

**THE ASSOCIATION OF
GRADUATE RECRUITERS**



Graduate Salaries and Vacancies 2001 Survey

This report has been prepared for AGR by:

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The Association of Graduate Recruiters (AGR), established in 1968, consists of organisations which recruit and employ graduates or which offer services in connection with graduate recruitment. We represent those providing a high proportion of graduate vacancies in the UK and we are increasingly involved with research in and around recruitment needs of employers.

Mission Statement

‘To support employers in all aspects of the recruitment of graduates to meet their current and future business needs.’

Objectives

AGR will achieve its mission by:

- providing expertise, information and advice to enhance employers’ effectiveness in recruiting graduates
- providing a forum for discussion by employers, of issues relevant to graduate recruitment
- promoting and disseminating best practice in all aspects of graduate recruitment and the transition from education to employment
- encouraging, supporting and initiating research into education, career choice and employment
- representing the views of employers to policy makers, careers services and other practitioners, the media and the general public
- providing informed choice and guidance about graduate recruitment to all concerned
- working with education generally and higher education in particular on relevant matters.

The Institute for Employment Studies (IES), is an independent, apolitical, international centre of research and consultancy in human resource issues. It works closely with employers in the manufacturing, service and public sectors, government departments, agencies, professional and employee bodies, and foundations. For over 30 years the Institute has been a focus of knowledge and practical experience in employment and training policy, the operation of labour markets and human resource planning and development. IES is a not-for-profit organisation which has a multidisciplinary staff of over 50. IES expertise is available to all organisations through research, consultancy, publications and the Internet.

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Executive Summary

This Graduate Salaries and Vacancies Annual Survey 2000/2001, has been produced by the Institute for Employment Studies (IES) and has been subject to the same review and revision process as the 2000 Half Yearly Review published earlier this year, in July 2000. The report presents key information regarding this current recruitment year (1999/2000) and offers members predictions for the forthcoming year (2000/2001). In order to enable the reader to continue to make meaningful benchmarks, the majority of the statistics throughout this report are presented according to the same subgroups introduced in the earlier 2000 Half Yearly Review:

- Industry – main business activity
- Sector – industry cluster

Half of AGR members targeted during August returned their questionnaires, and their 196 responses have been included in the analysis.

Starting salaries

- In the recruitment year 1999/2000, a typical starting salary for a newly qualified first degree graduate ranged from £12,000 to £32,000, with a median salary of £18,000. Next year (2000/2001), salaries are predicted to range from £13,500 to £35,000, with a median salary of £18,600.
- During this recruitment year 1999/2000, just over half of employers started their graduate intake on £18,000 or less.
- Just five per cent of employers paid starting salaries of more than £24,825 – and these high salaries are enjoyed by a relatively small number of graduates.
- Salaries are anticipated to rise during the coming year (2000/2001) by 3.3 per cent – in line with inflation – but one in ten plan to increase salaries by at least ten per cent. Legal firms plan to increase their salaries the most.

Salaries by career area

- Graduates starting legal work are typically predicted to start on 6.6 per cent more this coming year (2000/2001) than those recruited in 1999/2000.
- Graduates entering into the HR profession in 2000/2001 can anticipate the smallest increases – typically 2.8 per cent more than in 1999/2000.

Salary progression

Graduates recruited five years ago (1994/1995) typically earn £10,000 more than their counterparts recruited one year ago (1998/1999). This is 60 per cent higher than those recruited this year (1999/2000).

Incentives

- Company pension schemes are the most common **financial** incentive currently offered by employers.
- On-going professional development and mentoring were the most common **non-financial** incentives currently on offer by members.

Recruitment

- Members had 13,879 places on offer in 1999/2000 and anticipate a total of 14,629 in the year 2000/2001.
- Just five organisations were responsible for almost one-third of all vacancies on offer by members in 1999/2000 – a total of 4,531 vacancies. Three accountancy firms offered a total of 2,650 vacancies between them – 19 per cent of all vacancies on offer.
- The majority of employers – 90 per cent – offered less than 200 vacancies each in 1999/2000.
- The impact of ‘e commerce’ may be reflected in vacancy trends in certain industries.

Shortfalls

- Half of members experienced a shortfall in 1999/2000.
- Whilst Chemical and Allied, Mineral and Ore industries, Banking, Finance and Insurance, Accountancy and Legal services had no shortfalls, Food, Drink and Tobacco and Electrical & Electronic Engineering firms experienced the greatest shortfalls.
- Looking ahead, 53 per cent of members are not expecting any shortfall during the coming year (2000/2001).

Volume of applications

- Electronic & Electrical Engineering companies attracted the highest number of applicants per vacancy in 1999/2000.
- In 1999/2000, Public Service employers attracted the least number of applicants per vacancy.
- Some interesting patterns were found according to industry which could reflect the variation in recruitment models.

Retention trends

- Just over half of members thought their retention rates of new graduates to have been stable in recent years.
- Employers from the Services sector appeared to have made most gains.

Sponsorship

- Just over one-third of members currently offer sponsorship to students, and typically paid them £78 per week.

- During next year (2000/2001), the Financial and Legal sector anticipates a slowing down of places, the Services sector expects a decline, and the Manufacturing, Production and Industrial sector expects to increase sponsorships.

Work experience

- Two-thirds of respondents offered paid work experience to students, and typically paid them £230 per week.
- During the next year (2000/2001), the Financial sector is not planning to increase the number of places, and the Services sector expects to substantially increase the number of places they offer.
- Just 37 members offered unpaid work experience to undergraduates, and 24 of these offered students some form of travelling allowance.

Recruitment difficulties

- Engineering, IT, computer analysis and programming were areas still proving difficult for employers to recruit into during 1999/2000.
- Employers found least difficulty in recruiting graduates to HR/Personnel, Legal work, Administration and General Management trainee schemes during 1999/2000.

1 Introduction

Since 1985 the Institute for Employment Studies (IES) has conducted the biannual graduate Salaries and Vacancies surveys for the Association of Graduate Recruiters (AGR). The questionnaire and structure of the 2000 AGR Half Yearly Review, published in July 2000, reflected a number of changes to meet the needs of the AGR membership. This current Salaries and Vacancies survey has also been subject to review and revision. This report presents key information regarding this current recruitment year (1999/2000) and offers members predictions for the forthcoming year (2000/2001). To enable consistent and meaningful benchmarks to be made, where possible, the statistics in this report continue to present data according to the same subgroups as those introduced in the 2000 Half Yearly Review.

As in the earlier 2000 Half Yearly Review, some responding organisations (those who are few in number) have been combined with others, to form a larger group in order to maintain confidentiality. Unlike the earlier 2000 Half Yearly Review, it has not been possible to present data for the Insurance industry as a single category as, on this occasion, just five organisations responded to the survey. Their responses have therefore been included with those from Banking and Finance. The majority of the statistics throughout this report are presented according to the same subgroups introduced in the earlier 2000 Half Yearly Review – the organisation's main business activity (industry) or, where appropriate, sector. However, **caution should be taken when interpreting statistics cited throughout this report at a sub-group level, due to some of the very small numbers** representing some industries.

Sector 1 – Financial and Legal

- Banking and Finance and Insurance
- Legal Services
- Accountancy

Sector 2 – Services (excluding financial and legal)

- Retail, Hotels and Catering *etc.* and Travel and Tourism
- Other Business Services – inc. Software/IT, Consultancy and Publication Services¹
- Public Services

Sector 3 – Manufacturing, Production and Industrial

- Energy and Water industries
- Chemical and Allied, Mineral and Ore industries
- Engineering Construction
- Electronic and Electrical Engineering – including IT and Telecoms²
- Food, Drink and Tobacco
- Other Manufacturing

¹ Henceforth known as Other Business Services

² Henceforth this industry will be referred to as Electronic and Electrical Engineering

1.1 Sample

IES mailed 398 questionnaires to AGR members during August 2000 and a copy of the questionnaire can be found in Appendix B. Two reminders were sent to members who had not returned their questionnaires, the first in late September and the second in mid-October. The AGR also telephoned a number of those who had still not responded during late October to encourage them to return their questionnaires. The survey closed on 2 November 2000 and the 196 usable questionnaires received have been included in the analysis. At 50 per cent, this represents a somewhat lower than usual response rate from members. This is thought to be due largely to the unusually high number of graduate recruiters changing roles within their organisations at the time of the survey.

Appendix A shows the identity of those members who responded to the survey and agreed to be named.

The remaining chapters of the report are as follows:

- Chapter 2 – **Starting salaries** – presents key benchmark data regarding the salaries paid during 1999/2000 and on offer for 2000/2001, together with salary details according to the career areas graduates enter.
- Chapter 3 – **Salary progression** – reports information regarding salaries currently paid to graduates who joined their organisations one, three and five years ago.
- Chapter 4 – **Incentives** – offers insight into incentives organisations currently use to attract graduates.
- Chapter 5 – **Recruitment and Retention** – presents data related to the volume of applications handled throughout the recruitment process, together with information regarding shortfalls and retention statistics.
- Chapter 6 – **Sponsorship** – draws together the key statistics related to sponsored places during 1998/1999 and 1999/2000, together with projections for 2000/2001.
- Chapter 7 – **Paid Work Experience** – provides data regarding paid work experience provided during 1998/1999 and 1999/2000, together with projections for 2000/2001.
- Chapter 8 – **Unpaid Work Experience** – offers information about unpaid work experience provided during 1998/1999 and 1999/2000, together with projections for 2000/2001. Information regarding the nature of any allowances or expenses paid is also presented.
- Chapter 9 – **Recruitment difficulties** – identifies those career areas that employers find are more difficult than others to recruit into.

2 Starting Salaries

Benchmarking starting salaries for newly qualified graduates remains a high priority for employers and is a key feature of the AGR surveys. Newly qualified graduates are attracted to organisations for a variety of reasons and not just the basic salary on offer. They are influenced by a variety of factors, such as the employer's reputation or brand, personal and career development opportunities, future earnings potential and the benefits package on offer. This chapter provides information about salaries and London Weighting Allowances, and Chapter 4 offers further insight into incentives organisations currently use to attract newly qualified graduates.

2.1 London Weighting Allowance

A quarter of organisations in this current survey offered a London Weighting allowance. Public Service employers, Energy and Water industries, and Accountancy firms were most likely to offer allowances to newly qualified graduates. Employers do not expect allowances at the lower end of the range to change during the forthcoming year but allowances at the top end of the range are anticipated to rise:

- In the recruitment year 1999/2000, allowances ranged from £500 to £5,500 – with almost half offering under £1,800 or less.
- Next year (2000/2001) allowances are anticipated to range from £500 to £7,000 – although almost half plan to offer £1,900 or less.
- One in four members offering an allowance paid at least £3,000 in 1999/2000, and the same number plan to do so in 2000/2001.

As in previous AGR reports, the London Weighting Allowance has been excluded from all subsequent analysis and reporting of salaries as it is not directly relevant to the majority of responding employers.

2.2 Salaries

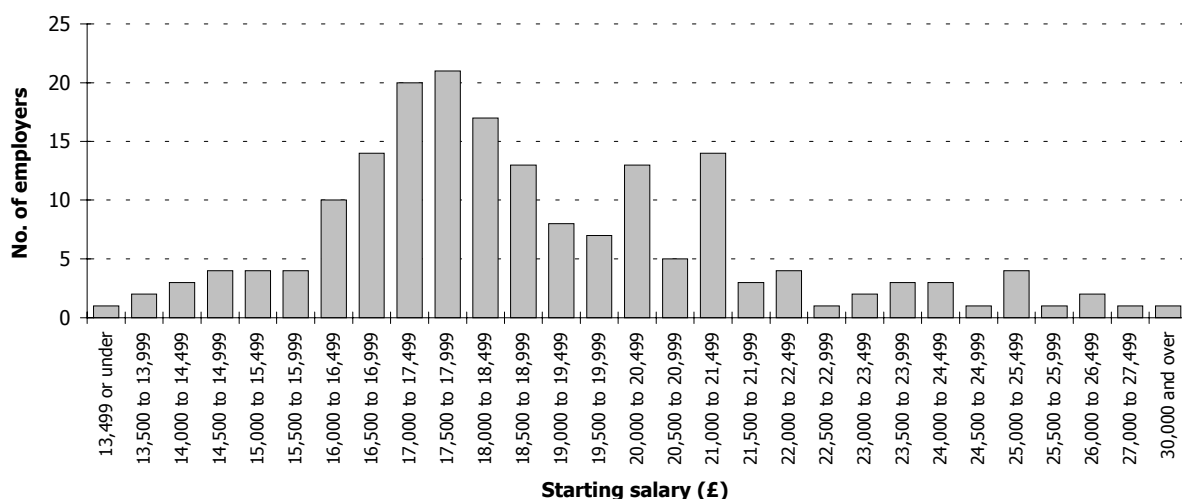
The median salary will be used to describe salary statistics throughout this report, because exceptionally high and low salaries can be misleading, therefore distorting the average salaries paid by employers.

- During the recruitment year 1999/2000, a typical starting salary for a newly qualified first degree graduate ranged from £12,000 to £32,000, with a median salary of £18,000. Members responding to the 2000 Half Yearly Review six months ago had reported a median salary of £18,330.
- At this time last year, members reported paying their graduate intake a median salary of £17,500 in 1998/1999.
- Next year (2000/2001), a typical starting salary for a newly qualified first degree graduate is predicted to range from £13,500 to £35,000, with a median salary of £18,600.

- In the recruitment year 1999/2000, just over half of employers started their graduate intake on £18,000 or less, and just over half plan to start their 2000/2001 intake on £18,600 or less.
- Only five per cent of employers started their graduate intake on more than £24,825 in the recruitment year 1999/2000; next year (2000/2001), five per cent are planning to pay £25,000 or more.

Figures 1 and 2 shows the range of salaries respondents paid their intake during 1999/2000 and what they expect to pay their graduate intake during the next year (2000/2001). Salary data is also presented in Figures 3 and 4. This offers an alternative view of the same information and shows the actual numbers of graduates employed in 1999/2000 and anticipated in 2000/2001 at the salaries on offer. The figures clearly show that the very high salaries offered in 1999/2000 to newly qualified graduates are enjoyed by a relatively small number.

Figure 1 Starting salaries offered by employers, £ (1999/2000)



NB: Salaries exclude London Weighting Allowance

N = 186

Source: IES/AGR Annual Survey, 2000/2001

Figure 2 Anticipated starting salaries, £ (2000/2001)



NB: Salaries exclude London Weighting Allowance

N = 153

Source: IES/AGR Annual Survey, 2000/2001

Figure 3 Graduate starting salaries, £ (1999/2000)



NB: Salaries exclude London Weighting Allowance

N = 9,140

Source: IES/AGR Annual Survey, 2000/2001

Figure 4 Anticipated graduate salaries, £ (2000/2001)



NB: Salaries exclude London Weighting Allowance

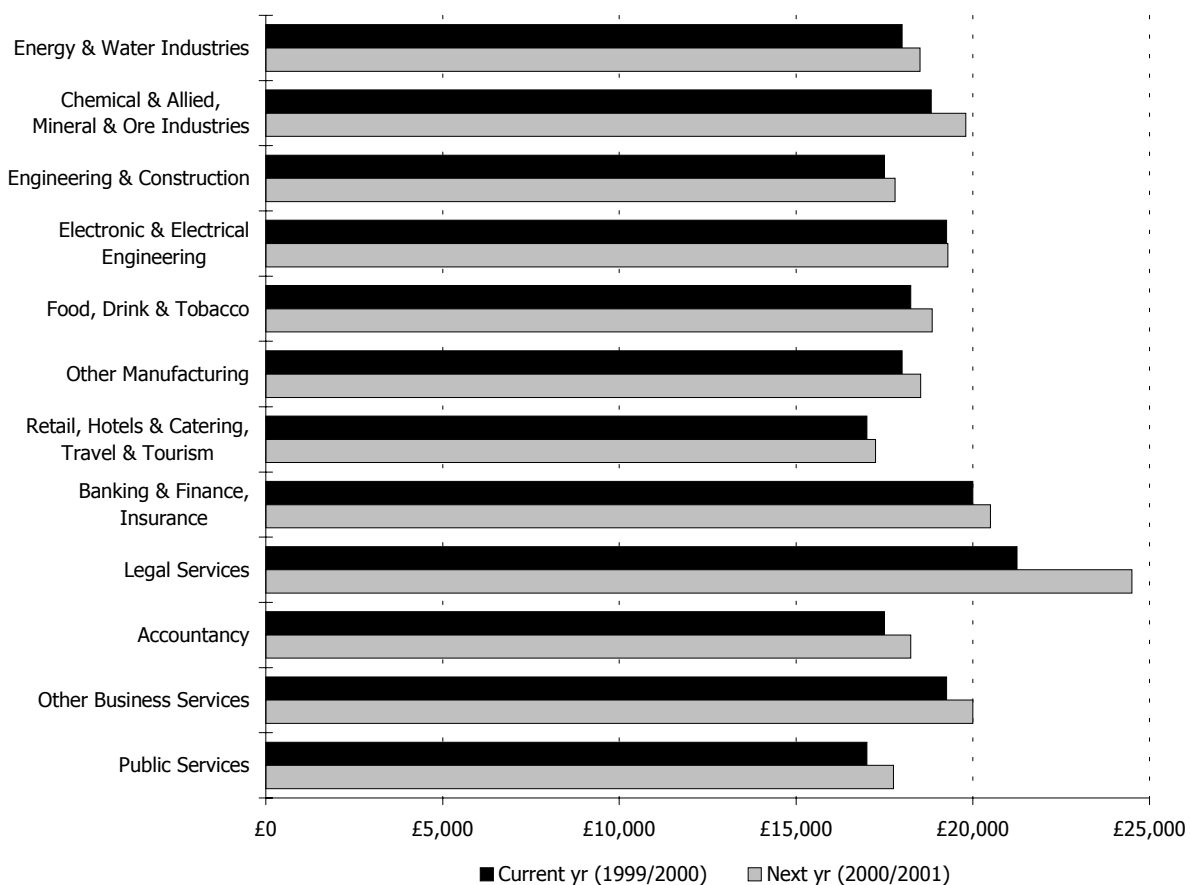
N = 11,776

Source: IES/AGR Annual Survey, 2000/2001

Starting salaries varied according to industry; Figure 5 presents the median salaries paid to graduates in 1999/2000 and the salaries employers plan to pay during 2000/2001 (see Appendix A for further details).

- Salaries are typically expected to rise in 2000/2001 by 3.3 per cent – in line with the current rate of inflation.
- This year (1999/2000), salaries rose by 2.8 per cent, compared with salaries reported by members at this time last year. However, the two groups of respondents may not contain the same organisations or share the same ‘industrial’ profile, which could well account for the variation in salaries reported.

Figure 5 Median starting salaries 1999/2000 and 2000/2001, by industry



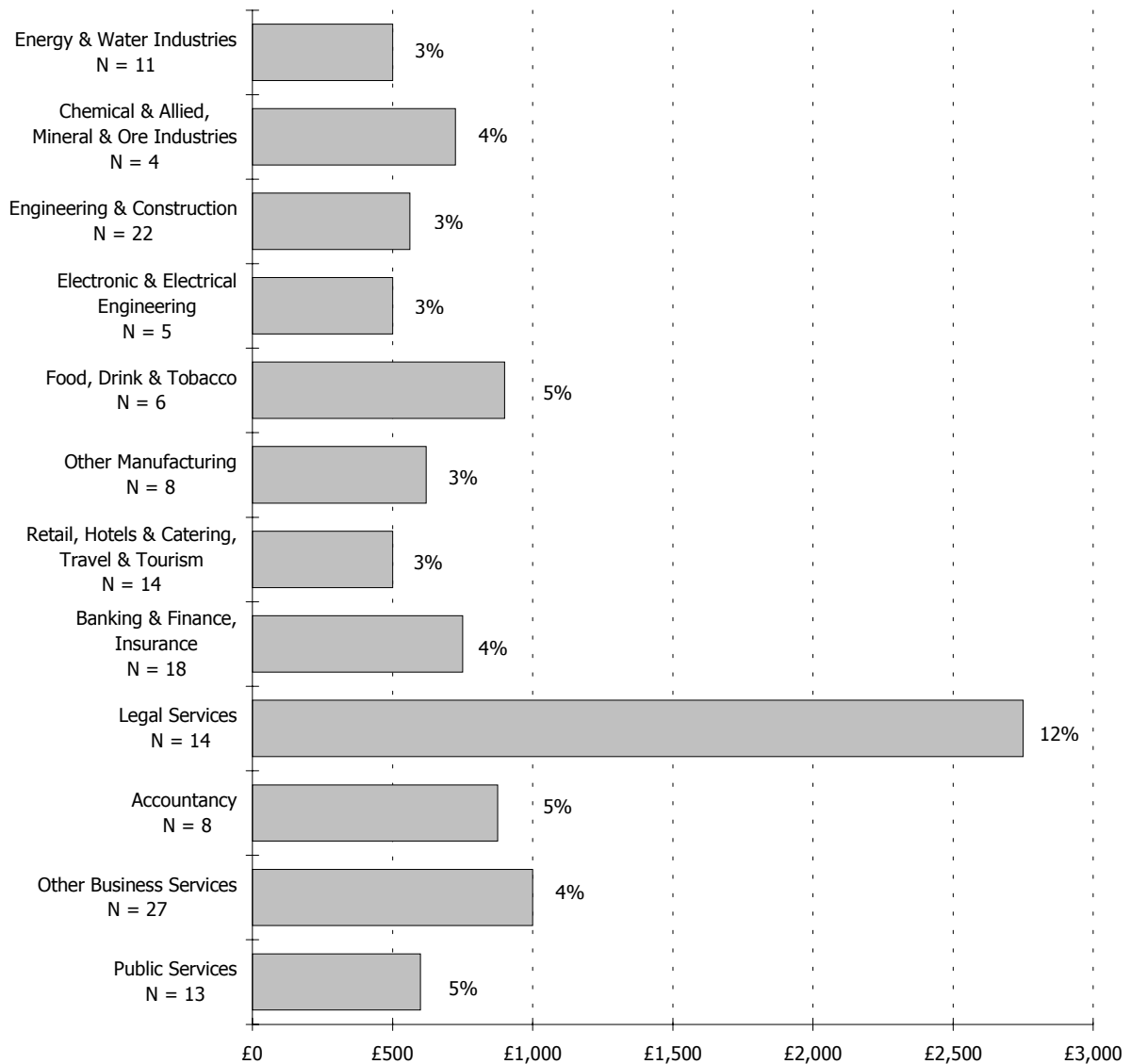
NB: Salaries exclude London Weighting Allowance

Source: IES/AGR Annual Survey, 2000/2001

- Almost one in ten employers in this current survey do not anticipate increasing their starting salaries in 2000/2001, and just eleven members plan to increase starting salaries by £3,000 or more – of which seven were Legal firms and already paying well above median salaries.
- Almost a quarter of organisations predict that salary increases in 2000/2001 will be below the current rate of inflation (3.3 per cent).
- Thirty-six employers (18 per cent) anticipate increasing starting salaries by at least twice the current rate of inflation (6.6 per cent).

Further analysis of the responses to the survey showed one in ten employers expect to increase starting salaries by ten per cent or more in 2000/2001; the majority of these were from Legal or Other Business Services. Of those expecting to increase starting salaries by ten per cent or more next year, there may of course be an element of ‘catch-up’ for some, but interestingly the majority of these employers were already paying above the median salaries, suggesting the ‘war for talent’ is anticipated to continue. Figure 6 shows that during 2000/2001 Legal firms are planning to increase salaries the most:

Figure 6 Median salary increase 2000/2001, by industry



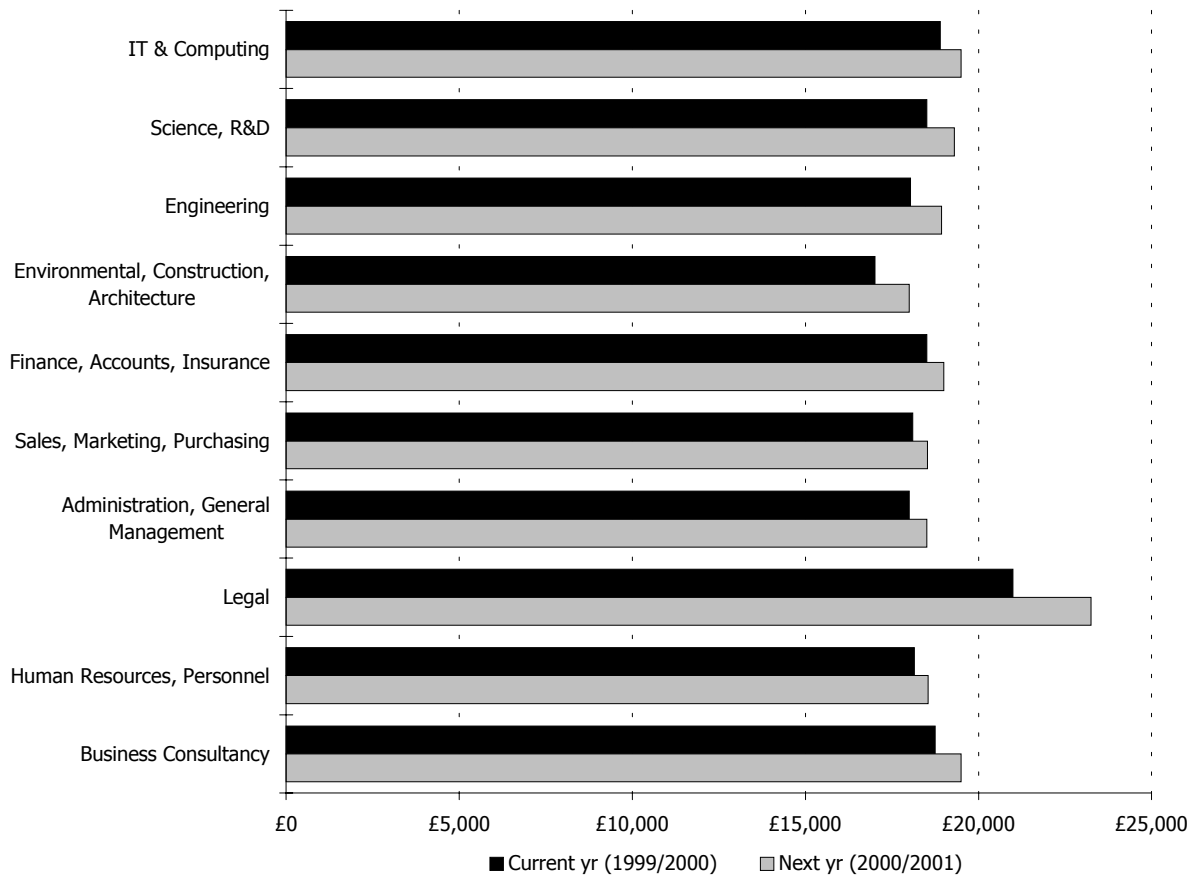
NB: Salaries exclude London Weighting Allowance

Source: IES/AGR Annual Survey, 2000/2001

2.3 Salaries by career areas

This survey sought to determine the salaries typically paid to the 1999/2000 new graduate intake and the salaries employers anticipate paying in 2000/2001, according to the career area that graduates enter. Figure 7 shows this information and reflects the large increase in salaries that Legal firms are expecting to pay to their new graduates (typically 6.6 per cent), whereas employers recruiting graduates into the HR profession can be seen to anticipate the smallest increase – typically 2.8 per cent.

Figure 7 Graduate starting (median) salaries, by career area



NB: Salaries exclude London Weighting Allowance

Source: IES/AGR Annual Survey, 2000/2001

3 Salary Progression

Overall, salary progression appears ‘healthy’ across the three sectors and demonstrates further the demand for ‘talent’ within organisations. Information regarding the typical salaries that graduates currently receive, according to their length of service, is shown in Figure 8. Figure 9 shows the proportional growth of their salaries after one, three and five year intervals. Graduates recruited five years ago (1994/1995) typically earn £10,000 more than their counterparts recruited one year

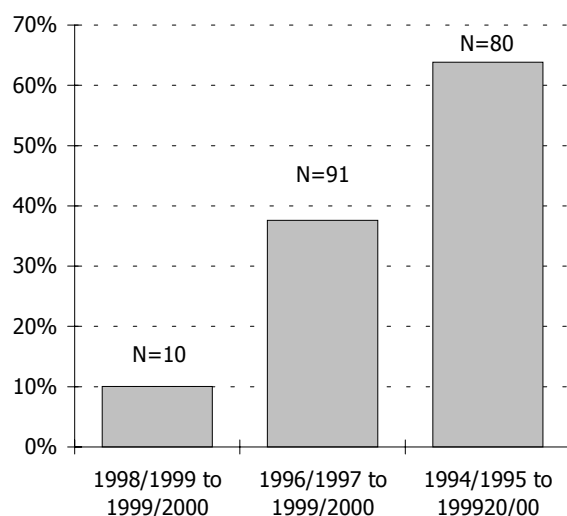
Figure 8 Typical graduate current salaries, by length of service



NB: Salaries exclude London Weighting Allowance

Source: IES/AGR Annual Survey, 2000/2001

Figure 9 Percentage growth in graduate salaries



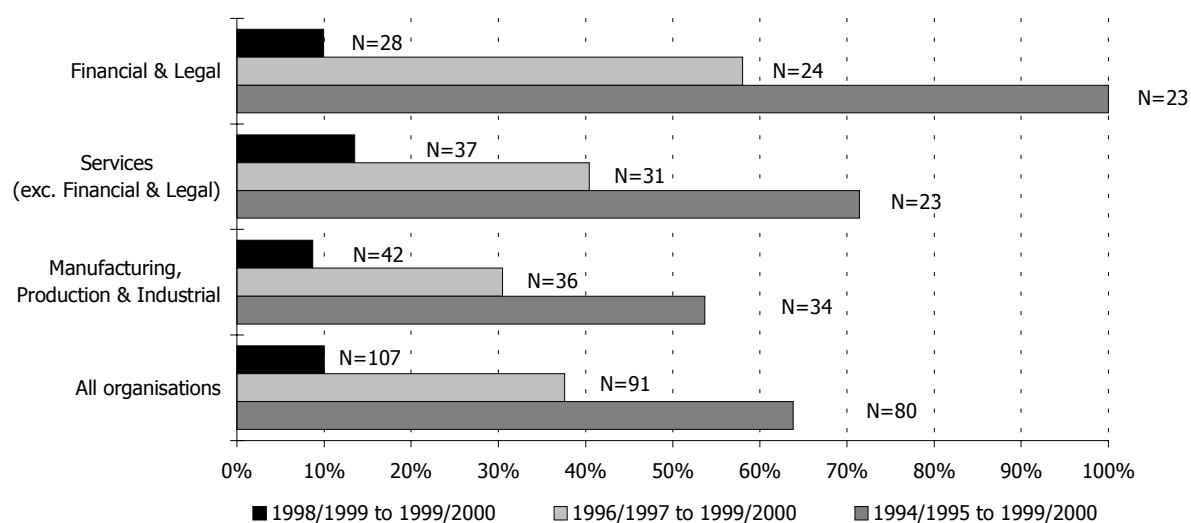
NB: Salaries exclude London Weighting Allowance

Source: IES/AGR Annual Survey, 2000/2001

ago (1998/99). This is 60 per cent higher than those recruited this year (1999/2000). It is also interesting to learn that the earnings of non-manual staff did not rise at the same rate as graduates over the five year period. Their earnings rose on average, by 30 per cent during April 1995 to April 2000.

For interest, typical salary growth is also presented in Figure 10 according to the three main sectors. The influence of the escalating salaries paid by the Legal firms over the five year period are once again apparent. The variation between the sectors demonstrates the degree of competition that Financial and Legal firms face.

Figure 10 Percentage growth in graduate salaries, by sector



NB: Salaries exclude London Weighting Allowance

Source: IES/AGR Annual Survey, 2000/2001

4 Incentives

Salaries form only part of what might attract newly qualified graduates to an employer. The 2000 Half Yearly Review featured information regarding the recruitment techniques members use, together with their views regarding their usefulness, including signing-on fees, such as ‘Hellos/Handcuffs’, and the role of ‘online’ recruitment. This current survey sought information about the kinds of incentives (financial and non-financial) that employers currently offer to graduates, in addition to the salaries on offer, with a view to attracting ‘the best’ to their organisations. Table 1 shows the nature of the **financial incentives** on offer according to the three main sectors.

- Company pension schemes are the most common incentive.
- Employers in the Manufacturing, Production and Industrial sector are least likely to offer interest-free loans.

Table 1 Other financial incentives offered, by sector

	<i>Financial & Legal</i>		<i>Services (excluding Financial & Legal)</i>		<i>Manufacturing, Production & Industrial</i>		<i>Total</i>	
	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>
Private healthcare	33	63	35	53	32	41	100	51
Share options/schemes	19	37	31	47	31	40	81	41
Pension	42	81	63	95	74	95	179	91
Performance related bonus	28	54	39	59	25	32	92	47
Interest reduced loans	30	58	20	30	13	17	63	32
Relocation assistance	2	4	4	6	5	6	11	6
Commuting/travel to work assistance	6	12	3	5	2	3	11	6
Financial help around commencement	5	10	3	5	4	5	12	6
Benefits allowance/flexible benefits package	5	10	3	5			8	4
Other financial incentive	8	15	12	18	12	15	32	16

Source: IES/AGR Annual Survey, 2000/2001

The nature of **non-financial incentives** currently offered to students can be seen in Table 2, according to the three main sectors. As the table shows:

- On-going professional development and mentoring were the most common non-financial benefits.
- The most common other non-financial benefit was international experience and overseas work and travel.
- International travel *etc.* opportunities were most often provided by Manufacturing, Production and Industrial companies.

Table 2 Other non-financial incentives offered, by sector

	<i>Financial & Legal</i>		<i>Services (excluding Financial & Legal)</i>		<i>Manufacturing, Production & Industrial</i>		<i>Total</i>	
	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>
Ongoing professional development	49	94	59	89	74	95	182	93
Mentoring	39	75	47	71	60	77	146	74
Flexible working opportunities	20	38	25	38	27	35	72	37
Lateral job moves	22	42	46	70	50	64	118	60
Study leave	36	69	30	45	50	64	116	59
Other non-financial incentive	4	8	5	8	12	15	21	11

Source: IES/AGR Annual Survey, 2000/2001

5 Recruitment and Retention

The recruitment cycle for some employers has become continuous or demand driven, whereas others continue to recruit annually, linking their cycle with the end of each academic year, their financial year, or part of the business planning process *etc.* Regardless of the nature of the recruitment cycle, organisations' resourcing and business skills needs have become more diverse and varied. The AGR membership are typical of employers who strive to maintain the effectiveness of their selection and recruitment processes. These employer, like others, are operating in an environment where the number of students graduating has increased alongside burgeoning degree courses.

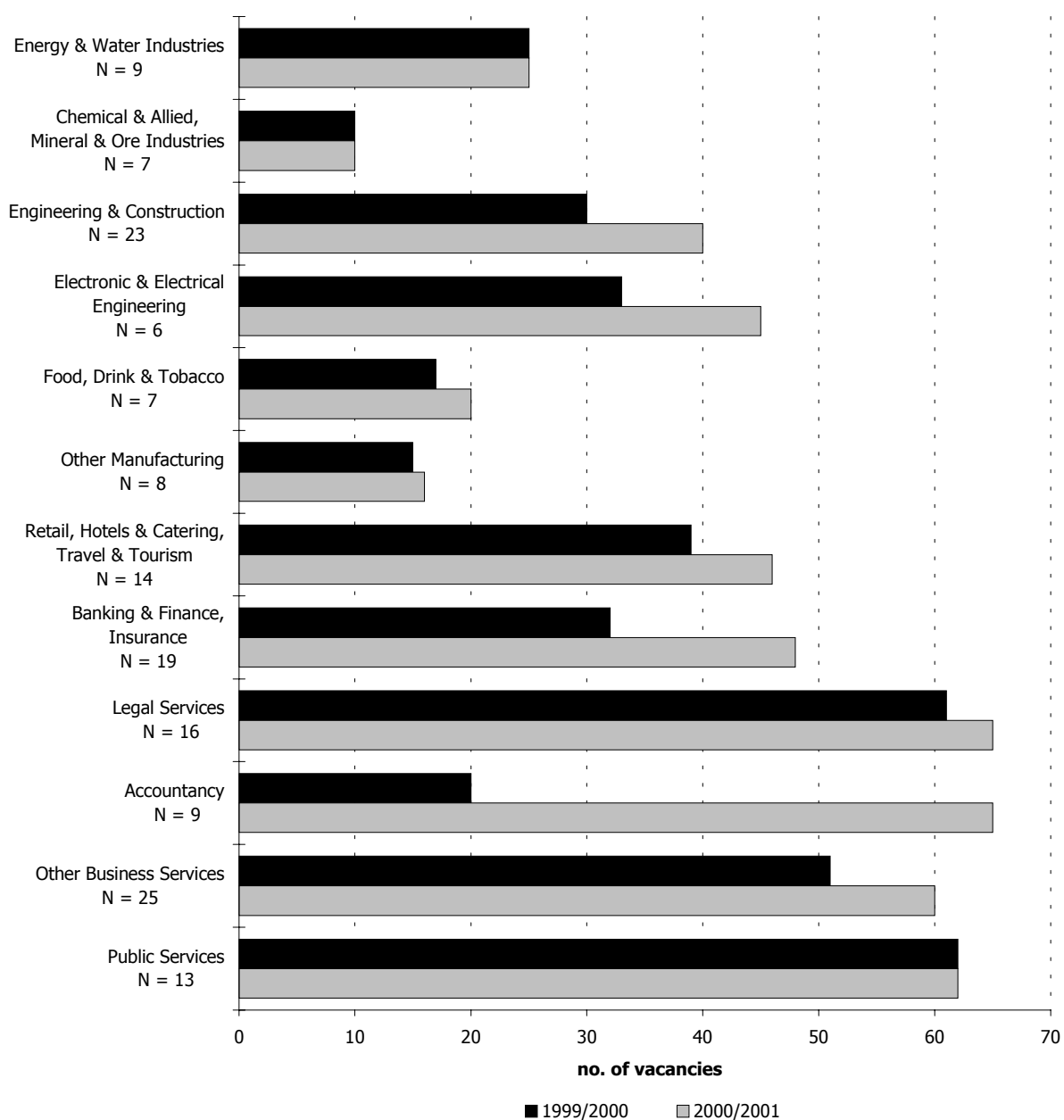
5.1 Recruitment by organisations

Members responding to successive AGR surveys may differ. Bearing this in mind, employers in this survey predict a more modest increase in their graduate vacancies during the forthcoming year (2000/2001) than those in the AGR Half Yearly review published in July 2000.

- Organisations report 13,879 vacancies for 1999/2000, and anticipate 14,629 vacancies for 2000/2001.
- Just five organisations were responsible for almost one-third of all vacancies on offer by AGR employers in 1999/2000 – a total of 4,531 vacancies.
- Just three accountancy firms in 1999/2000 offered a total of 2,650 vacancies between them – 19 per cent of all vacancies on offer.
- The majority of employers (90 per cent) offered less than 200 vacancies each in 1999/2000.

Figure 11 shows how the pattern of vacancies varies according to industry, with some employers expecting not to increase the number of vacancies during the coming year 2000/2001. Taken as a whole, accountancy firms plan to increase the average size of their intakes by over three-fold in 2000/2001. However, this calculation is distorted by two organisations which are doubling or tripling their intakes, albeit from a low base of under forty recruits. Five of the ten accountancy firms are not increasing recruitment at all. Interestingly, although Legal firms have repeatedly been shown to be pushing their salaries ahead of others, they do not anticipate increasing their number of vacancies substantially.

Figure 11 Median number of vacancies per organisation 1999/2000 and 2000/2001, by industry



NB: Salaries exclude London Weighting Allowance

Source: IES/AGR Annual Survey, 2000/2001

5.2 Recruitment by industry

- One hundred and fifty-six members in this current survey supplied data regarding the number of vacancies for both this (1999/2000) and next year (2000/2001). They anticipate the number of vacancies will rise from 12,273 to 12,723 – a predicted increase of just 3.7 per cent. It is interesting to note that six months ago, members responding to the 2000 Half Yearly Review predicted a larger increase of 15 per cent. Although of course this difference might be a function of different organisations responding to the two surveys, it might also be that employers become more accurate in their assessment as the recruitment year progresses.

Table 3 Year on year change in vacancies, by industry

<i>Industry</i>	<i>No. of vacancies overall (1999/2000)</i>	<i>Anticipated vacancies next year (2000/2001)</i>	<i>% change</i>	<i>N</i>
Energy & Water	305	299	-2.0	9
Chemical & Allied, Mineral & Ore	111	106	-4.5	7
Engineering & Construction	1,453	1,695	16.7	23
Electronic & Electrical Engineering	284	350	23.2	6
Food, Drink & Tobacco	116	129	11.2	7
Other Manufacturing	265	267	0.8	8
Retail, Hotels & Catering, Travel & Tourism	1,244	800	-35.7	14
Banking & Finance, Insurance	1,051	1,411	34.3	19
Legal Services	925	991	7.1	16
Accountancy	1,773	1,870	5.5	9
Other Business Services	2,212	3,116	40.9	25
Public Services	2,534	1,689	-33.3	13

Source: IES/AGR Annual Survey, 2000/2001

- Table 3 also shows the fastest growth in vacancies as predicted by Banking, Finance & Insurance and Other Business Services. This may be a development of the much talked of 'e-commerce', *ie* the paradigm shift in the way these businesses organise, operate and expand their operations.
- Electronic & Electrical Engineering are also hoping to expand recruitment by 23 per cent. There may be some element of catch-up, as these companies are particularly prone to shortfall. However, the opportunities offered by the new economy means filling vacancies could be more acute.
- The 'brakes appear to be on' in Public Services. Five of the 13 employers in this sector are holding current levels of recruitment still. Three major employers are cutting back dramatically and only two plan modest increases.

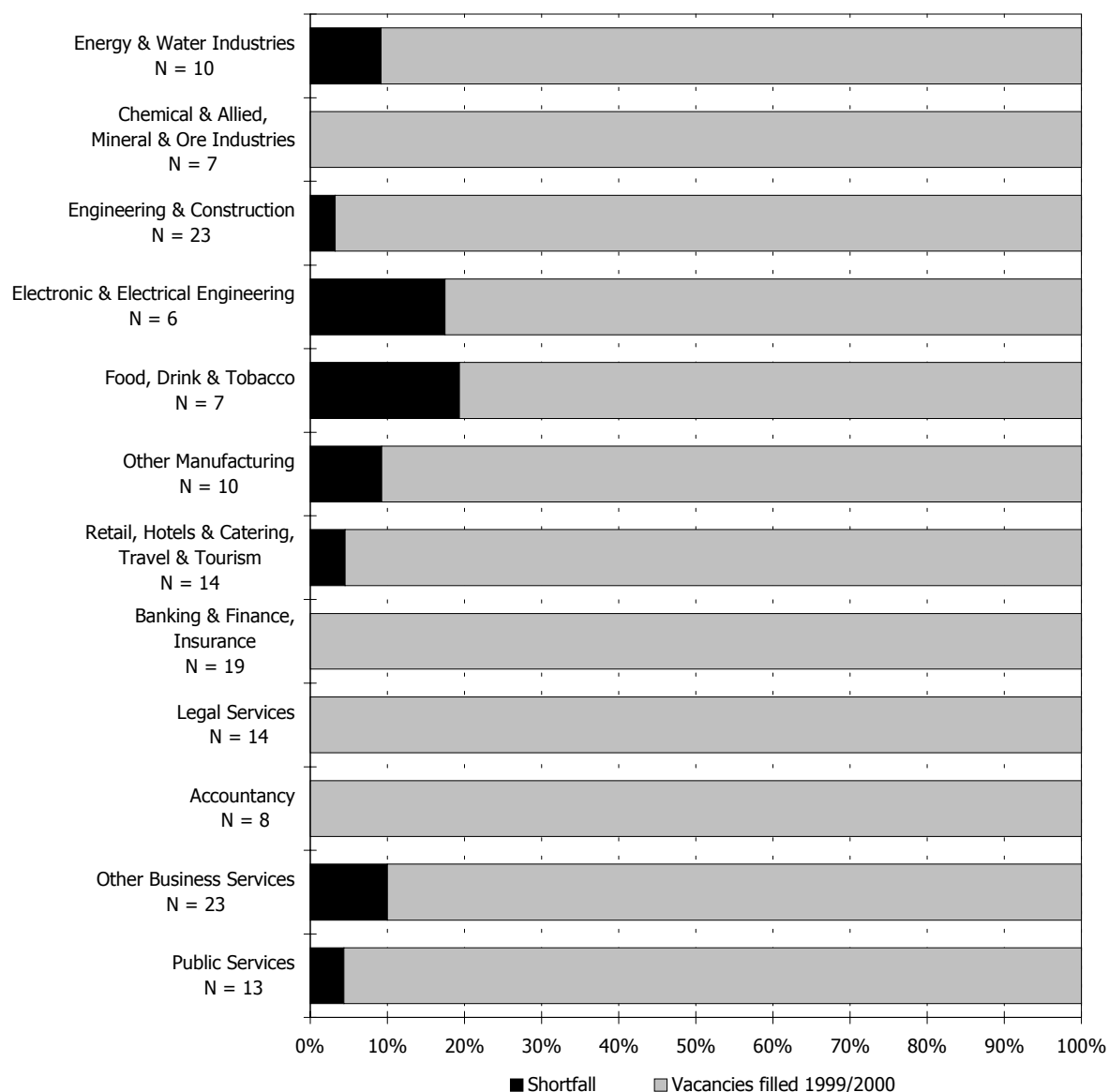
5.3 Shortfall – experienced

Half of members in this current survey experienced a shortfall in 1999/2000, in line with the prediction of those responding to the 2000 Half Yearly review in July 2000. Interestingly, only 34 per cent of those representing the Financial and Legal sector experienced a shortfall in 1999/2000, compared with 56 per cent of organisations in the Service sector and 54 per cent of firms in the Manufacturing Production and Industrial sector.

Further analysis of these data (see Figure 12) revealed which industries experienced the greatest shortfalls last year 1999/2000 relative to the number of vacancies on offer. The figure shows that:

- Chemical and Allied industries and Mineral and Ore industries
- Banking, Finance and Insurance
- Legal Services, and

Figure 12 Shortfall (median) as a percentage of vacancies 1999/2000, by industry



NB: Salaries exclude London Weighting Allowance

Source: IES/AGR Annual Survey, 2000/2001

■ Accountancy

experienced none; and:

■ Food, Drink and Tobacco

■ Electrical, Electronic Engineering

experienced the greatest – even though these two industries attracted the greatest number of applications.

5.4 Shortfall – anticipated

Looking ahead, 53 per cent of members are not expecting any shortfall during the coming year (2000/2001), with a further 29 per cent remaining uncertain. Of the 33 respondents anticipating a shortfall during 2000/2001:

- eight were from Financial and Legal firms
- ten were employers in the Services sector
- fifteen were Manufacturing, Production and Industrial firms.

5.5 Volume of applications

The volume of applications employers typically handled for each vacancy filled during 1999/2000 is summarised in Table 4, according to each of the various stages of the recruitment cycle. It would be interesting to track changes over time to determine whether graduates' behaviour changes as a result of being influenced by 'employer' branding initiatives or the facility to submit on-line applications. Both may enable the job seeker greater freedom to 'self select' or 'opt out' at an early stage in the process, therefore enabling recruiters to move towards a 'low volume high success' recruitment model. As the table clearly shows, there is again considerable variation according to the different industries. Accepting that members in this survey might differ to those in the earlier Half Yearly Review, and that there are still real shortages in the graduate supply to some industries, it is interesting to note:

- Public Service employers attracted the least number of applicants per vacancy – although the number of applications appears to have doubled during the past twelve months.
- Employers from the Electronic & Electrical Engineering and Food, Drink & Tobacco companies attracted the highest number of applicants.

Table 4 Volume of applications processed per vacancy at each stage, by industry

<i>Industry</i>	<i>Received per vacancy</i>	<i>Shortlisted per vacancy</i>	<i>Interviewed per vacancy</i>	<i>Offers per vacancy</i>	<i>Recruited per vacancy</i>	<i>N</i>
Energy & Water	50.0	11.1	8.9	1.0	0.9	12
Chemical & Allied, Mineral & Ore	36.0	12.5	5.0	1.2	1.0	7
Engineering & Construction	28.2	5.6	4.0	1.1	1.0	30
Electronic & Electrical Engineering	66.2	7.8	6.4	0.9	0.8	8
Food, Drink & Tobacco	62.6	16.8	14.5	0.9	0.8	10
Other Manufacturing	44.2	18.0	4.5	1.0	0.9	11
Retail, Hotels & Catering, Travel & Tourism	27.4	9.3	6.0	1.0	1.0	16
Banking & Finance, Insurance	28.1	7.7	4.4	1.0	1.0	25
Legal Services	42.2	5.5	4.2	1.4	1.0	17
Accountancy	35.0	7.1	4.3	1.3	1.0	10
Other Business Services	30.0	8.0	4.3	1.0	0.9	33
Public Services	22.5	6.6	4.4	1.0	1.0	17
All organisations	35.0	7.7	4.5	1.0	1.0	196

Source: IES/AGR Annual Survey, 2000/2001

- The diversity of graduate skills profiles may be reflected in the ratios between applications submitted and candidates shortlisted. In Electronic & Electrical Engineering the technical requirements may be easier to determine on paper, though the softer skills required by other organisations may not be apparent until interview stage.
- It is interesting to note that Chemical & Allied, Mineral & Ore companies, along with Legal and Accountancy firms, make more offers than they have vacancies. It has been suggested that this reflects a sophisticated understanding of the graduate labour market – after all, these organisations experience little shortfall.

However, such variations could be a result of a variety of factors that influence a graduate's choice of employer, including other incentives on offer or the company's reputation as an employer – namely the 'employer brand'.

5.6 Retention trends

Intrinsically linked to companies being able to attract 'the best' is being able to successfully manage to retain such talent once recruited. It is vital that companies have effective HR strategies in place in order to secure the commitment of those recruited and to meet business goals. Employers are therefore keen to maximise the returns on their investing in graduate schemes.

Members responding to earlier surveys believed they were managing to retain their graduate intake and Table 5 shows the proportion of graduates still employed with the same employer over the six year period. As in the earlier AGR Half Yearly Review, it has not been possible to present data at an industry level due to the very small numbers of respondents in some categories. Table 5 therefore presents information grouped by the three main sectors

Table 5 Average retention rates, by sector (percentage)

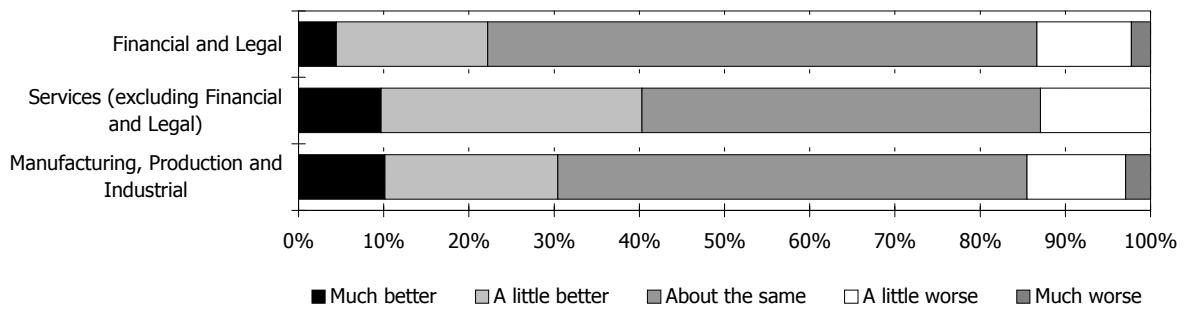
		99/00	98/99	97/98	96/97	95/96	94/95
Financial & Legal	<i>Median</i>	100.00	90.00	85.00	66.50	40.00	48.50
	<i>N</i>	35	35	25	20	15	15
Services (excl. Financial & Legal)	<i>Median</i>	95.00	90.00	80.00	70.00	50.00	47.00
	<i>N</i>	47	47	44	37	33	31
Manufacturing, Production & Industrial	<i>Median</i>	99.00	93.50	80.00	70.00	58.00	50.00
	<i>N</i>	58	58	48	42	39	32

Source: IES/AGR Annual Survey, 2000/2001

Just over half of respondents considered their retention rates of new graduates to have been stable over recent years and further analysis of their responses is presented in Figure 13 according to the three main sectors:

- Employers from the Services sector appear to have made most gains.
- Manufacturing, Production & Industrial organisations are slightly less successful.

Figure 13 Retention rates – trends



NB: Salaries exclude London Weighting Allowance

Source: IES/AGR Annual Survey, 2000/2001

6 Sponsorship

Graduate shortages in some areas continue to pose real problems for some employers, and sponsorship opportunities are but one of the ways in which employers might secure the supply of graduates they need in the future.

6.1 Places on offer

Just over one-third of members in this survey currently offer some form of student sponsorship and Table 6 shows the number of places on offer according to each of the three sectors. Further analysis of these data show how the sponsorship trends vary considerably according to the three main sectors. It is interesting to note (see Table 7) that, although the total number of sponsorship places is growing, the Financial and Legal sector anticipate a slowing down of places, whereas the Service sector expects a decline and the Manufacturing, Production and Industrial sector anticipate an increase in the sponsorships offered to students.

Table 6 Number of sponsorship places on offer, by sector

	<i>Last year 1998/1999</i>	<i>This year 1999/2000</i>	<i>Next year 2000/2001</i>
Financial & Legal	564	699	747
Services (excl. Financial & Legal)	459	614	607
Manufacturing, Production & Industrial	484	506	534
<i>Total</i>	<i>1,507</i>	<i>1,819</i>	<i>1,888</i>
N	54	61	57

Source: IES/AGR Annual Survey, 2000/2001

Table 7 Sponsorship trends (no of places offered), by sector

	<i>Last year/ this year %</i>	<i>This year/ next year %</i>	<i>N</i>
Financial & Legal	11.5	7.6	12
Services (excl. Financial & Legal)	-3.8	-14.1	10
Manufacturing, Production & Industrial	-1.1	3.9	25
<i>Total</i>	<i>2.9</i>	<i>3.1</i>	<i>47</i>

Source: IES/AGR Annual Survey, 2000/2001

6.2 Payment

Overall, students sponsored during 1999/2000 were typically paid £78 each week and Table 8 shows how these payment varied according to sector.

Table 8 Typical weekly payment to sponsored students, by sector

	<i>Median</i>	
	<i>£</i>	<i>N</i>
Financial & Legal	100	13
Services (excl. Financial & Legal)	175	12
Manufacturing, Production & Industrial	50	29
<i>Total</i>	<i>78</i>	<i>54</i>

Source: IES/AGR Annual Survey, 2000/2001

7 Paid Work Experience

Another mechanism that can be mutually beneficial to both graduates and employers is the opportunity for paid work experience. There may be tangible business benefits to employers both in meeting their resourcing needs and also by gaining insight into the capability and potential of a particular student. Undergraduates receiving paid work experience also benefit from such ‘work trials’, since these experiences can add value and enhance their CV or portfolio.

7.1 Places on offer

Some 130 members in this current survey (over two-thirds) offered paid work experience to students and Table 9 shows the number of places according to sector. The trends for paid work experience places varied according to sector (see Table 10). Although the Financial sector offered the greatest number during this year (1999/2000) this sector does not plan to offer any places in the near future. Interestingly, the Service sector is planning to increase the number of places considerably, whereas this same sector is planning to cut back the number of sponsorship places even further in the forthcoming year, as Chapter 6 showed. It would be interesting to learn

Table 9 Total number of paid work experience places on offer, by sector

	<i>Last year 1998/1999</i>	<i>This year 1999/2000</i>	<i>Next year 2000/2001</i>
Financial & Legal	1,734	2,090	2,165
Services (excl. Financial & Legal)	990	1,011	1,346
Manufacturing, Production & Industrial	1,308	1,472	1,445
<i>Total</i>	<i>4,032</i>	<i>4,573</i>	<i>4,956</i>
N	102	114	100

Source: IES/AGR Annual Survey, 2000/2001

Table 10 Paid work experience trends (no of places offered), by sector

	<i>Last year/ this year %</i>	<i>This year/ next year %</i>	<i>N</i>
Financial & Legal	25.0	0	30
Services (excl. Financial & Legal)	5.7	28.1	20
Manufacturing, Production & Industrial	8.9	6.9	36
<i>Total</i>	<i>9.1</i>	<i>11.4</i>	<i>86</i>

Source: IES/AGR Annual Survey, 2000/2001

whether these patterns might be a result of employers' commitment to short-term plans, rather than longer-term strategies.

7.2 Payment

Undergraduates on paid work experience were typically paid £230 each week during 1999/2000 and Table 11 shows how this payment varied according to sector. It is also interesting to compare the different weekly offerings with those paid to sponsored students. This could possibly reflect current market rates for 'a job' or work placements lasting for a considerable time, as opposed to work gained during the vacations via sponsoring employers (see Chapter 6).

Table 11 Typical weekly payment to students paid for work experience, by sector

	<i>Median</i>	
	<i>£</i>	<i>N</i>
Financial & Legal	211	39
Services (excl. Financial & Legal)	250	24
Manufacturing, Production & Industrial	230	51
<i>Total</i>	<i>230</i>	<i>114</i>

Source: IES/AGR Annual Survey, 2000/2001

8 Unpaid Work Experience

Just 37 members in this survey offered some form of unpaid work experience to students:

- Eighteen were from the Manufacturing, Production and Industrial sector.
- Six were from the Financial and Legal sector.
- Thirteen were from the Services sector.

8.1 Places on offer

The number of places on offer varied from year to year and according to sector as Table 12 shows, with the Service Sector having offered most places in the recruitment year 1999/2000.

Due to the small number of responses to some questions it has not been possible to conduct analysis to determine the trends for unpaid work experience.

8.2 Allowances/expenses

Twenty four of the 37 employers offering unpaid work experience to students made provision for some form of allowance:

- Five were from Financial and Legal sector.
- Ten were from the Services sector.
- Nine were from the Manufacturing, Production and Industrial sector.
- Twenty-two offered some form of reimbursement for travelling expenses.
- Seven offered a subsistence allowance, *eg* free food/lunch allowance/meal vouchers.

Table 12 Total number of unpaid work experience places on offer, by sector

	<i>Last year 1998/1999</i>	<i>This year 1999/2000</i>	<i>Next year 2000/2001</i>
Financial & Legal	14	37	41
Services (excl. Financial & Legal)	15	410*	81
Manufacturing, Production & Industrial	99	99	64
<i>Total</i>	<i>128</i>	<i>546</i>	<i>186</i>
N	18	27	20

* One organisation accounted for 345 places

Source: IES/AGR Annual Survey, 2000/2001

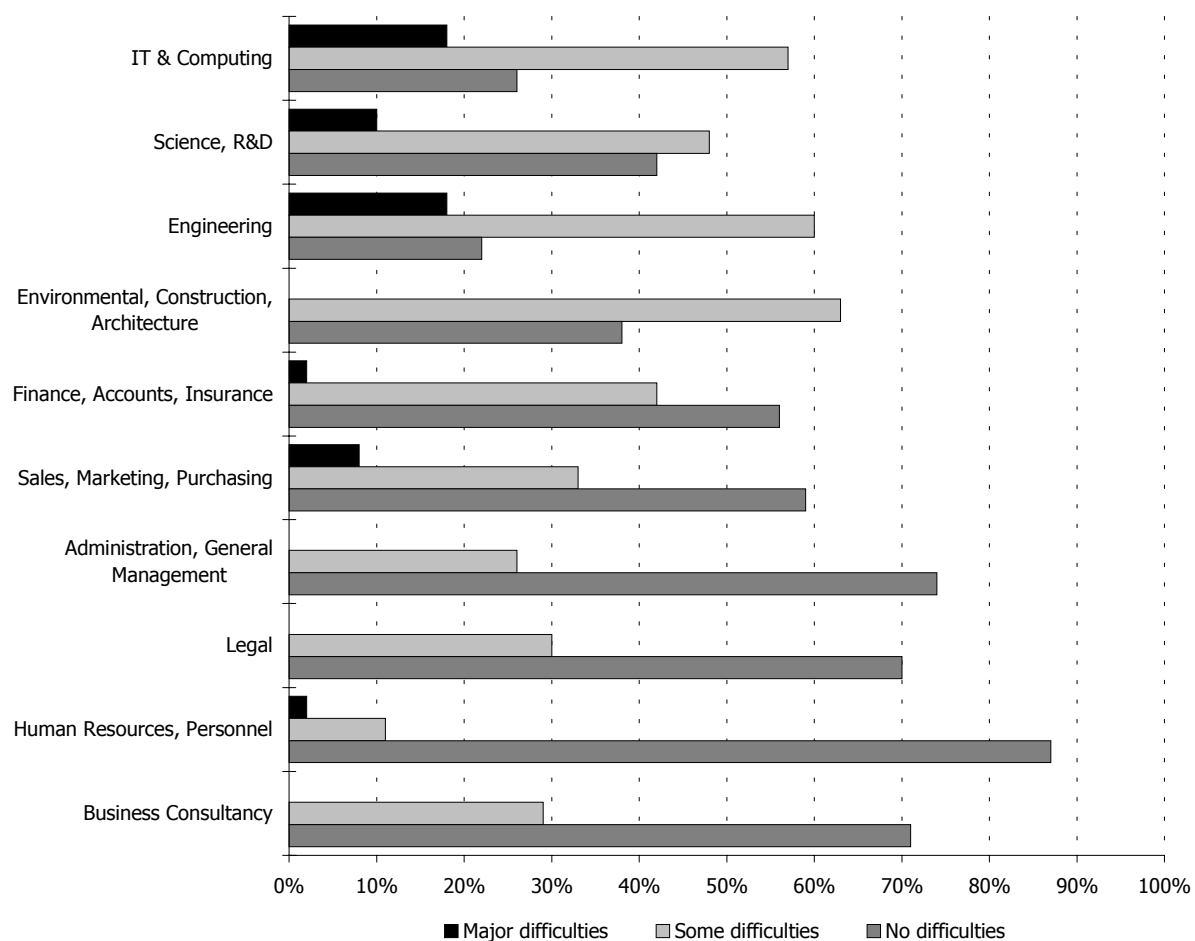
9 Recruitment Difficulties

Despite the numbers of students graduating each year, many employers continue to struggle to secure the quality or quantity of graduates their companies need to meet their business objectives. Figure 14 shows the areas that employers experienced most difficulty in recruiting graduates into during 1999/2000. The figure shows:

- Engineering, IT, Computer Analysis, Programming *etc.* were areas still proving difficult for employers.
- HR/Personnel, Legal work, Administration and general management trainees were the least difficult areas for employers.

Six months ago, members responding to the 2000 Half Yearly Review reported similar patterns of recruitment difficulties to those in this current survey. Accepting that the two samples may differ, it is never the less interesting to note that graduates from:

Figure 14 Recruitment difficulties 1999/2000, by function



NB: Salaries exclude London Weighting Allowance

Source: IES/AGR Annual Survey, 2000/2001

- Science, Research and Development
- Environmental Planning, Construction, Architecture *etc.*

could be showing some early signs of becoming more difficult specialisms from which to recruit.

Appendix A

Survey respondents

ENERGY & WATER INDUSTRIES

(Median starting salary = £18,000)

British Energy	BNFL
Centrica	Esso & Exxon Mobil Group
Kvaerner E & C	Exxon Mobil
Powergen UK plc	Scottish Power
Thames Water plc	United Distillers

(Plus 2 other organisations who did not wish to be named)

CHEMICAL & ALLIED INDUSTRIES AND MINERAL & ORE INDUSTRIES

(Median starting salary = £18,825)

Air Products plc	CRCDA International
ICI	Kodak Ltd
The BOC Group	

(Plus 2 other organisations who did not wish to be named)

ENGINEERING & CONSTRUCTION

(Median starting salary = £17,500)

3 Com Europe Ltd	AWE plc
Alstom Power	Bechtel Ltd
BAe Systems	Corus Group
Carillion Building	EC Hams
Devonport Management Ltd	Mymatic Engineering Co. Ltd
Halcrow Group Ltd	MW Kellogg Ltd
IMI plc	Mott Macdonald Ltd
National Grid Co. plc	Peugeot Motor Company Ltd
Ove Arup Partnership	Rolls-Royce plc
Perkins Engines Co. Ltd	TRW ASG
Sir Robert McAlpine	

(Plus 9 other organisations who did not wish to be named)

ELECTRONIC & ELECTRICAL ENGINEERING

(Median starting salary = £19,250)

Agilent Technologies	Spirent plc
Caradon plc	Orange
Thomson-CSF Racal	Vodafone

(Plus 2 other organisations who did not wish to be named)

FOOD, DRINK & TOBACCO

(Median starting salary = £18,250)

British Sugar	Granada Road Services
Kerry Group plc	Mars
Seagram	Samworth Brothers

(Plus 4 other organisations who did not wish to be named)

OTHER MANUFACTURING

(Median starting salary = £18,000)

3M UK plc	Cussons International
Kimberly Clark Ltd	Pilkington plc
Procter & Gamble UK	SCA Packaging Ltd
Unilever	Vauxhall Motors Ltd
Wagon plc	

(Plus 2 other organisations who did not wish to be named)

RETAIL INDUSTRY, HOTELS & CATERING, TRAVEL & TOURISM

(Median starting salary = £17,000)

B&Q plc	The Boots Company plc
Debenhams plc	Enterprise Rent-a-Car
Greggs plc	Harrods Ltd
John Lewis Partnership	Kingfisher plc
McDonalds Restaurants Ltd	Next Retail Ltd
Safeway	Tesco Stores Ltd
Waitrose Ltd	WH Smith

(Plus 2 other organisations who did not wish to be named)

BANKING & FINANCE AND INSURANCE

(Median starting salary = £20,000)

AMD	Bank of Scotland
Barclays plc	Barclaycard
Capital One	Credit Suisse First Boston
Coutts & Co.	Euler Trade Indemnity
Fidelity Investments	Halifax plc
HSBC Bank plc	Lloyds TSB
Marsh Recruitment & Development (UK) Ltd	National Australia Group Europe
Royal Bank of Scotland Group	Provident Insurance
Scottish Amicable	Standard Life
Towers Perrin	Watson Wyatt partners
William M Mercer Ltd	

*(Plus 4 other organisations who did not wish to be named)***LEGAL SERVICES**

(Median starting salary = £21,250)

Clyde & Co.	CMS Cameron McKenna
Clifford Chance	DLA
Hammond Suddards Edge	Lovells
Nabarro Nathanson	Norton Richards Butlers
Simmons & Simmons	Slaughter and May
Stephenson Harnwood	Stamp Jackson & Procter
Taylor Joynson Garrett	

*(Plus 3 other organisations who did not wish to be named)***ACCOUNTANCY**

(Median starting salary = £17,500)

HAT Group of Accountants	Kingston Smith
KPMG	Moone Stephens
Pannell Kerr, Forster	Price Waterhouse Coopers

(Plus 4 other organisations who did not wish to be named)

OTHER BUSINESS SERVICES

(Median starting salary = £19,250)

AIT Group plc	Andersen Consulting
BSS Group plc	Cable & Wireless
Cap Gemini	Computacenter
CMG (UK) Ltd	Compaq Computer Ltd
Computer Sciences Corporation	Haymarket Business Publications Ltd
IPC Media	Geac Software Solutions
Logica	Lucent Technologies Software Products Group
Midas-Kapiti International	McKinsey & Company
Quidnunc	RM
Reuters Ltd	Syntegra
Sun Microsystems	The Stevens Company
Unisys	Walker Financial Solutions Ltd

(Plus 8 other organisations who did not wish to be named)

PUBLIC SERVICES

(Median starting salary = £17,000)

HQ Recruiting Group, Army	Civil Service Faststream
National Air Traffic Services Ltd	GCHQ
HM Prison Service	Inland Revenue
NHS Management Training Scheme	London Underground
Directorate of Naval Recruiting	Defence Engineering & Science Group – MOD
Police Accelerated Promotion Scheme for Graduates	Railtrack
Royal Air Force	The Patent Office

(Plus 2 other organisations who did not wish to be named)

We would like to extend our thanks to all those organisations who participated in the survey.



THE GRADUATE SALARIES AND VACANCIES ANNUAL SURVEY 2000/01

Confidential to the Institute for Employment Studies

Please answer the following questions as fully as you are able by ticking the boxes or writing in the spaces provided. Please return the completed questionnaire to IES in the reply-paid envelope provided. If you have any queries, please contact Linda Barber or Jo Regan at IES: telephone 01273 686751; fax 01273 690430; email: jo.regan@employment-studies.co.uk. Thank you for your co-operation.

Throughout this questionnaire a 'typical' graduate is 21 years old with a second class honours degree.

Starting Salaries

1. Do you offer a London Weighting Allowance to **any** of your typical new first degree graduates?

Yes No

2. If **yes**, please state the average London Weighting Allowance for each of the periods below:

Recruitment year (Oct 1999-2000) £ pa Next recruitment year (Oct 2000-2001) £ pa

3. Excluding London Weighting, please state the average graduate starting salary for typical new first degree graduates for each of the periods below:

Recruitment year (Oct 1999-2000) £ pa Next recruitment year (Oct 2000-2001) £ pa

4. We are also interested in collecting salary information according to the career area that graduates enter. Please state the average starting salary for each of the following career areas:

	Recruitment year Oct 1999-2000	Next recruitment year Oct 2000-2001
IT, computer analysis, programming <i>etc.</i>	£ <input type="text"/> pa	£ <input type="text"/> pa
Science, research & development.....	£ <input type="text"/> pa	£ <input type="text"/> pa
Engineering	£ <input type="text"/> pa	£ <input type="text"/> pa
Environmental planning, construction, architecture <i>etc.</i>	£ <input type="text"/> pa	£ <input type="text"/> pa
Finance, accountancy, insurance and related areas	£ <input type="text"/> pa	£ <input type="text"/> pa
Sales, marketing, purchasing and related careers.....	£ <input type="text"/> pa	£ <input type="text"/> pa
Administration and general management trainees.....	£ <input type="text"/> pa	£ <input type="text"/> pa
Legal work.....	£ <input type="text"/> pa	£ <input type="text"/> pa
HR (includes personnel)	£ <input type="text"/> pa	£ <input type="text"/> pa
Business consultancy.....	£ <input type="text"/> pa	£ <input type="text"/> pa
Other career area (<i>please specify</i>)	£ <input type="text"/> pa	£ <input type="text"/> pa
Other career area (<i>please specify</i>)	£ <input type="text"/> pa	£ <input type="text"/> pa

Salary Progression

5. Approximately what is the average salary **currently** being paid to a typical first degree graduate recruited :

One year ago (Oct 1998-1999)	£	<input type="text"/>	pa
Three years ago (Oct 1996-1997)	£	<input type="text"/>	pa
Five years ago (Oct 1994-1995)	£	<input type="text"/>	pa

Other Incentives

6. Do you offer any of the following incentives to **attract** graduates to your organisation? (Please tick the appropriate boxes and specify any other incentives you offer).

Financial

- Private healthcare
- Share options/schemes
- Pensions
- Performance related bonuses
- Special interest-reduced loans
- Other (please specify)
- Other (please specify)

Non-financial

- On-going professional development
- Mentoring
- Flexible working opportunities
- Lateral job moves (between functions)
- Study leave
- Other (please specify)
- Other (please specify)

Recruitment and Retention

7. We are interested in the overall volume of applications handled at each stage of the recruitment process for the recruitment year October 1999-2000. Please state the total volume for each of the following five stages. (Please note that the numbers at each stage should be less than the previous stage)

How many applications did you receive, in total?	<input type="text"/>	overall
How many applicants did you shortlist, in total?	<input type="text"/>	overall
How many applicants did you interview, in total?	<input type="text"/>	overall
How many job offers did you make, in total?	<input type="text"/>	overall
How many vacancies did you have, in total?	<input type="text"/>	overall

8. During the recruitment year October 1999-2000:

How many unfilled vacancies did you have, in total?
(If none, please indicate by writing zero in the box)

overall

9. How many vacancies for new first degree graduates do you anticipate in the **next** recruitment year October 2000-2001?

10. Do you anticipate any shortfall in the **next** recruitment year October 2000-2001?

yes no don't know

11. If **yes**, how many unfilled vacancies do you anticipate?

12. Approximately what proportion of the new first degree graduates recruited in each of the following years are still working for your organisation?

	1999-2000	1998-1999	1997-1998	1996-1997	1995-1996	1994-1995
Per cent retained	<input type="text"/> %	<input type="text"/> %	<input type="text"/> %	<input type="text"/> %	<input type="text"/> %	<input type="text"/> %

13. How does your current retention rate of new graduates compare with recent years? Overall is it now: *(Please indicate by circling one number)*

Much better **About the same** **Much worse**
 1 2 3 4 5

Sponsorship

14. Do you currently offer any sponsorship to students? Yes No *If no go to Q 18*

15. How many sponsorship places did you offer for each of the following periods:

Past 12 months (Oct 1999-2000)

Recruitment year Oct 1998-1999

16. In the past 12 months (Oct 1999-2000), what was the average **weekly** amount paid to sponsored students?

£.....per wk

17. How many sponsorship places do you anticipate offering in the **next** recruitment year (Oct 2000-2001)?

Work Experience (paid only)

18. Do you currently offer any **paid** work experience? Yes No *If no go to Q 22*

19. How many **paid** work experience places did you offer for each of the following periods:

Past 12 months (Oct 1999-2000)

Recruitment year Oct 1998-1999

20. In the past 12 months (Oct 1999-2000), what was the average **weekly** amount paid to work experience students?

£.....per wk

21. How many **paid** work experience places do you anticipate offering in the **next** recruitment year (Oct 2000-2001)?

Unpaid Work Experience

22. Do you currently offer any **unpaid** work experience? Yes No *If no go to Q 27*

23. How many **unpaid** work experience places did you offer for each of the following periods:

Past 12 months (Oct 1999-2000)

Recruitment year Oct 1998-1999

24. Although these students are not paid for their work experience, do you offer them any allowances or expenses? Yes No

25. If yes, please state what the allowances/expenses cover (*ie* subsistence, travelling costs *etc.*)?

26. How many **unpaid** work experience places do you anticipate offering in the **next** recruitment year (Oct 2000-2001)?

Recruitment Difficulties

27. For each of the **career** areas below, did you experience any difficulties in recruiting sufficient graduates during the recruitment year October 1999-2000: *(Please tick one box per row)*

	Major difficulties	Some difficulties	No difficulties	Not applicable
IT, computer analysis, programming <i>etc.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Science, research & development.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engineering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental planning, construction, architecture <i>etc.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finance, accountancy, insurance and related areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales, marketing, purchasing and related careers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administration and general management trainees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal work.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HR (includes personnel)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business consultancy.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other career area <i>(please specify)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other career area <i>(please specify)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional Information

28. What is your organisation's main business activity: *(Please tick one box)*

Energy & water industries <input type="checkbox"/>	Mineral & ore industries <input type="checkbox"/>	Chemical & allied industries <input type="checkbox"/>
Engineering <input type="checkbox"/>	Electrical/tronic engineering <input type="checkbox"/>	Food, drink & tobacco <input type="checkbox"/>
Other manufacturing <input type="checkbox"/>	Construction <input type="checkbox"/>	Hotels & catering <i>etc.</i> <input type="checkbox"/>
Retail industry <input type="checkbox"/>	Transport & communication <input type="checkbox"/>	Banking & finance <input type="checkbox"/>
Insurance <input type="checkbox"/>	Legal services <input type="checkbox"/>	Accountancy <input type="checkbox"/>
Other business services <input type="checkbox"/>	Public services <input type="checkbox"/>	Other <i>(please specify)</i> <input type="checkbox"/>
Inc. software/IT <input type="checkbox"/>		

In order to broaden the commentary in the report, a few respondents will be asked to participate in a short telephone interview. If you would **not** be willing to participate please put a cross in the box.

If your organisation does **not** wish to be named as a survey respondent please put a cross in the box.
(All information supplied will remain strictly confidential. Data on individual organisations will not be published).

Your name and job title:.....

Your organisation:

Your telephone number:.....

Your email address:

Thank you for completing this questionnaire

Please return the questionnaire in the reply paid envelope direct to:
 The Institute for Employment Studies, Mantell Building, University of Sussex, Falmer, Brighton, BN1 9RF