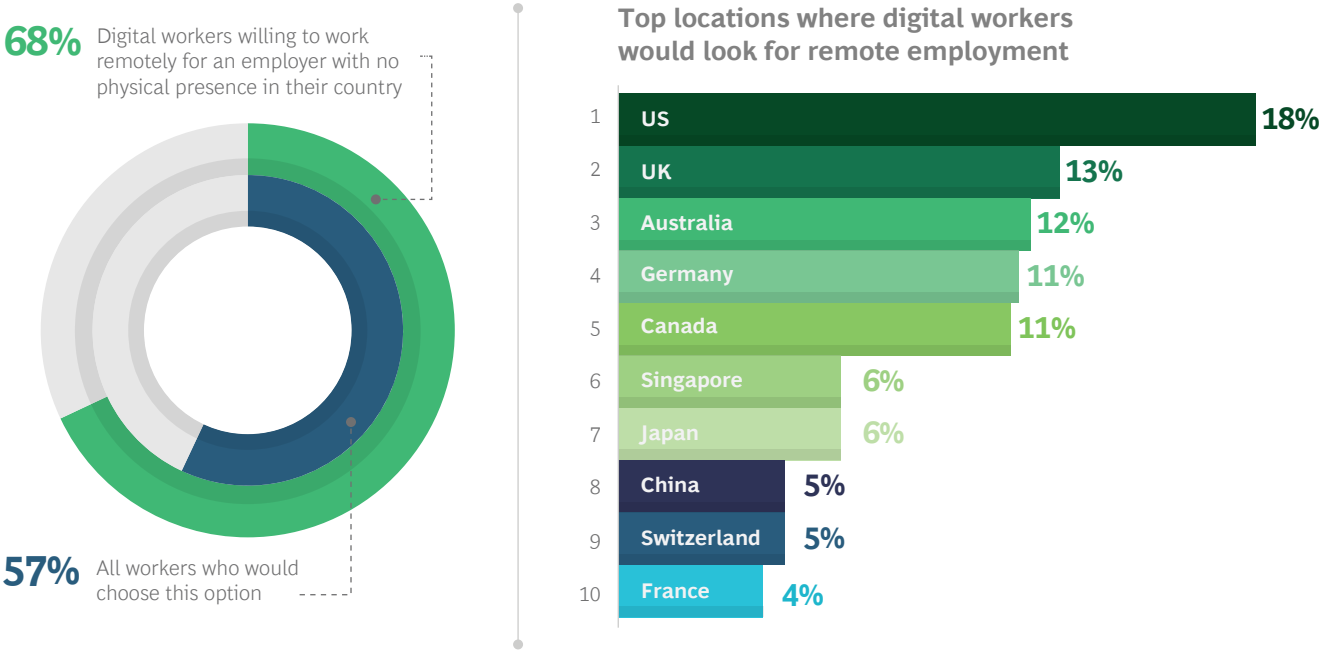
The trend toward virtual work means that corporate and public-sector employers have new options for filling hard-to-find roles such as AI expert or IT systems administrator. Because visa limitations don't apply to remote work, employers can explore sources of talent that previously were not attractive or feasible.

Before the pandemic, HelloFresh, the German company whose meal prep kits are sold around the world, relocated tech talent to Berlin from as far away as South Africa, India, and the US. But the pandemic and the strong local competition for talent made the company open to new talent practices, including remote employment. During 2021, more than a fourth of HelloFresh's tech workforce joined the company remotely from another country, according to Johannes Willberg, head of HelloFresh's people operations. The majority is still expected to relocate to Berlin, but until then, they may work from their home countries for up to six months. The company also offers its Berlin-based employees the chance to work abroad one or two months a year. "And to tap into rising talent markets, we are exploring fully remote setups for certain tech teams across different countries," Willberg said.

At the same time, virtually engaging foreign digital talent presents new challenges, including determining salary and compensation in regions with different costs of living, adjusting payroll and insurance systems, and expanding data security and corporate culture so that employees are safe and feel welcome regardless of where they are.

Matej Hrapko, 41, a mechanical engineer from Slovakia who lives in Austria and works for an airbag manufacturer there, would consider a virtual relocation under the right circumstances. "You would still need to get used to the company's thinking and culture," Hrapko said.

Exhibit 4 - A Majority of Digital Workers Are Open to Virtual Mobility



Source: 2020 BCG/The Network proprietary web survey and analysis of 9,864 workers in digital fields.

Fewer Digital Workers Are Willing to Move Abroad for a Job

When we first studied workforce trends for digital talent in 2018, 67% of respondents were open to an international move for work. That number has declined ever since, in part because of long-term trends toward stricter entry restrictions and increasingly nationalistic immigration policies. The worldwide health crisis created by the pandemic exacerbated the drop. And as we found, many digital workers don't feel that moving abroad for a job is necessary if they can find a job that will come to them.

In our latest survey, only 55% of digital workers would move to a different country for a job. However, that's still higher than the 50% global average.

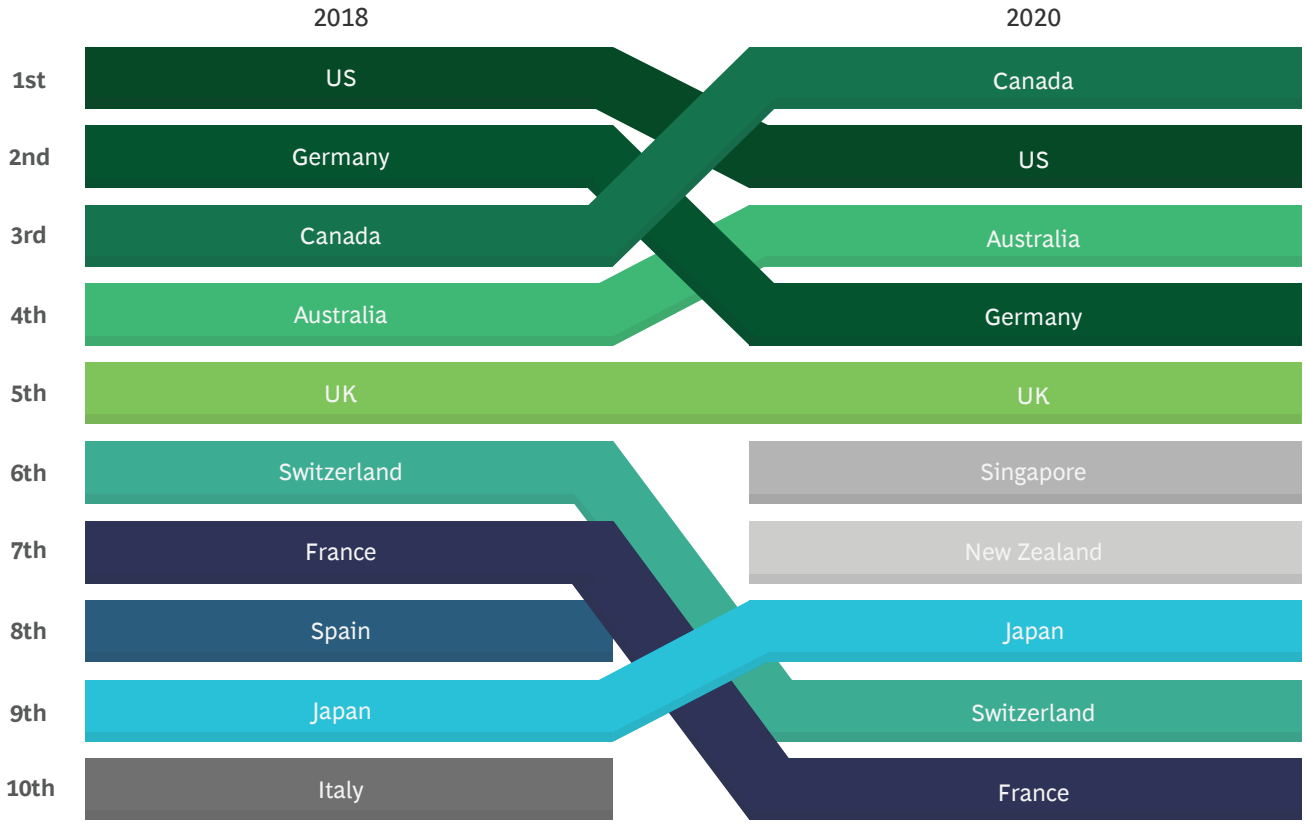
Of those who are open to moving abroad for work, the destinations they'd choose look somewhat different than they did two years ago. Canada is now their top target, knocking the US into second place. Those countries are followed by Australia, Germany, and the UK. (See Exhibit 5.)

Cherif Ahmed Alexandre, an IT systems consultant from Ivory Coast, would eagerly move abroad for work. Canada is high on his list of destinations because of what he sees as the openness of the people there. And, like him, residents in the eastern part of the country speak French. "I wouldn't relocate to the US because I perceive the country as unsafe," he said, "and the recent issues with police would discourage me from moving there."

An even bigger trend is the Asia-Pacific region's emergence as a go-to destination for a foreign relocation. Several Asian-Pacific countries—including Australia, Singapore, New Zealand, and Japan—increased in popularity since 2018. Digital workers view many of these countries as more welcoming than other parts of the world, as more stable socially or economically, and as better managers of early waves of the pandemic.

Exhibit 5 - Digital Workers' Top Choices for Working Abroad Are Changing

Locations ranked by percentage of respondents who would physically move there for work



Source: 2020 BCG/The Network proprietary web survey and analysis of 9,864 workers in digital fields.

Other countries' popularity gains come at the expense of the US, Germany, Switzerland, and France, all perennial favorites for working abroad that today are perceived as less hospitable to outsiders for any number of reasons. It's a warning shot for employers in those countries: do not automatically assume that people with desirable skills—such as digital capabilities—would be interested in a job offer that requires them to move to your location.

London, a global finance and business center, is still the top city that digital talent would consider for a transnational job-related move. But changing preferences have caused other US and European cities to fall in popularity while the attractiveness of their Asian counterparts has increased. (See the sidebar "London Is Still Number One.")

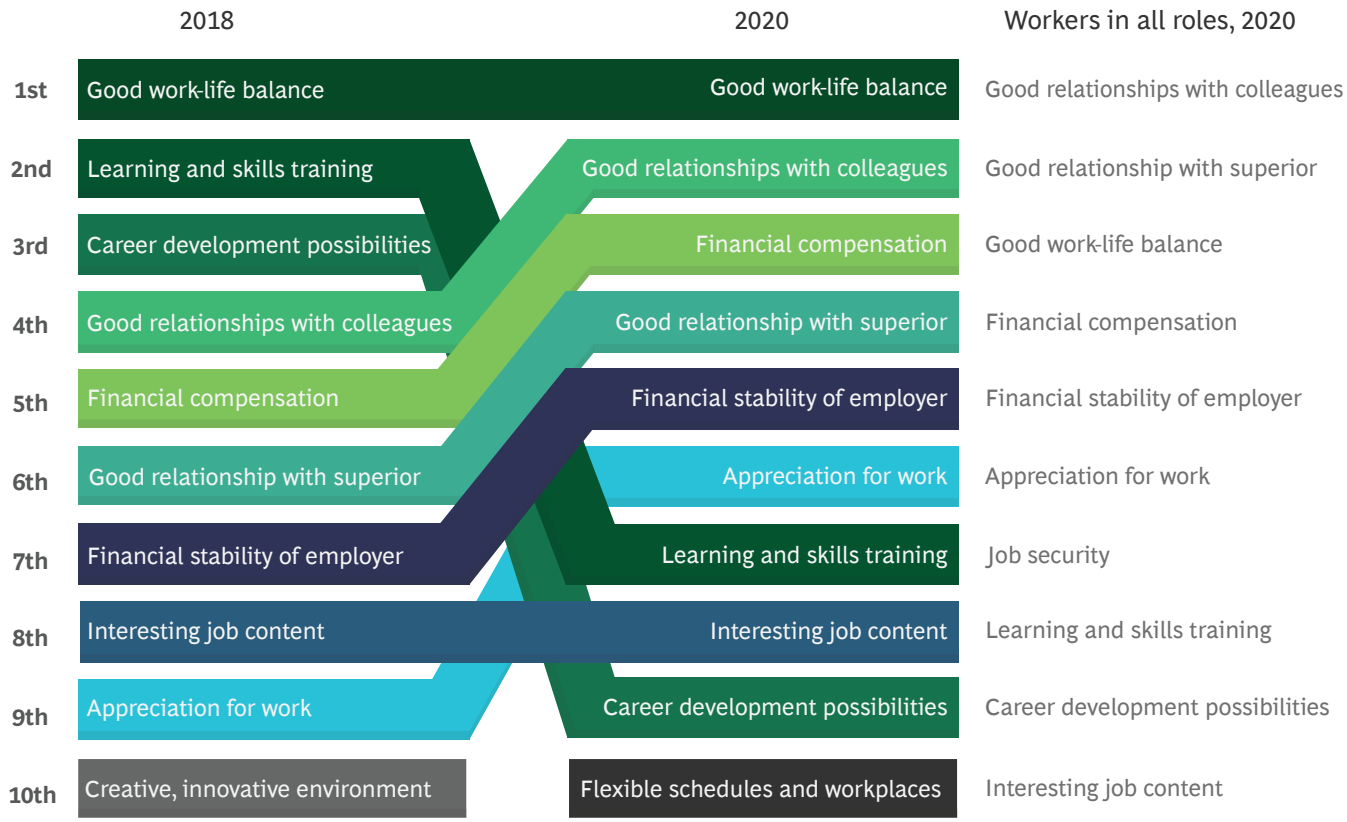
Changing Views of What Matters on the Job

Although the events of the past two years may have changed where and how people in digital roles work, many of the job attributes they care about the most remain much the same. Chief among those is maintaining an equitable balance between their jobs and their lives outside of work—a familiar refrain among workers from all walks of life during the pandemic. (See Exhibit 6.)

Despite the switch from in-person to virtual meetings, digital workers place even more importance now than in the past on good relationships with colleagues and managers and on being recognized for what they do. It's a reminder for managers to make an effort to acknowledge and praise people, even those who work remotely or on schedules that have them out of the office more than they are in it.

Exhibit 6 - Priorities Have Shifted, but Work-Life Balance Is Still Number One

Ranked based on importance of each job element to respondents



Source: 2020 BCG/The Network proprietary web survey and analysis of 9,864 workers in digital fields.



London Is Still Number One

Digital workers' changing preferences affect the popularity of specific cities as well as particular countries.

London remains the top destination for digital talent who would consider moving to a city in a different country for work. (See the exhibit.) As a global financial center and major base for business and culture, London has long attracted a diverse group of immigrants who move there for work. The city continues to be a focal point of the Commonwealth association of 54 countries, many of which were previously British territories—another explanation for its ongoing appeal as a destination for working abroad.

Asian cities have become more popular since 2018, an outcome of the overall increase in popularity of Asian-Pacific countries for moving to a different country for work. Singapore is the second most popular city for an overseas posting, a sentiment no doubt influenced by the city's efforts to build a digital economy and to support digital skill building. Tokyo also ranks higher than it has in the past. And for the first time, Kuala Lumpur, Beijing, and Seoul joined the list of the 30 cities most popular with digital talent for a job-related relocation.

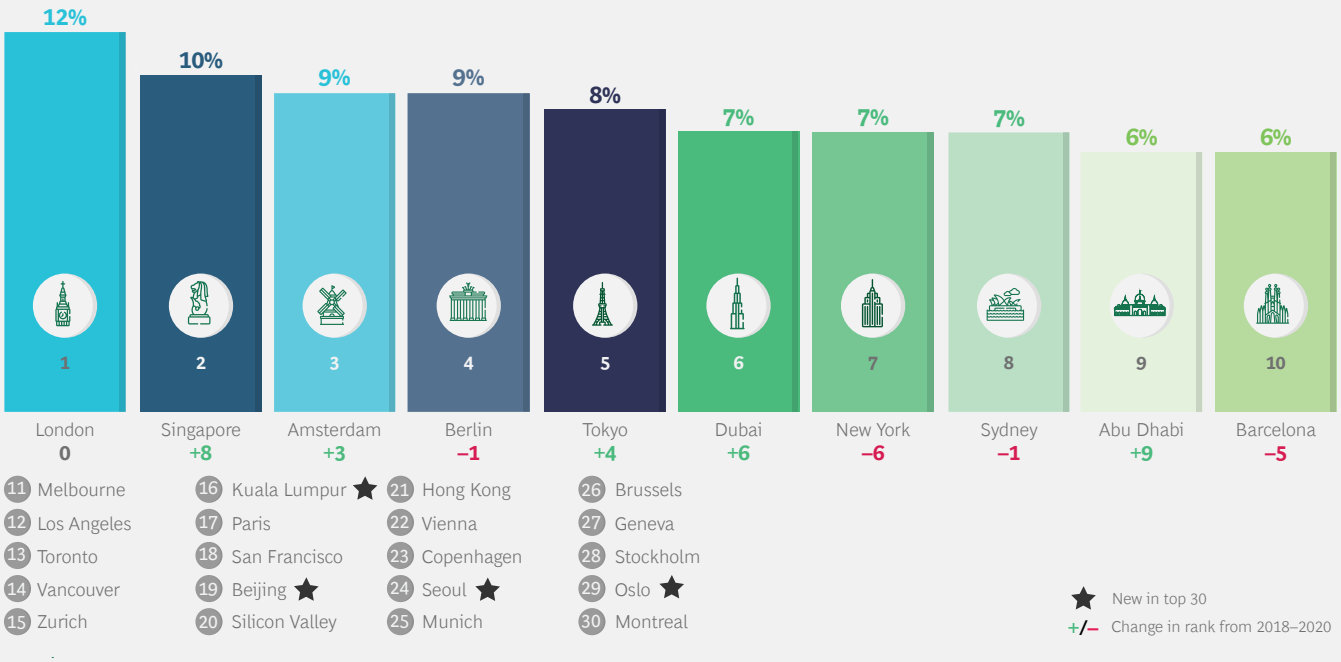
Alexandre, the IT consultant from Ivory Coast, would gladly move to China—Beijing in particular, calling it "a city of innovation."

Middle Eastern cities are also more popular with digital talent. Dubai and Abu Dhabi in particular have climbed in the rankings.

In Europe, Berlin and Amsterdam remain popular, but digital workers' interest in moving to Barcelona and Paris has waned. That's also the case for New York, which at the time of our survey was still struggling with the health and social effects of the pandemic.

Most Attractive Cities for Digital Talent

Ranked by percentage of respondents willing to move to each city



Source: 2020 BCG/The Network proprietary web survey and analysis of 9,864 workers in digital fields.

“In the beginning of my career, I thought the most important aspects of a job were the projects and topics you work on,” said Manuel Milliery, a Paris entrepreneur who left a tech job during the pandemic to start a clean-packaging company. “Later, I understood that working in the best environment with great teams was in fact the most important.”

Aside from those workplace intangibles, one very tangible job factor has become more valuable: financial compensation. For digital talent, making enough money and working for a financially stable employer gained standing among the most-appreciated job factors. Neither is surprising considering both the often-devasting effects the pandemic has had on organizations around the world and people’s understandable desire for a secure income on which to ride out the crisis.

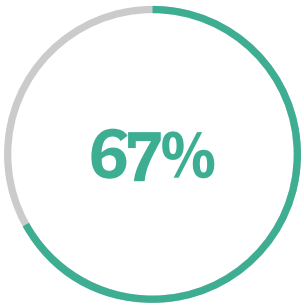
Salaries for digital-related jobs have always been strong relative to those for other job roles, and they became even more competitive as employers shook off the effects of the pandemic and started hiring again. Szabó, the global reward director at OLX Group, said that in her experience, a digital worker with one offer in hand regularly shops around for something better. “Before the pandemic, a strong applicant usually had 4 or 5 counteroffers. Now, they often have as many as 20 or 25,” she said.

However, compensation is more than just salary; companies should bear in mind that they have other ways to entice digital talent to stick around. “Digital candidates care a lot about long-term incentives, such as stock options and shares. It signals belonging and trust, and makes them feel part of the company,” Szabó said.

One job factor that remained constant during the past two years is the importance that digital employees place on interesting work. Digital talent consistently rank having challenging or otherwise motivating work higher than people in nondigital positions. .

And according to Szabó, not being able to ensure that someone can work with the latest hardware, software, or technology “can be a deal breaker.”

The importance that digital workers place on the progress of their careers as well as learning and development declined somewhat from 2018 to 2020 but remains among the work factors that they emphasize. “Many digital workers want to create their own career path rather than have one prescribed for them.” said the Adecco Group’s Bajaj, who works one-on-one with tech employees to come up with the next steps that are best for their career aspirations.



Of digital workers were willing to move abroad for work in 2018



Of digital workers are willing to move abroad now



Of workers in all roles are willing to move abroad for work now

Social Issues Are Increasingly Important to Digital Talent

The pandemic isn't the only crisis the world has had to contend with in recent times. The past several years saw the rise of the #MeToo movement, Black Lives Matter protests, political upheavals, devastating wildfires on multiple continents, and other climate catastrophes. It's led job seekers to become more attuned to workplace values and where prospective employers stand on the issues.

Digital talent care about what's happening in the world. The majority, 61% (69% of those aged 30 or younger), said that issues related to diversity and inclusion became more important to them over the past year. (See Exhibit 7.) Equity issues are important enough that half of the global digital talent pool (53% of digital workers 30 and younger) would exclude from a job search companies whose beliefs about diversity and inclusion do not match their own.

Digital workers' commitment to equity is almost as strong as their stance on environmental issues. More than 60% of all digital workers agree that issues of environmental responsibility gained in importance in the last year, a feeling shared by two-thirds of digital workers aged 30 and younger. Close to half of all digital workers (48%), and 50% of younger workers, would not take a job with an employer whose environmental policies don't match their personal beliefs.

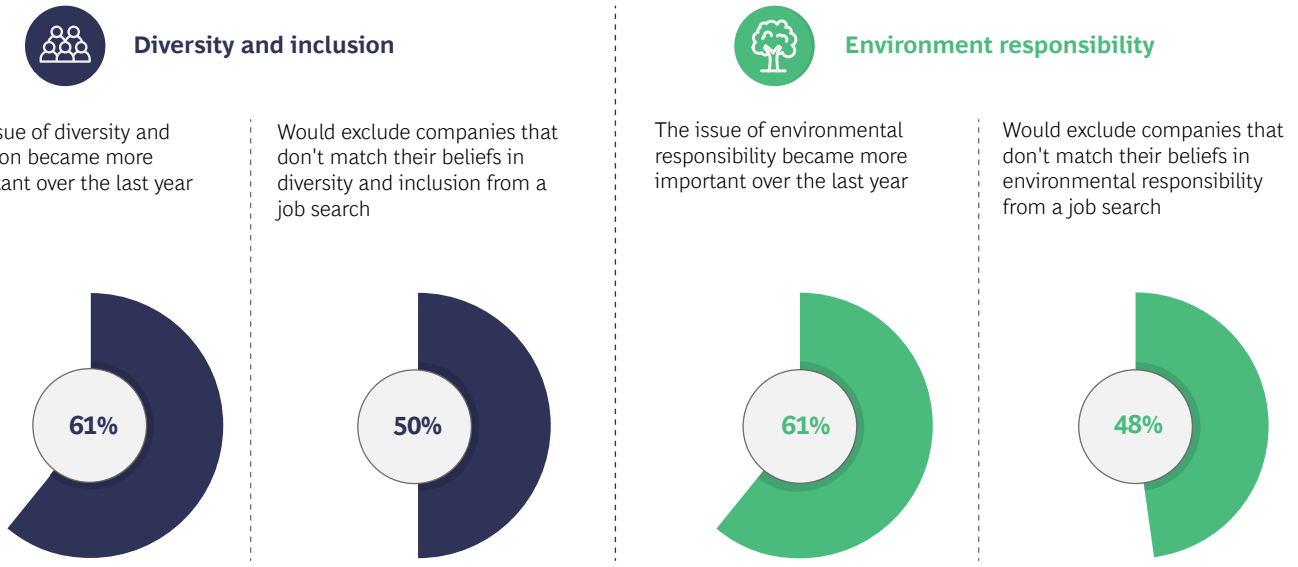
Milliery, the Paris-based clean-packaging startup owner, agrees that companies could do well for themselves and the world by paying more attention to environmental issues. "We have a real problem with the air we breathe in our cities," he said. "Companies should shift their focus toward addressing environmental problems."

Keeping Up with Automation and Learning

One might think that digital workers, because of their skills and expertise, are not concerned that automation will take over their jobs. On the contrary. We found that the proportion of digital workers who worry that their jobs are at risk is about the same as it is for other types of knowledge workers. Forty-two percent of digital workers said they are increasingly concerned about automation's effects on what they do. That compares with 48% of people in finance and auditing, 43% in HR, and 41% in media and information.

In addition to worrying that improved algorithms, robotics, or advanced software might one day replace them, digital workers may be stressed by the need to keep up with the ever-evolving technology required for their jobs. "Top tech talent knows that most technologies—and therefore their skills—become outdated in approximately 18 months, so they continuously work on updating them," said Szabó, the OLX Group executive. "We don't need to overorganize their learning, just ensure they have the space for it."

Exhibit 7 - Global Issues Matter to Digital Talent



Source: 2020 BCG/The Network proprietary web survey and analysis of 9,864 workers in digital fields.

Digital talent act on their fears by investing in their skills and being flexible about their career expectations. The majority (68%) said they make a significant investment in learning, spending at least a few weeks a year developing their skills.

When it comes to learning, digital talent prefer self-directed study, picking up new skills on the job, or taking online classes. (See Exhibit 8.) The proportion of digital talent who like to learn online—65%—increased substantially from 2018. It's also significantly higher than the 48% of those not in digital fields, possibly because the nature of their work has made digital talent more comfortable than most with learning online.

Exhibit 8 - Self-Led and Online Learning Resources Have Become Even More Attractive

Percentage of respondents who used a given resource to develop and train their skills

Rank among respondents	2018		2020	
1	Self-study	77%	Self-study	75%
2	On-the-job training (including coaching and job rotation)	58%	On-the-job training (including coaching and job rotation)	65%
3	Online educational institutions (such as digital academies and MOOCs)	46%	Online educational institutions (such as digital academies and MOOCs)	65%
4	Conferences and seminars	31%	Conferences and seminars	46%
5	Traditional educational institutions (academic and vocational)	26%	Traditional educational institutions (academic and vocational)	33%
6	Mobile apps	19%	Mobile apps	33%
7	Government programs	4%	Government programs	12%

Source: 2020 BCG/The Network proprietary web survey and analysis of 9,864 workers in digital fields.

Note: MOOCs = massive open online courses.

How to Attract and Retain the Digital Workforce

The pandemic shifted the power dynamic between employers and digital talent. Companies need digital workers more than ever to accelerate the transition to modern operations and processes. At the same time, people with these skills have more job options, including opportunities to work remotely for employers near and far. It puts digital talent in an enviable position—and leaves employers scrambling to adapt so that they can retain their own key talent.

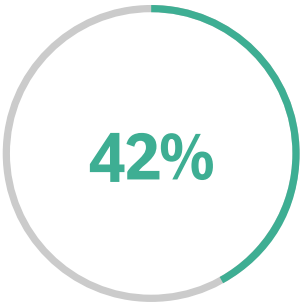
To hang onto or attract the digital people power they need for the future, organizations must use strategic workforce planning to understand their current and future needs and develop a digital talent strategy. From there, they can decide what to build, buy, or borrow to enhance their digital workforce.

Whether they are building, buying, or borrowing digital talent, employers cannot overlook the importance that digital workers place on social, environmental, and personal values. Companies must stay on top of these topics and develop a clearly articulated position on them that's connected to their employee value proposition. If they do, they may attract digital workers who otherwise may not give them a second thought.

Build capacity. Maximize the potential of your existing workforce through upskilling and reskilling.

By applying data analytics to their people needs, organizations can understand similarities between different job profiles and determine which people could be upskilled into in-demand digital positions. When they consider which employees to upskill or reskill, companies should not overlook nondigital talent—our data suggests that people in many professions are keen to learn new skills to move into digital roles.

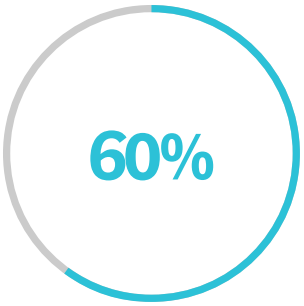
Any skill-building program should be designed to provide the needed capabilities at a reasonable cost and speed. Companies can provide skills training through online classes and other digital tools, which we found to be favored by workers of all kinds, not just digital talent. And they should integrate learning into daily work—our previous research has shown that the best way to learn new skills is to use them every day.



Of digital workers are increasingly concerned about the impact of automation on their jobs



Of digital workers spend a few weeks or more per year developing their skills



Of digital workers would retrain for a completely different job role to stay competitive

When it comes to upskilling digital talent, organizations should cede at least some control to these workers, who prefer self-directed learning. The Adecco Group, for example, gives digital workers an allowance to spend on courses or training as they see fit. Providing digital talent with upskilling options also gives companies the chance to provide some of the elements of work that these individuals value: learning and skills training and opportunities for career development.

Become a more attractive talent "buyer." You don't need to be a tech company to attract tech talent.

Organizations can become digital talent magnets regardless of industry by embracing new ways of working. We know digital workers treasure flexibility, balance, and being valued for what they do. Employers must offer as much freedom as is feasible in when, where, and how work gets done and ensure that their business model supports a sustainable work-life balance for their employees. That may require adapting corporate culture and work models. Additionally, companies might need to coach leaders on how to manage a remote workforce and supervise direct reports in a way that reflects care for the individual and provides them with a sense of purpose.

Another way for employers to become talent magnets is to offer interesting assignments, as we know that digital workers prize that aspect of their jobs. Interesting work isn't limited to giving people the chance to use the latest and greatest tech tools. It could also mean giving them the opportunity to work on projects that directly affect the business. "We found that candidates appreciate the opportunity to build something new together, implement new systems, and help the company digitize, as opposed to being part of a well-working machine at a tech giant," said Bajaj, the Adecco Group executive.

If a company needs to recruit, it pays to seek talent in overlooked or upcoming areas. For instance, to avoid competing in red-hot tech markets in London and Zurich, the Adecco Group built tech hubs in Prague and Berlin. As an added bonus, the company hired talent from startups there that did not fare as well during the pandemic.

Companies can hire remote employees based in other countries when it makes sense. They can start with countries where they have an existing legal entity and focus initially on roles that require a specific skill set.

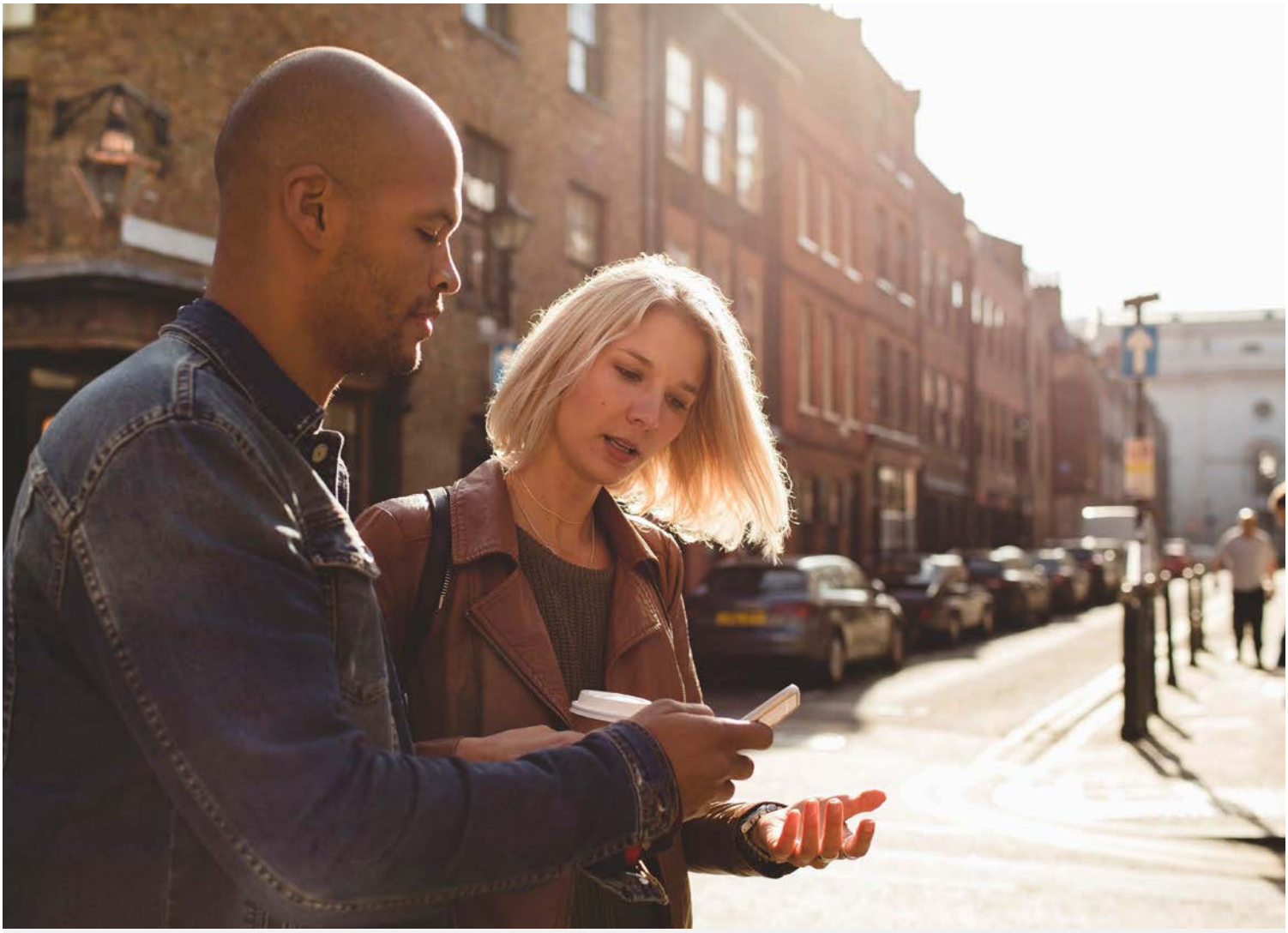
Another option is supporting employees who want to relocate abroad and work virtually. In summer 2021, Facebook said that US employees could move to Canada to work remotely, and employees from a range of areas around the globe could relocate to the UK. The company expects to expand options for remote international work in 2022 to seven European, Middle Eastern, and African countries where it operates and where employee demand is high.

Borrow talent. Create an ecosystem of contractors, gig workers, and agencies.

Organizations have long relied on outside staffing agencies to hire additional talent when needed. Today, there are new options, including online platforms for sourcing work to a growing cadre of on-demand digital workers. Companies have to become well versed in what these various sources can offer in order to determine how to use them to fill specific capabilities or job roles.

Working with more on-demand talent than in the past may require an organization to adapt its culture and leadership style. Managers may have to learn to work with and trust external talent, and to manage by deliverables and tasks rather than roles and hierarchies. Employees may have to learn how to work on teams that blend internal and external talent, and to help on-demand staff get up to speed. And companies may need to switch to different payroll, tax, and administrative solutions to accommodate on-demand workers.

Digital workers are trendsetters. Software engineers were the first to use agile, a way of working that's become ubiquitous at organizations around the world and across industries. What today's digital workers want and value about their jobs, work environment, and employers shows where other talent groups are headed. Organizations that understand this and act accordingly score a double win: securing much-needed talent now, and preparing themselves for the future.



Methodology

BCG and The Network, together with The Network's affiliate organizations, conducted the survey underlying this report in October and November 2020. All told, 208,807 people, in 190 countries, participated. Of this total, approximately 9,900 respondents worked in digital fields, including digitization, automation, IT, and technology. Men constitute 74% of respondents; women, 24%. The majority of respondents were 25 to 40 years of age, and 88% have a bachelor's degree or above.

The 40-question survey elicited workers' attitudes regarding a variety of topics, including their willingness to work abroad, the countries other than their own in which they would most like to work, and the impact of COVID-19 on their work preferences, employment, and willingness to learn new skills. The information gathered in the survey, including workers' nationalities and job roles, made it possible to analyze their attitudes along a variety of parameters. BCG also conducted follow-up Zoom interviews with select respondents around the world and interviewed HR leaders who recruit and manage digital talent.

Survey results have been published in several reports detailing how the pandemic has changed employees' preferences for physical and virtual mobility, how they want to work, and their willingness to learn new skills or change careers to stay competitive.

About the Authors



Rainer Strack is a managing director and senior partner in the Düsseldorf office of Boston Consulting Group. He has led the firm's people topic for more than ten years. You may contact him by email at strack.rainer@bcg.com.



Orsolya Kovács-Ondrejkovic is an associate director in the firm's Zurich office and a member of the People and Organization practice. You may contact her by email at kovacs.orsolya@bcg.com.



Jens Baier is a managing director and senior partner in BCG's Düsseldorf office. You may contact him by email at baier.jens@bcg.com.



Ádám Kotsis is an associate director in the firm's Budapest office and a member of the People and Organization practice. You may contact him by email at kotsis.adam@bcg.com.



Pierre Antebi is a co–managing director of The Network and the business marketing director at Figaro Classifieds. He is based in Paris. You may contact him by email at pierre.antebi@the-network.com.



Kate Kavanagh is a co–managing director of The Network and the group international sales director at StepStone She is based in the UK. You may contact her by email at kate.kavanagh@stepstone.com.

Acknowledgments

We thank The Network's member organizations for their role in distributing the survey and collecting responses around the world. We also thank the participants who completed the survey. Additionally, we extend our thanks to the members of the project team: Valeria Rondo-Brovetto, Bojan Divcic, Guillaume Epitaux, Jan Heming, Niharika Jajoria, Stephane Lacour, Philipp Löwer, Ana Lopez Gobernado, Katerina Mala, and other colleagues from BCG and The Network for their insights, research, coordination, and analysis.

For Further Contact

If you would like to discuss this report, please contact the authors.

For information or permission to reprint, please contact BCG at permissions@bcg.com.

To find the latest BCG content and register to receive e-alerts on this topic or others, please visit bcg.com.

Follow Boston Consulting Group on Facebook and Twitter.

© Boston Consulting Group 2021. All rights reserved.
11/21


BCG
THE NETWORK
Global talent simplified