



EDHEC

**NewGen Talent
Centre**



radancy

AN EDHEC × RADANCY STUDY

How do candidates behave on career sites?

DECODING THE EXPECTATIONS OF YOUNG TALENT

Candidates in constant motion

2/3

of visits to company career sites
are specifically aimed at viewing job
openings.

72%

of young people say they are
ready to change jobs immediately.

A strong signal that deserves a closer look.

A one-of-a-kind dataset

This isn't a panel survey or a traditional study. It's real-world candidate intelligence, gathered directly from job seekers on Radancy career sites around the globe and enriched by the expertise of EDHEC's NewGen Talent Centre.

100,000+
Visitors surveyed every year

175+
Career Sites

Observational data

Candidates surveyed in a real-world job search environment across the career sites managed by Radancy for clients around the globe.

EDHEC NewGen Talent Centre partnership

A collaboration between EDHEC's centre of expertise on the career aspirations of younger generations and Radancy, built on field data.

Data collection

The questionnaire appears after a few moments — capturing intent at the very moment of the search.

Study methodology

Analysis protocol

Data processed in partnership with the NewGen Talent Centre at EDHEC Business School, ensuring independent analysis and a rigorous statistical protocol.

Data analysed

Data collected in 2025.
89,702 early-career visitors observed.
Topics:
- Candidate experience: 26,463 responses
- Employer brand: 31,573 responses
- Candidate motivation: 31,666 responses

Respondent profiles

Students (33%) and recent graduates (67%).
Gender: male (51%), female (49%).

Client locations

Career sites operated by Radancy across 4 major geographic areas: North America (53%), Asia & Oceania (34%), Europe (7%) and other regions (6%).

Industry classification

Companies classified by industry sector (NAICS system): Finance (27%), Manufacturing (15%), Info Tech & Telecom (11%), Retail (9%), Consulting (7%), Healthcare (5%), other (26%).

Study scope

Sample limited to career sites operated by Radancy, excluding third-party platforms. The sector and geographic breakdowns reflect Radancy's client portfolio, made up mainly of international companies that lead their industries.

SECTION 01

What young talent wants



Q. Which of the following describes what matters the most to you in your career?



INSIGHT

The top three criteria — career progression, challenge and impact — are not HR package items. Through these criteria, candidates are expressing interest in what they will become, not what they will receive.

Most career sites are built around what the company offers — benefits, salary, conditions. But what candidates assess first is what the company will make of them.

Q. What motivates you most at work? (multiple answers)

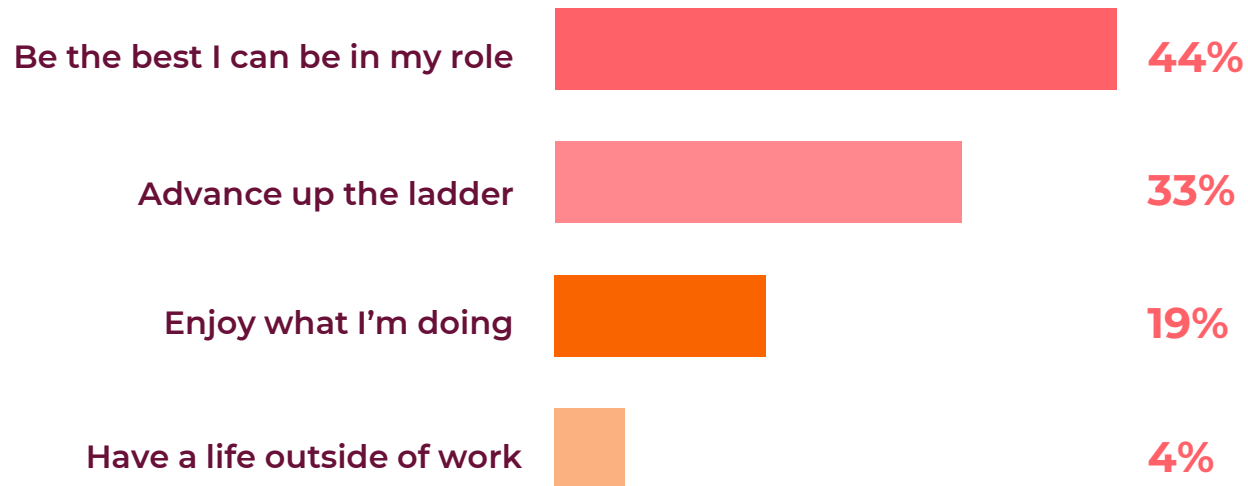


INSIGHT

These findings highlight what a career site truly needs to convey. Candidates don't visit simply to read a job description. They come looking for answers to deeper questions: "What will I learn? Will my work have purpose? Who will I work with?"

A list of responsibilities or a table of benefits rarely answers those questions. Employee stories, meaningful projects, growth opportunities, and authentic culture are what bring the experience to life.

Q. My primary goal for the next 5 years is to:



INSIGHT

Almost one in two candidates (44%) say they would rather excel in their current role than climb the corporate ladder (33%).

This finding challenges the assumption that early-career talent is primarily driven by hierarchical advancement. Instead, most young candidates appear to prioritize mastery, skill development, and performance within their current role. As a result, content that highlights learning opportunities is likely to resonate more broadly than content focused solely on career progression.

Q. What's most important to me is:



INSIGHT

The hierarchy people > company > job is also a hierarchy of what is hard to communicate.

A job is easy to describe. Communicating what a company stands for requires more effort. Bringing teams to life demands a genuine editorial investment.

In other words, the elements candidates value most are often the ones least visible on career sites.

Four separate questions point to the same conclusion. Candidates are not primarily driven by transactional motivations; they are driven by growth and development. They are looking first and foremost for an environment where they can learn, make an impact, and work alongside people they value and respect.

Yet most career sites are built around the job description. Candidates, however, arrive with a different set of questions: Who will I work with? Will my work have purpose? Will I grow and develop?

The gap between what career sites offer and what candidates are actually looking for creates a significant barrier to conversion.

SECTION 02

Career sites visits



Q. Which of the following describe your reason for visiting the career site?

37%

I'm looking for jobs
that might interest me

31%

I have a specific job
in mind

32%

I'm exploring, with no specific
job in mind

2/3 of visitors have a job-oriented intent

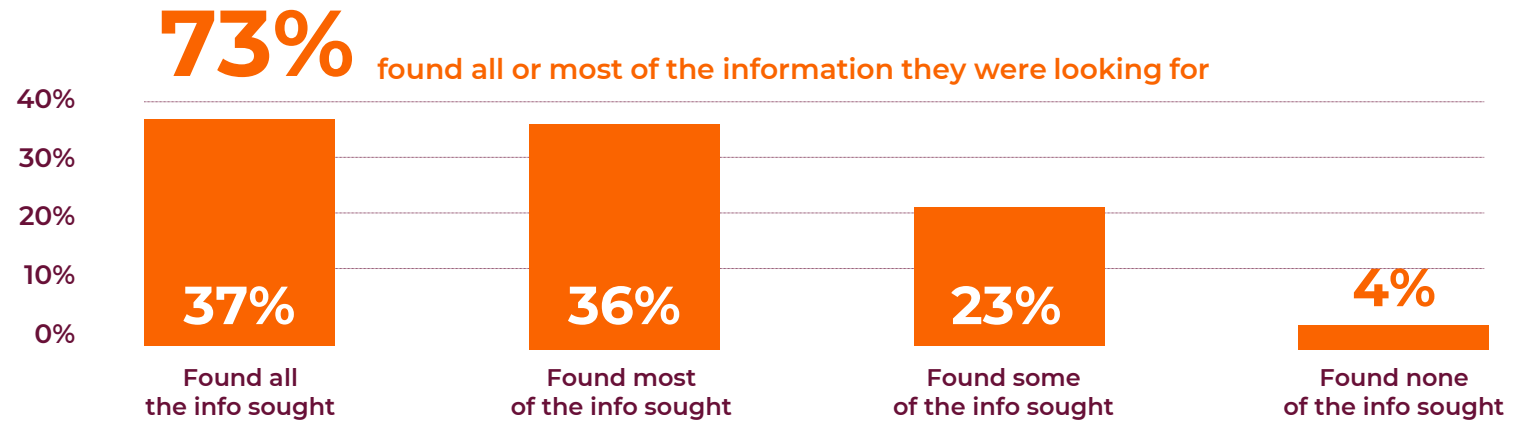
1/3 are looking to evaluate the company
before taking any step towards applying.

INSIGHT

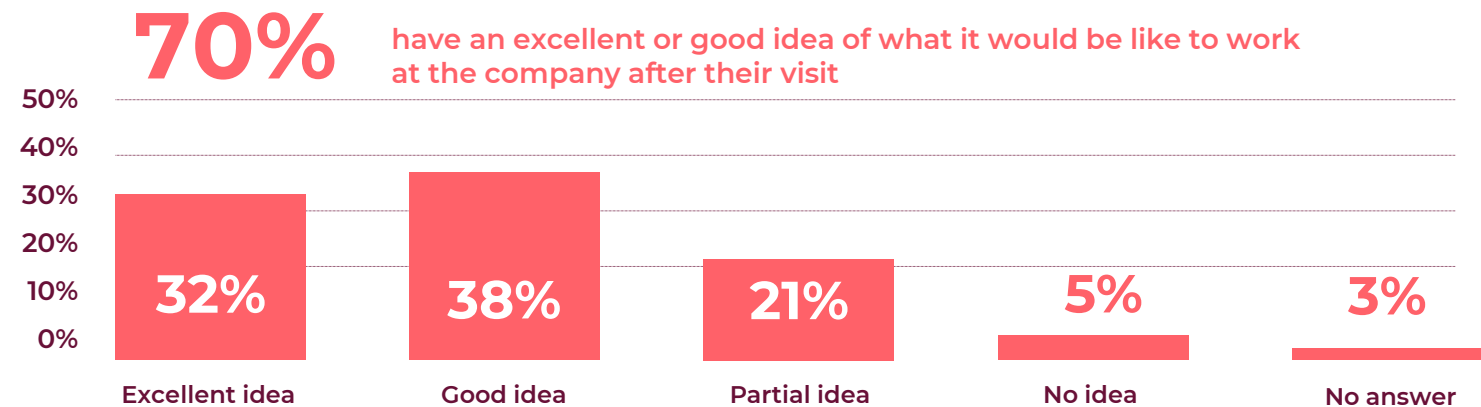
For this group, the decision to apply depends even more heavily on the quality and authenticity of the content showcasing the work environment, the people they will work with, and the organization's values.

Three out of four visitors find the information they are looking for.

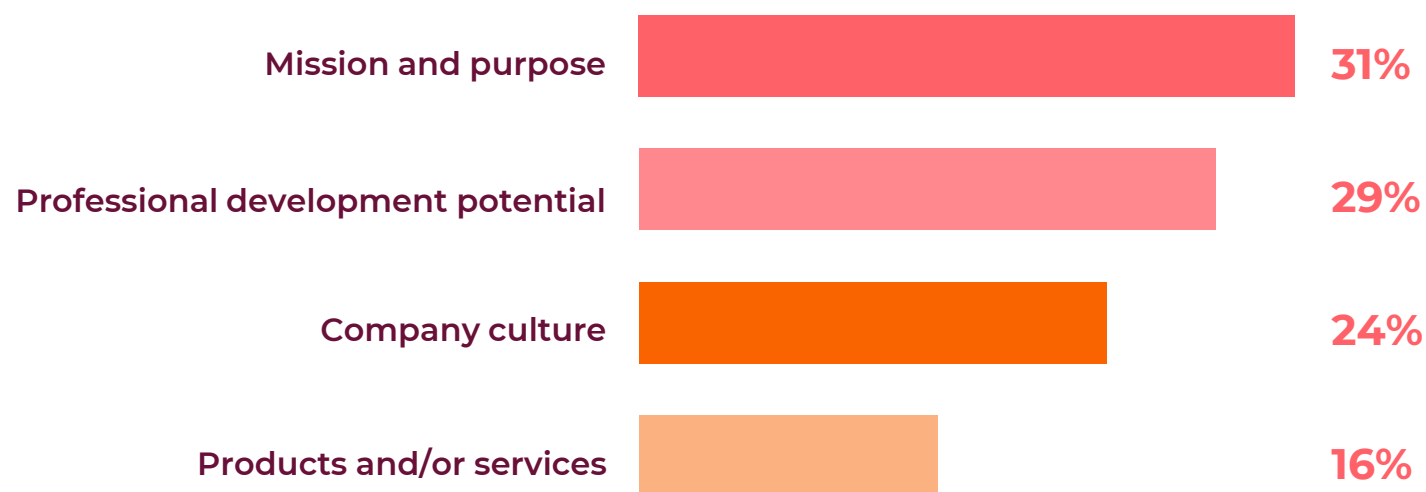
Q.
To what degree did the career site have the information you were looking for ?



Q.
After visiting this career site, how clear an idea do you have of what it would be like to work for this company?



Q. What I find most attractive about this company is...



INSIGHT

The company's mission and purpose are the leading attractiveness factor (31%), ahead of professional development (29%) and culture (24%). Products and services come last (16%), indicating that candidates assess the company more on its values and its project than on its commercial offering.

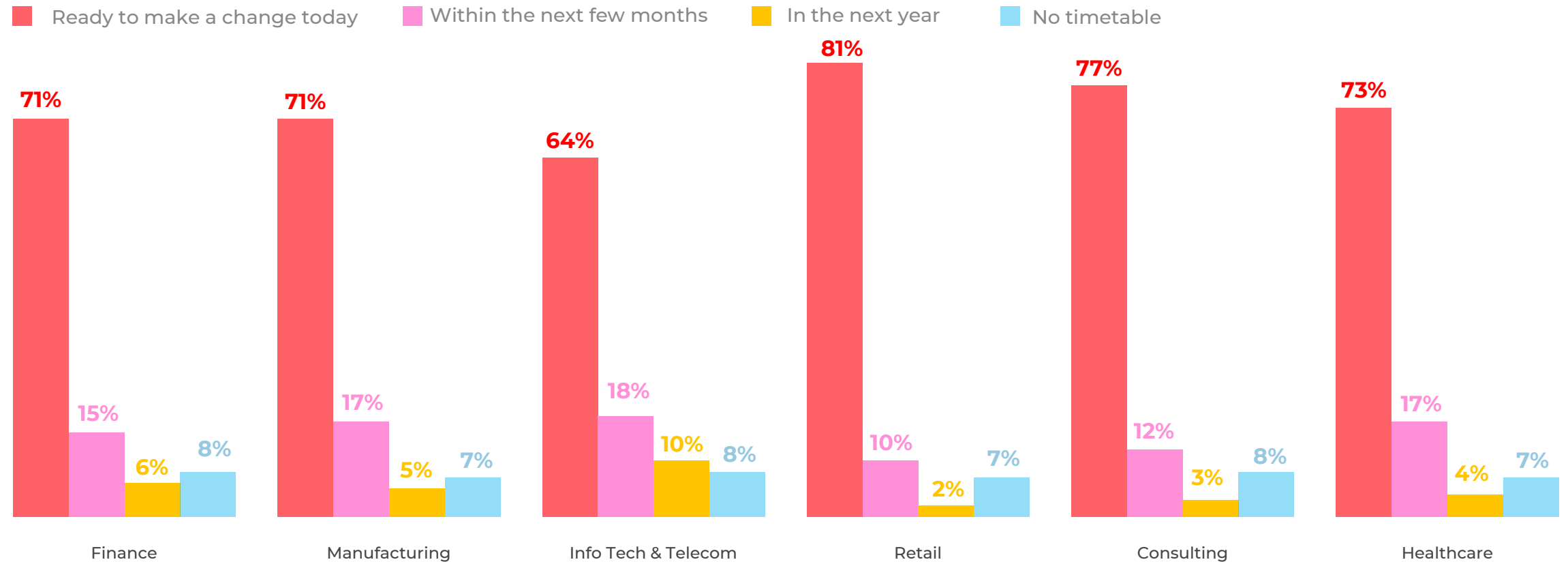
SECTION 03

Sector differences

Different Candidates, Different Attraction Drivers



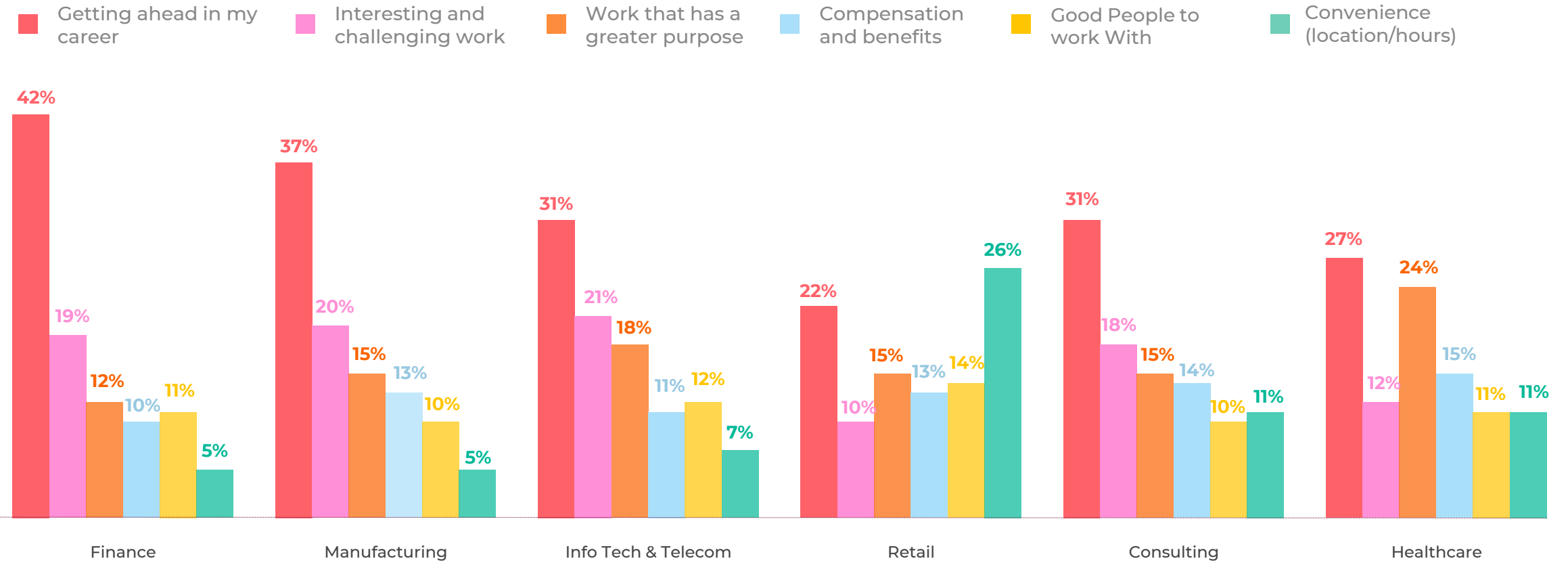
Q. What is your timetable for finding a new job?



INSIGHT

Retail candidates show the highest immediate mobility (81%), followed by consulting candidates (77%). Info Tech & Telecom candidates are more inclined to wait (64%), with the highest proportion of candidates looking a year ahead (10%).

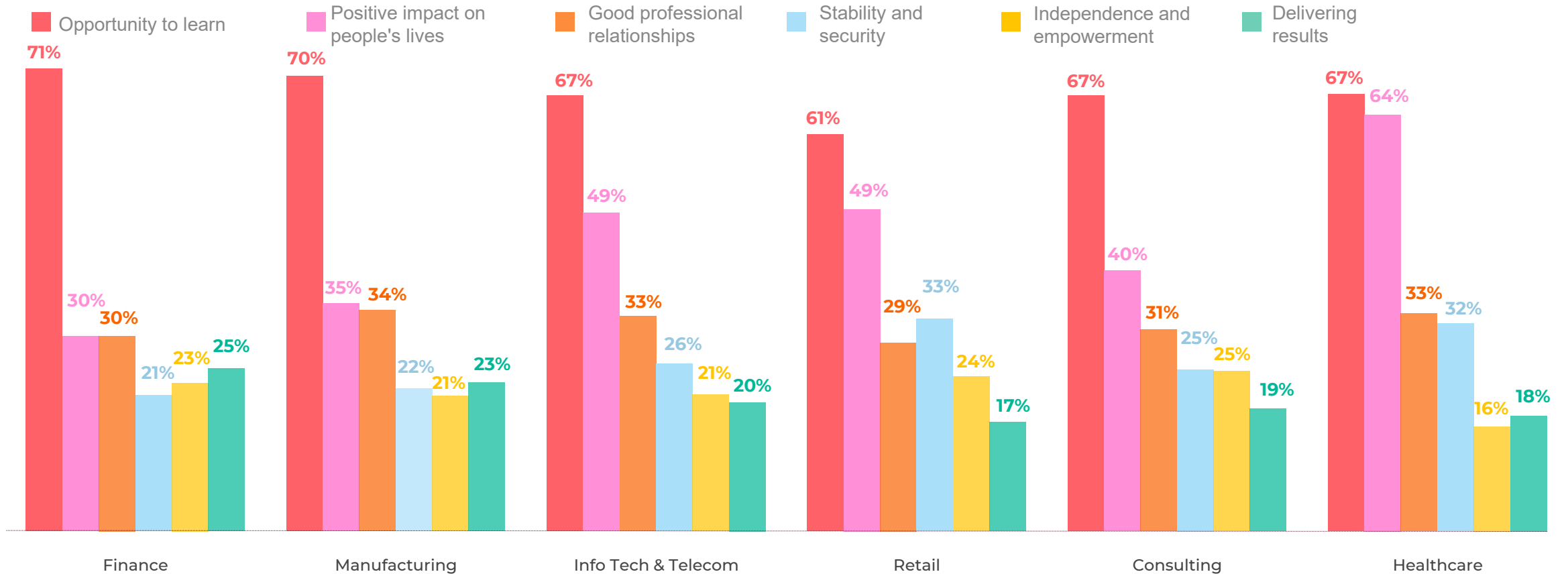
Q. Which of the following describes what matters the most to you in your career?



INSIGHT

Candidates in finance (42%) and manufacturing (37%) place more value on advancement. Healthcare candidates stand out for impact (24%), and retail candidates are the only ones for whom convenience (location/hours) is a major criterion (26%).

Q. What motivates you most at work? (multiple answers)



INSIGHT

Learning is the leading driver for candidates across all industries (61%–71%), highlighting its universal appeal. Healthcare candidates, however, stand out for the importance they place on making a positive impact on others (64%).

MODULE / GLOBAL

Regional differences: North America vs Asia & Oceania vs Europe

**Expectations vary profoundly by geography.
A one-size-fits-all strategy shows its limits.**



Q. What is your timetable for finding a new job?

	North America	Asia & Oceania	Europe
Ready to make a change today	73%	76%	64%
Within the next few months	15%	14%	21%
In the next year	5%	3%	8%
No timetable	7%	8%	6%

INSIGHT

Asia shows the strongest propensity for immediate mobility (76%), while Europe stands out with a higher proportion of candidates planning their search over the coming months (21% vs 14–15%).

Q. Which of the following describes what matters the most to you in your career?

	North America	Asia & Oceania	Europe
Getting ahead in my career	25%	44%	42%
Interesting and challenging work	16%	19%	26%
Work that has a greater purpose	17%	11%	11%
Compensation and benefits	16%	10%	6%
Good People to work With	12%	12%	9%
Convenience (location and hours)	14%	4%	6%

INSIGHT

Career progression is valued much more highly in Asia (44%) and Europe (42%) than in North America (25%), where convenience (location and hours) carries more weight. Impactful work is a North American differentiator (17% vs 11%).

Q. What motivates you most at work? (multiple answers)

	North America	Asia & Oceania	Europe
Opportunity to learn	63%	72%	71%
Positive impact on people's lives	46%	27%	38%
Good working relationships	31%	31%	32%
Stability and security	34%	17%	19%
Independence and autonomy	20%	23%	19%
Delivering results	23%	21%	32%
Recognition and greater responsibility	17%	26%	26%
Defined role and processes	20%	16%	16%

Q. What increase in compensation would you expect to consider joining this company?

	North America	Asia & Oceania	Europe
More than 10% increase	18%	36%	19%
5% to 10% increase	23%	22%	22%
About the same	51%	37%	50%
5% to 10% decrease	4%	3%	5%
More than 10% decrease	5%	2%	4%

INSIGHT

When asked how much of a compensation increase, they would need to join a new company, candidates expressed markedly different expectations across regions. In Asia-Pacific, 36% said they would require a pay increase of more than 10%, nearly double the proportion of candidates in North America (18%) and Europe (19%). By contrast, a majority of candidates in North America (51%) and Europe (50%) indicated they would be willing to change employers for roughly the same level of compensation.

Three markets, one common base

Before the regional specifics, four traits shape the expectations of visitors in North America, Asia & Oceania and Europe.

Near-universal mobility

Almost all young visitors want to change jobs, immediately or in the coming months.

Learning as a driver

Acquiring skills is the main driver of motivation at work, everywhere.

Progression first

Career progression potential is the top criterion when evaluating a new job, in all three regions.

Quality of relationships

A motivating factor for one-third of visitors and a decisive criterion when assessing an opportunity for more than 10% of candidates.

The pragmatism of practical considerations

25%

Career advancement leads, but less clearly than before

Still the top criterion, but far behind Asia (44%) and Europe (42%).



16%

The package makes the difference

Compensation and benefits count as a deciding criterion (10% in Asia, 6% in Europe); location and hours also carry more weight.



46%

Societal impact as a motivator

Motivation comes mainly from the opportunity to learn (63%), positive impact on society (46%) and job stability (34%).



Immediate mobility, with compensation as a key requirement

76%

Ready to leave immediately

The highest share in the sample: three-quarters are aiming for an immediate move, and 9 in 10 within the following months.



36%

Require at least +10% salary

A significant pay increase is a prerequisite for attracting them to a new employer.



23%

Sensitive to autonomy

Independence and autonomy in the role, as a driver of motivation at work, carry slightly more weight than elsewhere (20% in North America, 19% in Europe).



The search for challenge and meaning, at a steadier pace

64%

Slightly less immediate mobility

Almost two-thirds are aiming for an immediate move — the region least in a hurry (73% in North America, 76% in Asia).



26%

Seeking stimulation

A quarter choose interesting and challenging work, 10 and 7 points more than in North America and Asia respectively.



1/3

Motivated by impact

Impact, whether measured on stakeholders or in tangible results, is a differentiating driver of motivation.





About EDHEC Business School

With 120 years of history, EDHEC is today an independent higher education and research institution recognised in France and internationally. The School has developed an original model built on impact-driven research, designed to inform and support businesses, society and students as they face today's major challenges.

EDHEC is thus a place of excellence, innovation, experience and diversity, positioned to shape future generations in a world undergoing profound change.

EDHEC is now ranked among Europe's Top 10 business schools by the Financial Times
Find out more on the School's website:
[EDHEC Business School](https://www.edhec.edu)



About the NewGen Talent Centre

Founded in 2013, the NewGen Talent Centre is EDHEC's centre of expertise dedicated to the career aspirations, behaviours and skills of new generations of graduates.

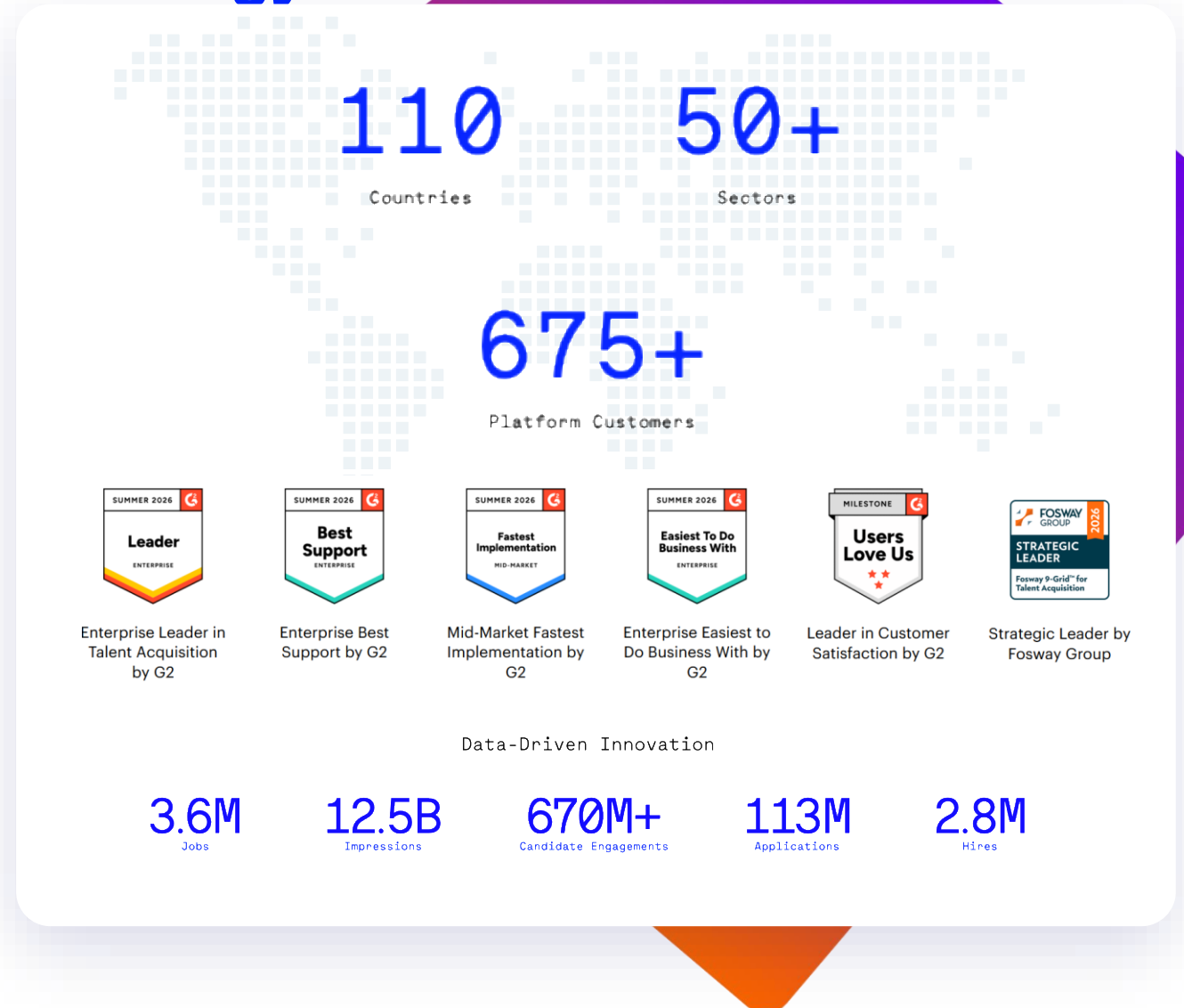
Its mission: to analyse and anticipate how young people's expectations of their working lives are evolving, in order to help companies better meet their talent attraction, retention and engagement challenges.

The centre is supported by the Forvis Mazars group.

Find out more at:
[EDHEC NewGen Talent Centre](https://www.edhec.edu/newgen)

Leader in talent acquisition technology

- **Radancy is the global leader in talent acquisition technology**, helping organizations attract, engage, and hire top talent through a unique platform powered by **AI**.
- The **Radancy Talent Acquisition Cloud** brings together employer branding, recruitment marketing, candidate relationship management (CRM), career sites, employee referrals, hiring events, data analytics, and programmatic advertising within a single ecosystem.
- A trusted partner to **more than 675 companies worldwide**, Radancy optimizes the entire candidate journey, from employer brand discovery to hiring, through intelligent automation and innovative candidate experiences.
- By combining technological innovation, talent acquisition expertise, and data-driven insights, Radancy accelerates hiring outcomes across any business environment while maximizing clients' ROI.



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