



# The INGRADA Global Graduate Recruitment Survey

"Global Perspectives on the Graduate  
Recruitment Market"



# International Network of Graduate Recruitment and Development Associations (INGRADA)

What is INGRADA?

What is in this presentation?

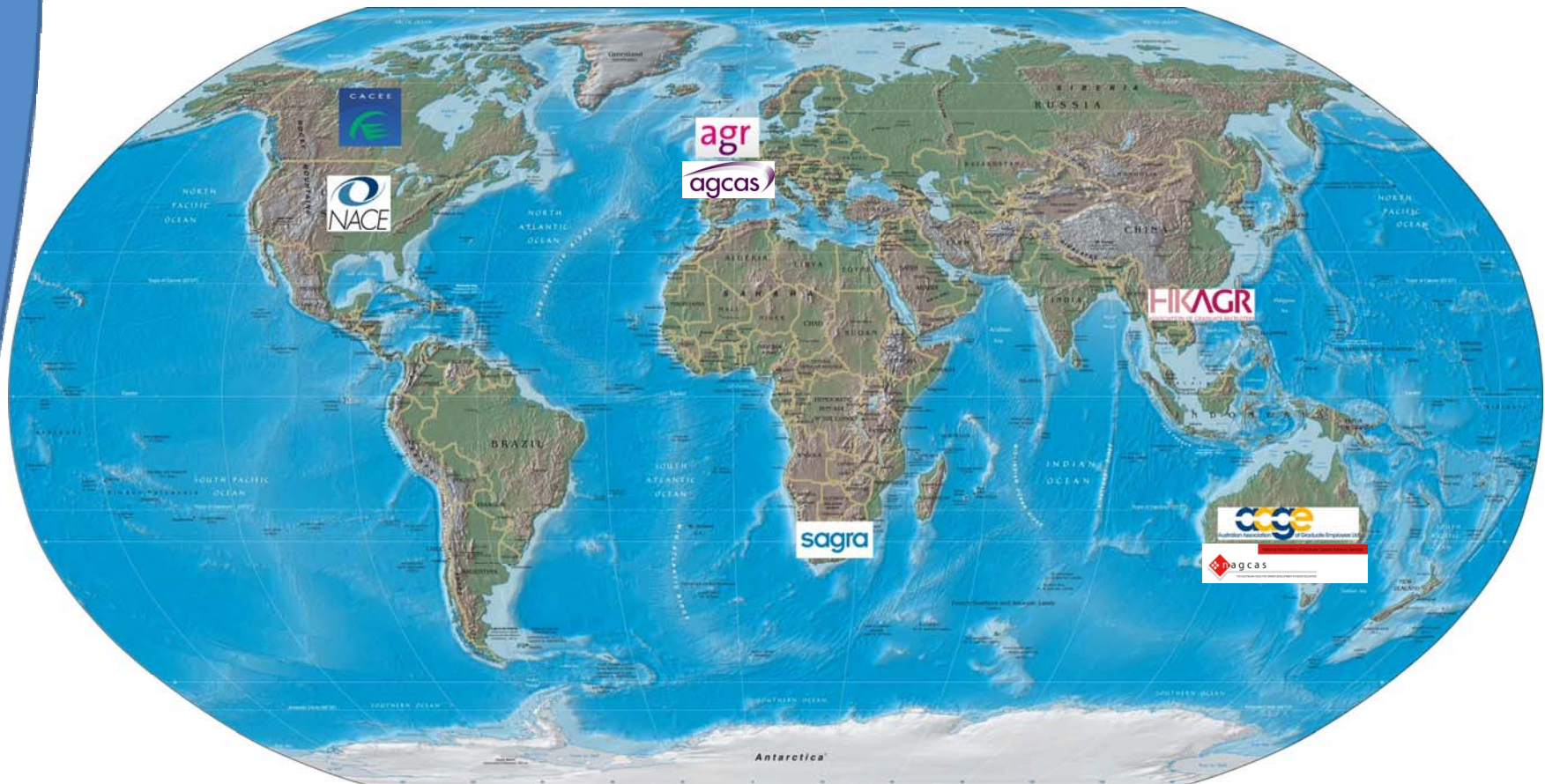
Where can you find out more?

[www.ingrada.org](http://www.ingrada.org)

# INGRADA Participating Associations



# INGRADA Member Nations



A large, blue, curved decorative shape on the left side of the slide, resembling a stylized 'C' or a bracket.

National Associations  
participating in this survey.....

# Association of Graduate Recruiters (UK)

AGR



The Association of Graduate Recruiters ([www.agr.org.uk](http://www.agr.org.uk)) represents graduate employers throughout the United Kingdom. The data in this presentation is based on AGR's Bi-annual recruiter survey, with information taken from the two most recent surveys published in February and July 2010. All data relates to the recruitment of graduates with a bachelors degree or higher.

For further information please contact Gary Argent, [gary@agr.org.uk](mailto:gary@agr.org.uk).

# Australian Association of Graduate Employers AAGE



The Australian Association of Graduate Employers ([www.aage.com.au](http://www.aage.com.au)) represents graduate employers throughout Australia and New Zealand. The data in this presentation is based on AAGE's annual Employer Survey 2011, published in November 2010. All data relates to the recruitment of graduates with a bachelors degree or higher.

For further information please contact Ben Reeves, [ben@aage.com.au](mailto:ben@aage.com.au).

# Canadian Association of Career Educators and Employers

## CACEE



The Canadian Association of Career Educators and Employers ([www.cacee.com](http://www.cacee.com)) represents graduate employers and careers service professionals throughout Canada. The data in this presentation is based on CACEE's 2010 Campus Recruitment and Benchmark Survey published September 2010. The data in CACEE's survey relates to all students who progress beyond secondary education, either at university or college.

For further information please contact Paul D. Smith [Pauls@cacee.com](mailto:Pauls@cacee.com)



# Hong Kong Association of Graduate Employers

## HKAGR



The Hong Kong Association of Graduate Recruiters ([www.hkagr.com](http://www.hkagr.com)) represents graduate employers in Hong Kong and other locations across Asia. The data in this presentation is based on HKAGR's Employers Survey 2010, and represents an average of results across Hong Kong, China, Singapore and Japan. All data relates to the recruitment of graduates with a bachelors degree or higher.

For further information please contact [enquiries@hkagr.com](mailto:enquiries@hkagr.com).

# National Association of Colleges and Employers

NACE



The National Association of Colleges and Employers ([www.nacweb.org](http://www.nacweb.org)) represents graduate employers and career service professionals throughout the United States. The data in this presentation are based on various NACE surveys including the NACE Salary Survey published in September 2010 and the NACE Recruiting Benchmark Survey published in October 2010. All data relates to the recruitment of graduates with a bachelor's degree.

For further information please contact Edwin Koc, [ekoc@nacweb.org](mailto:ekoc@nacweb.org).

# South African Graduate Recruiters Association SAGRA



The South African Graduate Recruiters Association ([www.sagra.org.za](http://www.sagra.org.za)) represents graduate employers throughout South Africa. The data in this presentation is based on SAGRA's Employer Survey 2010, published in May 2010. All data relates to the recruitment of graduates with a bachelors degree or higher.

For further information please contact [sagra@mweb.co.za](mailto:sagra@mweb.co.za).

A large, blue, curved decorative shape on the left side of the slide, resembling a stylized 'C' or a bracket.

Where did this data come from?

# Survey Respondents - Australia

Accenture Australia Ltd	British American Tobacco Australia Ltd	Department of Treasury and Finance (WA)	Linfox Australia Pty Ltd	Rio Tinto Services
ActewAGL	Cardno	Department of Veterans' Affairs	L'Oréal Australia	RSL Care
AECOM	Centrelink	Deutsche Australia Limited	Macquarie Group Services Australia Pty Ltd	SA Water Corporation
Ahrens Group	Chevron Australia Pty Ltd	Dialog Pty Ltd	Mars Australia	Saab Systems
ANZ Banking Group Ltd (Aust)	Citi	Disability Services Commission (WA)	McGrathNicol	Schlumberger Oilfield Australia Pty Ltd
Attorney-General's Department	Clayton Utz	Dun & Bradstreet Australia	Melbourne Water	Seymour Whyte Constructions
Auditor-General's Department - SA	Coca-Cola Amatil	Ergon Energy	Monadelphous Group Limited	Shell Company of Australia Ltd
Aurecon	Coles	Ericsson Australia Pty Ltd	MPA Surveying	SMEC (Snowy Mountains Engineering Corporation)
Ausenco Services Pty Ltd	Comcare	Ernst & Young Services Pty Ltd	Murray-Darling Basin Authority	South East Water
Aussie	Commonwealth Bank of Australia	Esso Australia Pty Ltd	National Centre for Vocational Education Research Ltd (NCVER)	Statistics New Zealand
Australia Post	Computer Sciences Corporation	ETSA Utilities	Newcrest Mining Limited	Sucrogen Australia
Australian Agency for International Development (AusAID)	Credit Suisse	Fonterra Co-operative Group Limited	Newmont Asia Pacific	Suncorp Metway Ltd
Australian Bureau of Statistics	Crown Solicitor's Office	Fuji Xerox Australia	Nexia Court & Co Chartered Accountants	Sydney Water
Australian Competition and Consumer Commission (ACCC)	Defence Force Recruiting	GE Capital Finance Australasia Pty Ltd	O'Connells OBM	Teach for Australia
Australian Customs and Border Protection Service	Defence Science & Technology Organisation	GHD Pty Ltd	OneSteel	Telstra Corporation Limited
Australian Federal Police	Deloitte	GMK Partners	Optiver	Thales Australia
Australian Government Solicitor	Department of Agriculture, Fisheries and Forestry	Google	Optus	The Audit Office of NSW
Australian Hearing	Department of Broadband, Communications and Digital Economy	Harvest Freshcuts	Orica Australia Ltd	The Royal Bank of Scotland
Australian Institute of Health and Welfare	Department of Communities (Qld)	Hatch Associates Pty Ltd	Parsons Brinckerhoff Australia Pty Ltd (PB)	Therapy Focus Inc
Australian National Audit Office	Department of Environment and Resource Management (Qld)	Health Department of WA	Pitcher Partners Advisors Pty Ltd	Tonkin Consulting
Australian Nuclear Science and Technology Organisation (ANSTO)	Department of Environment, Water, Heritage and the Arts (DEWHA)	IBM Australia Limited	PricewaterhouseCoopers Services Pty Ltd	TransGrid
Australian Prudential Regulation Authority (APRA)	Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA)	IMC Financial Markets and Asset Management	Procter & Gamble Australia Pty Ltd	Transport Accident Commission (TAC)
Australian Public Service Commission (APSC)	Department of Finance and Deregulation	Industry & Investment NSW	Project Services	Transpower New Zealand Limited
Australian Securities Investments Commission (ASIC)	Department of Health (Vic)	Integral Energy	Protiviti	VicRoads
Australian Taxation Office	Department of Health and Ageing	IP Australia	Public Service Commission (Qld)	Victorian Public Service
Baker & McKenzie	Department of Innovation, Industry, Science and Research (DIISR)	J.P. Morgan	Qantas Airways Ltd	Vincent's Chartered Accountants
BankWest Financial Services	Department of Justice (Vic)	Jemena	QBE Insurance Pty Ltd	Water Corporation
Barclays Capital Services Ltd	Department of Mines and Petroleum (WA)	John Deere Limited	Queensland Alumina Limited (QAL)	Westpac Banking Corporation
BDO	Department of Public Works (QGCIQ)	John Holland Group	Queensland Audit Office	Westpac Institutional Bank
Beca Pty Ltd	Department of Public Works (QGCPo)	Johnson & Johnson	Queensland Health	WHK Horwath
Bechtel - Mining & Metals	Department of Resources, Energy and Tourism	Kellogg Brown & Root Pty Ltd (KBR)	Queensland Treasury	William Buck
BHP Billiton Limited	Department of the Attorney General (WA)	KordaMentha	RAC WA - Royal Automobile Club WA	Woodside Energy Ltd
BP Australia	Department of the Treasury	KPMG	RailCorp	WorkSafe Victoria
Brierty Limited	Department of Transport & Main Roads (Qld)	Laing O'Rourke	Reckitt Benckiser	WorleyParsons
Brisbane City Council	Department of Treasury and Finance (SA)	LEK Consulting Pty Ltd	Reserve Bank of Australia	Xstrata Group

# Survey Respondents - Canada

A.I.E.S. INC.	BBA	Centre jeunesse de la Monteregie	Developpement Economique Canada	GLJ Petroleum Consultants
Abmast	BBH Geo-Management inc.	Centre local de developement (CLD) de Roussillon	Devon Canada	Global Infobrokers
About Communications	BC Housing Management Commission	Certified General Accountants of B.C.	DIAMED LAB SUPPLIES INC	Global TESL
accedian network	BC Provincial Renal Agency	CGA-Alberta (Certified General Accountants')	Direct Energy	GlobalFest
Accenture	BC Public Service	CGI UA Quebec	Discovery Seed Labs	Globe Electric Company Inc.
ACHIM	BCAA	CH2M HILL	Divine Healing Services	GoGreen Lawn and Pest Control
Acklands-Grainger Inc	Becker professional education	Chandos Construction Ltd.	D-TEX, Inc	Golder
Advanis Inc	Bell Aliant	CHAU He´tel-Dieu de Levis	Durham Children's Aid Society	Gordon group marketing + communications
AECL Canada	Bell Canada	CHC Helicopter	Durham University	GPLC ARPEUTEURS-GEOMETRES INC.
AECOM	Bell Helicopter Textron Canada Limited	Chevron Canada	D'Youville College	Grant Thornton LLP
AEON Amity Corporation	Bennett Jones LLP (Calgary)	Chevron Canada Resources	D'Youville College Graduate Admissions	Greater Halifax Partnership
Aéroports de Montréal	Best Health Cooking Systems	Child & Youth Friendly Saskatoon	E4C	Greater Saskatoon Chamber of Commerce
Ag-Quest, Inc.	Beta Machinery Analysis	Christ the Redeemer Catholic Schools	Eastern Construction	Greenberg Turner
Agribrands Purina Canada Inc	Between Friends Club	Christian R. Roy Inc.	Eaton Electrical Sector	Grey Power Insurance Brokers Inc
Agrinova	Beveridge Holdings	CHU Sainte-Justine	Ecole de langues La Cite	Group2 Architecture Engineering Ltd.
Agrium Wholesale	BioForest Technologies	Chubb Insurance Company of Canada	Ecole de l'Excellence	Groupe ABS
AIEQ	Bioparc de la Gaspesie	CIBC	Ecole de musique Crescendo de St-Redempteur	Groupe Canam
Air Canada - Ingenierie	Bird Construction	CIMA+	Ecovision	Groupe Centauris
Air Liquide	Blake, Cassels & Graydon LLP	City of Geulph	Editions de l'Envolee	Groupe CGI Inc.
Aircraft Maintenance Systems	Blinds to Go	City of Mississauga	Electro Beauce Inc.	Groupe OptiVert inc
Alberta Conservation Association	Bombardier Aerospace	City of Saskatoon	Electronic Arts Inc.	Groupe renaud et associes inc
Alberta Diabetes Foundation	Bonnybrook Steel Fabricators Ltd.	City of Waterloo	Encana	GULLIVERT Technologies Inc.
Alberta Electric System Operator	Boutique Boreal Design	Clinique de physiotherapie Marie-Christine Bouchard	Enerflex Ltd.	H.H. Angus & Associates Limited
Alberta Health Services	Bright Horizons Family Solutions	Club Ludo	Engineered Air Ltd	Halliburton Group Canada Inc.
Alberta Municipal Affairs - Municipal Internship Program	Britec Computer Systems Ltd.	Club-Conseil Agro-Champs	Enterprise Holdings	HarGroup Management Consultants
Alberta Sport, Recreation, Parks and Wildlife Foundation	BROWN SMITH OWEN LLP	CMA International Conservatory of Music and the Arts	Enterprise location d'autos	Hay Group
Aliments Fontaine Sante	BRP	College Pro Painters	Equitable Life	He´tel Gouverneur Quebec
Allan R. Nelson Engineering (1997) Inc.	Bruce Power	Columbia Valley Credit Union	Ericsson	He´tel Sepia
Alliance Jeunesse chutes-de-la-chaudiere	CAE Inc.	Concert Plus	Ernst & Young LLP	Health Systems Group
Alliance quebecoise des regroupements regionaux pour l'integration des personnes handicapees	Calgary Board of Education - Chinook Learning Services	Conestoga Rovers & Associates	Evolugym inc.	Heartland Health Region
Almor Testing Services	Calgary Chamber of Voluntary Organizations	Confederation College	Export Development Canada	Heritage Office Furnishings
ALSTOM	Calgary tour de nuit Society	Confederation quebecoise des cooperatives d'habitation	Eyelogic Systems Inc	Hershey Canada Inc
AltaGas Ltd.	Cameco Corporation	Conseil Cri de la sante et des services sociaux de la Baie James	FatLabs	Hillhurst Sunnyside Out of School Care Program
AltaGas Utilities Inc	Canada Revenue Agency	Conseil jeunesse francophone de la Colombie-Britannique	FCC	HMI Construction
AltaLink	Canadian College Naturopathic Medicine	Conseil national de recherches Canada/Institut des matériaux industriels	Federated Insurance	Hobart Canada
amd	Canadian Cooperative Wildlife Health Centre	Construction Kiewit Cie/ Peter Kiewit Sons Co	FGF brands inc.	Hockey Canada
American Eagle Outfitters	Canadian Institute for Health Information	Constructions ConCreate ltée.	Fluor Canada Ltd	Home Depot Canada
Andritz Separation	Canadian Pacific	Co-operators	Fort Vermilion School Division	Horton CBI, Limited
Aon Consulting	Canadian Scholars' Press Inc	Corporation d'actions et de gestion environnementales de Quebec	FPSC	Hotel Quality Suites
Aon Risk Services	Canadian Supply Chain Sector Council	Corporation des loisirs de Vanier	Fraser Health Authority	HSBC
ARC Financial	Canadian Tire Corporation	Corporation du Presbyterie Saint-Nicolas	Fraser Milner Casgrain LLP - Edmonton office	Hugessen Consulting Inc.
Artsmarketing Services Inc	Canadian Tire Financial Services	CPP Investment Board	Friday Professional Group Inc.	Husky Energy
Ashton College	Cancer Care Ontario	CSSS du Suroet	Frito Lay Canada	Husky Injection Molding Systems Ltd
Aspen	Capital Power Corporation	CSSS Haut-Richelieu-Rouville	FT Services	Hydro One Inc.
ASSET	Care Factor	Custom Comfort Care Inc	Fulcrum Media Inc.	Hydro-Quebec
Associate Veterinary Clinics	Cargill Limited	Custom House, A Western Union Company	Further Education Society of Alberta	Hydro-Quebec Transenergie / Gestion de la vegetation
Association of Independent Schools and Colleges in Alberta	Carrefour Jeunesse Emploi	Dacro Industries Inc.	Futurestep, A Korn Ferry Company Recruiting for Capital Power	Hypertechnologie Ciara Inc.
ATB Financial	Carrefour jeunesse emploi de Beauce-Sud	Dalhousie Faculty of Graduate Studies	Galderma Production Canada Inc	IBM Canada Ltd.
ATCO	Carrefour Jeunesse Emploi de Marquette	DALSA Semiconducteur	Games Cafe Inc.	ImmerVision
ATCO Electric	Carrefour jeunesse-emploi de Sherbrooke	Danone Canada	GE Canada	Immigrant Services Calgary
ATCO Gas	Cascades Groupe Tissu - Kingsey Falls	Decca	GEF: Housing for Seniors	Imperial Oil Limited
ATCO Power	Casco Inc	DeGroote School of Business, McMaster University	Gemini Corporation	Impulsion-travail
ATS Automation Tooling Systems Inc.	Catholic Social Services	DeLaval Inc.	General Dynamics, Produits de defense et Systemes tactiques - Canada	Industrielle Alliance
Auberge de la Paix (Quebec) inc.	CECC	DELEGATION GENERALE DU QUEBEC E MEXICO	Genivar	Industrielle Alliance, Assurance & Services financiers
Avcorp Industries Inc.	CEGEP Champlain St. Lawrence	Deloitte & Touche LLP	Geo. A. Kelson Company Limited	Industry Canada
Bank of Canada	Centrale Beauharnois Hydro-Quebec	Delta Hotels and Resorts	George Brown College	INRS
Banque Laurentienne	Centre d'action benevole	Desjardins Groupe d'assurances generales	GIRO inc.	Inspec-Sol
Barrette-Chapais Ltée.	Centre de crise de Quebec	Desjardins Marketing Strategique	Glaxosmithkline Biologicals	Institut de la statistique du Quebec
Battle River Research Group	Centre de readaptation de la Gaspesie	Dessau	GenTel Inc.	Institut Pasteur de Nouvelle-Caledonie

# Survey Respondents – Canada (cont)

Institut universitaire en sante mentale de Quebec	McMaster University	Pèrsego Incorporated	Seneca	Traductions Alain Gelinis inc.
Intact Assurance	Medavie Blue Cross	Peter Kiewit Sons Co.	Services Financier primerica	TransAlta Corporation
Intact Financial Corporation	MediaPages	Physiotherapie Beauport Inc.	Servitech inc.	Transat A.T.
Intact Insurance Company	Mentor Engineering Inc.	PIC Investment Group Inc.	SFU	Transitions
Intelliware Development	Metro Inc	Pirouette School of Dance	SharpEdge Development	Transport Canada
Interfaith Youth Core	Meyers Norris Penny	Polar Mobile Group	Shaw Communications	Transports Quebec
International Arts and Artists	Michelin North America (Canada) Inc.	Port de Montreal	Shell	Travaux Publics et Services gouvernementaux Canada.
INTRAGAZ	MiHR	PotashCorp	Shell Canada	Tridel Corporation
Irving Oil Refining GP	Mines Aurizon Itee-mine Casa Berardi	Prairie Dome Enterprises	Sheridan	Tri-Tex co inc
J H C	Ministere de l'Education	Premier Tech	Sherritt International	Tsavo Media
John Meunier Inc	Ministere de l'Emploi et de la Solidarite sociale	PricewaterhouseCoopers	SNC-Lavalin	Tucker Wrieline Services Canada Inc
John Molson School of Business, Concordia University	Ministere des Ressources Naturelles et de la faune	Prince George Veterinary Hospital Ltd.	Solmax-Textel Geosynthetikus	Tutor Doctor
	Ministere du Developpement durable, de l'Environnement et des Parcs-Information mlleiu atmosphetrique			
Kenaidan Contracting Ltd	MNP	Procter & Gamble	Southwestern Company	UFA Cooperative Limited
Kiewit Energy Canada Corp	Monsanto Canada Inc.	Prodevco Industries	Sparrow Services	ULTRAGEN LTÉE
Kinder Morgan Canada	Morin Desrochers Beaulieu, comptables agrees S.E.N.C.	Programme de moniteurs de langues officielles	Sporting Life Inc.	Uniboard
Kinectrics	mortgagestogo.ca Inc.	Odyssee		
Kingston Ross Paskak LLP	Mosaic Primary Care Network	Public Service Commission for the Government of Canada	SSQ Assurances generales	Unilever Canada
Knightsbridge Human Capital Solutions	Mosaic Sales Solutions	PyroGenesis Canada Inc.	St. Francis Xavier University	United Farmers Historical Society
KPMG Canada	Moteurs Electriques Laval Ltee	Quality Move Management Inc.	Stantec	Universite de Guelph-Campus d'Alfred
KPMG LLP	Mugos Web	Quinte Health Care Corporation	STARS	Université de Moncton
Kraft Canada	Musee du Fort	Quiron Metal	Students' Association of Mount Royal University	University of Calgary
L-3 Communications MAS	MyVeterinaryCareer	Rabais Campus	Sturgeon County	University of Calgary Aquatic Centre
LA Capitale assurances generales		Rainbow Community Centre	Suco	University of Guelph (Co-op & Career Services Dept.)
La Coop federee		Randstad Canada	Summit Kids	University of Toronto
		Raymond Chabot Grant Thornton (Quebec/Chaudiere-appalaches)	Sun Life	University of Toronto Scarborough
La Great-West, compagnie d'assurance	NAIAD Company Ltd	RBC	Sun Life Financial	University of Western Ontario - Graduate Studies at Schulich School of Medicine & Dentistry
Lab-Volt	National Energy Board	RBC Royal Bank	Suncor Energy Inc.	Vancouver Coastal Health
Lafarge Canada Inc	Nelson Education Ltd.	RCMP	Swift Current Creek Watershed Stewards	Vancouver Island Health Authority
Lallemmand Inc	Nexen Inc.	Read Jones Christoffersen Ltd.	Sylvan Learning	Verificateur general du Quebec
Larochelle Groupe Conseil	NexGen Ergonomics	Renfrew Educational Services	Systemes Datahex inc.	VIASAT GeoTechnologies
L'Atelier d'Art Suzie Delisle	NGC Aerospatiale Ltee	Renfrew Insurance	Szemlinski Law Offices	Ville de Kirkland
Laurie Mounteer Professional Corporation	NI Environnement	Resonant Medical	Tabagie Tremblay	Ville de Quebec
Le Groupe Master SEC	Nmedia Solutions	Ressources naturelles Canada	Table agroalimentaire de Chaudiere-Appalaches	Ville de Quebec, division arpentage et cartographie
Le Groupe Rotalec Inc.	Normandin Beaudry	Richmond International Technology Corp.	TAL Group	Ville de Sainte-Adele
	North American Palladium Ressources Cadiscor inc.			
Le Groupe Sm inc	Mine Geant Dormant	Rio Tinto	Talisman Energy	Ville de Victoriaville
Le Nouvelliste	North Eastman Health Association	RL Solutions	TD Bank Financial Group	Vircom Inc.
Le Projet Ex Machina	Nostrano Inc	Robert Half	Techbent	Virtual Meeting Advisors
LE SOLEIL	NovAxis Solutions inc.	Rocky View County	Teck Coal	Vision Critical
Lemieux Nolet comptables agrees	NRE Electronics	Rona	Terracon Geotechnique Ltd.	Vital Link Ice Cream & Event Marketing Inc
Les Constructions Beauce Atlas	NVA (National Veterinary Associates)	Ross Smith Asset Management Inc.	Teva Canada	Wellness Centre, University of Calgary
Les Consultants Horticoles inc.	O2 Web	RRQ	The Bagg Group	Westeel
Les Consultants Yves Choiniere Inc.	Office of the Auditor General BC	RSW inc.	The Boston Consulting Group	Western Financial Group
Les mineraux Harsco	O-I Canada	Ryan ULC	The Calgary Airport Authority	Western Management Consultants
Les traductions A.C.C.U.	Ornitour	Ryerson University	The Dominion of Canada General Insurance Company	Westin Prince Toronto
Les Usinages Mallette	Ontario Power Generation	S.A.A.Q.	The Duke of Edinburgh's Award	Westside Recreation Centre
Loblaws Companies Limited	Ontario Public Service	SADC Bellechasse-Etchemins	The Fairmont Banff Springs	Wind Energy Institute of Canada
Logiciels Xceed	OSCO Construction Group	Sahuri + Partners Architecture Inc.	The Hamilton Tiger-Cats Football Club	Winners Merchants
London Life - Financiere Liberte 55	OSIsoft Canada	Samaritan's Purse Canada	The Nardella Clinic	Winners Merchants International
L'Oréal Canada	Ottawa - Ecojustice Environmental Law and Policy Clinic	Samuel, Son & Co., Limited	The Salvation Army Community Services (Calgary)	Women's Centre of Calgary
Loyalist College	Pacific Business Brokers Inc.	Saputo	The Sherwin-Williams Company	WordFest: Banff-Calgary International Writers Festival
Lululemon	Pacific Lottery Corporation	Saskatchewan Ministry of Highways and Infrastructure	The Wawanesa Mutual Insurance Company	WorkSafeBC
Lutheran Day Care/Preschool Inc.	Parc technologique	Saskatchewan Prevention Institute	Theveco Electronique	Wynchemna Canada
Lyrux learning	Parkland Industries	Saskatchewan Soccer Association	Tim Horton Children's Foundation	Xerox
MacPherson Leslie & Tyerman LLP	Partners for Workplace Inclusion Program	Saskatchewan SPCA	TMP Worldwide	Xstrata Zinc., Mine Matagami
Macquarie Group Ltd	PCL Construction Group	Saskatoon Media Group	Toreion Corporation	Yaletown Trading Group
Maison des jeunes l'Escapade de Val-Beair	PCO Innovation	SaskPower	Toronto Hydro	YMCA Calgary
Manulife Financial	Peel tile	SaskTel	Toronto School of TCM	YMCA of Greater Vancouver
Mark's Work Wearhouse	Pembina Institute	Schneider Electric	Town of Canmore	YouthCulture Inc.
Mars Canada Inc.	PennWest Energy	Scotiabank	Town of Kamsack	YWCA Edmonton
McCain Foods (Canada)	PepsiCo Beverages Canada	Seaway Printing Ltd.	Toys "R" Us	



# Survey Respondents – South Africa

Absa Bank  
Absa Capital  
Accenture  
Adams & Adams  
Allan Gray Limited  
Altech UEC (Pty) Ltd  
Anglo Platinum  
Anglo American Thermal Coal  
Auditor-General South Africa  
Baker Hughes  
Bell Dewar  
BHP Billiton  
BHP Billiton BECSA  
BMW  
Bowman Gilfillan Inc  
British American Tobacco  
Busines Systems Group (Africa)  
Deneys Reitz Attorneys  
Derivco  
Development Bank of South Africa  
EOH Mthombo (Pty) Ltd  
Ernst & Young  
Estee Lauder Companies

Eversheds  
Exxaro  
First National Bank  
Foschini Group  
Hatch Africa  
Horwath Zeller Karro  
Internet Solutions  
Investec  
KPMG  
Kumba Iron Ore  
L'Oreal South Africa  
Massmart Services  
Mazars  
Metropolitan  
McKinsey & Co.  
Monitor Group  
Murray & Roberts Limited  
Nampak  
National Treasury  
Nedbank Capital  
Nedbank Limited  
Nestle SA  
Old Mutual plc

PKF  
PricewaterhouseCoopers  
Procter & Gamble South Africa  
Public Investment Corporation  
Rand Merchant Bank  
Rio Tinto  
Sappi  
Sasol  
Shoprite Group of Companies  
South African Breweries Limited  
South African Revenue Services  
Standard Bank, Corporate & Investment Banking  
Standard Bank, Personal & Business Banking  
Teach South Africa  
Tiger Brands  
Toyota SA Motors (Pty) Ltd  
Truworths  
Unilever South Africa  
Volkswqagen of South Africa  
Webber Wentzel  
Werksmans  
Woolworths



# Survey Respondents - UK

3M United Kingdom Plc  
 Accenture  
 AECOM Ltd  
 AIESEC (UK) Ltd  
 Airbus  
 Akzonobel  
 Allen And Overy LLP  
 American Express  
 Amey  
 Areva T&D UK Ltd  
 Arriva Plc  
 ASDA Stores  
 Ashurst  
 Aspen Insurance  
 Atkins  
 Atos Origin IT Services UK Ltd  
 Audit Commission  
 Aviva  
 AWE Plc  
 AXA Investment Managers  
 AXA UK  
 Baillie Gifford  
 Baker & McKenzie  
 Bakkavor Ltd  
 Balfour Beatty  
 BAM Construction Ltd  
 BAM Nuttall Ltd  
 Bank of America Merrill Lynch  
 Bank of England  
 Barclays Bank Plc  
 Barclays Capital  
 Barclays Wealth  
 Barratt Developments Plc  
 BDO LLP  
 Bechtel Limited  
 Beiersdorf UK Ltd  
 Bircham Dyson Bell  
 BlackRock  
 Bloomberg  
 Bond Pearce  
 Boots  
 Bovis Lend Lease Limited  
 BP International Ltd

British Sugar plc  
 BT  
 BUPA  
 Cadbury Plc  
 Cancer Research UK  
 CapGemini  
 Capital One  
 Centrica  
 CFE  
 CHP Consulting  
 Citi  
 Civil Service Fast Stream, Cabinet Office  
 Clifford Chance LLP  
 Clyde & Co LLP  
 COA Solutions Limited  
 Corus Group Plc  
 Credit Suisse  
 Croda International Plc  
 Crown Packaging  
 CSC (Redtray)  
 Cummins Ltd  
 Danone Waters (UK & Ireland) Ltd  
 Davies Arnold Cooper  
 Davis Langdon LLP  
 Deloitte  
 Denton Wilde Sapte  
 Department for Work and Pensions  
 Deutsche Bank  
 DHL  
 Dixon Wilson  
 DLA Piper UK LLP  
 Doosan Babcock Energy  
 Dunhumby  
 DVLA  
 E.ON UK  
 EC Harris  
 ECA International  
 EDF Energy  
 ENER-G plc  
 Enterprise  
 Enterprise Rent-A-Car  
 Ernst & Young  
 European Personnel Selection Office

Explore Learning  
 Fidelity Investments  
 Field Fisher Waterhouse  
 Filtrona Plc  
 Financial Services Authority  
 Fujitsu Services  
 GCHQ  
 GlaxoSmithKline  
 Government Economic Service  
 Graduate Recruitment Bureau  
 Grant Thornton UK LLP  
 HAT Group of Accountants  
 Henderson Global Investors  
 Hiscox  
 HM Prison Service  
 HM Treasury  
 Horwath Clark Whitehill  
 HSBC  
 Hymans Robertson  
 IBM UK Ltd  
 ICAP PLC  
 IMI plc  
 Imperial College London  
 Improvement and Development Agency  
 Institute for Employment Studies  
 J Sainsbury Plc  
 J.P.Morgan  
 Jacobs Babbie Group  
 Jaguar and Landrover  
 John Lewis Partnership  
 Johnson Matthey Plc  
 Jones Day  
 Kantar / TNS-RI  
 Kent County Council  
 Kimberly-Clark  
 Kirkland & Ellis International LLP  
 KPMG LLP  
 Lex Autolease  
 Linklaters Business Services  
 Lloyds Banking Group  
 Lloyd's Register  
 Lockheed Martin  
 Logica

Lovells  
 LSE  
 MacFarlanes  
 Macquarie  
 Majestic Wine Warehouses Ltd  
 Marks & Spencer plc  
 MBDA  
 McDonalds Restaurants Ltd  
 McKinsey & Company  
 Mills & Reeve  
 Millward Brown  
 Mitchells and Butlers  
 Moore Stephens LLP  
 Morgan Stanley & Co International Plc  
 Mott MacDonald Limited  
 Nabarro LLP  
 National Audit Office  
 National Grid  
 National Nuclear Laboratory  
 Nestlé  
 Network Rail  
 NHS Institute for Innovation & Improvement  
 Norton Rose LLP  
 Nuclear Decommissioning Authority  
 Osborne Clarke  
 Ove Arup International Ltd  
 Perkins Engines  
 Pilkington United Kingdom Ltd  
 Pinsent Masons LLP  
 PricewaterhouseCoopers  
 Procter & Gamble UK  
 PSA Peugeot Citroën  
 Qinetiq  
 Raleigh International  
 RBC Capital Markets  
 Reckitt Benckiser  
 Reed Smith Richard Butler LLP  
 Research in Motion UK Ltd  
 RM  
 Royal Bank of Scotland Group  
 RWE npower  
 Saffery Champness  
 Scottish Water

ScottishPower  
 Sellafeld Ltd  
 Shoosmiths  
 Siemens Industrial Turbomachinery Ltd  
 Siemens plc  
 Simmons & Simmons  
 SJ Berwin  
 Skanska  
 Sky  
 Slaughter & May  
 Smiths News  
 Standard Bank  
 Standard Chartered Bank  
 Standard Life  
 SunGard Systems Limited  
 Swiss Reinsurance company  
 TAC Europe  
 Tate & Lyle Europe  
 Taylor Wessing  
 Teach First  
 Technip UK Ltd  
 Tenon  
 Thales Group Ltd  
 The Co-operative Group  
 The Outward Bound Trust  
 TLT Solicitors  
 Transport for London  
 Trowers & Hamlin  
 UBS  
 UK Intellectual Property Office  
 United Biscuits  
 University of Nottingham  
 Vodafone  
 VT Group Services Ltd  
 W M Morrisons  
 Waitrose Ltd  
 Wates Group Limited  
 Watson Farley & Williams LLP  
 Watson Wyatt Partners  
 Weil, Gotshal & Manges  
 YMCA Lakeside Professional Development  
 Yorkshire Water Services Ltd  
 Zurich Fi

# Survey Respondents - USA

Actuant Corporation  
Adaptive Methods  
Aerospace Corp.  
Aetna, Inc.  
Affiliated Engineers, Inc.  
Agilent Technologies, Inc.  
Air Products & Chemicals, Inc.  
Alcatel-Lucent  
Amazon  
American Axle & Manufacturing, Inc.  
American Electric Power  
American Water  
American Woodmark Corp.  
Ameriprise Financial  
Amica Mutual Insurance Co.  
Analog Devices, Inc.  
Anheuser-Busch Companies, Inc.  
Apollo Group, Inc.  
ARAMAK  
ARCADIS US, Inc.  
AREVA NP  
Armstrong World Industries  
Arup & Partners  
AstraZeneca Pharmaceuticals LP  
ATI Allegheny Ludlum  
Baker Hughes, Inc.  
BASF Corp.  
Battelle Memorial Institute  
Bechtel Plant Machinery, Inc.  
Becton Dickinson & Company  
Bell Helicopter Textron, Inc.  
Bentley Systems, Inc.  
Best Buy Co., Inc.  
Black & Veatch Corp.  
Boy Scouts of America  
BP  
Burns & McDonnell Engineering Co., Inc.  
Cameron  
Campbell Soup Co.  
Cardinal Health  
Carico International  
CGI  
CH2M Hill  
Charles River Associates  
Charles Schwab & Company  
Chevron Corporation  
Chevron Phillips Chemical Company LP  
Chico's FAS, Inc.  
Cisco Systems, Inc.  
City of Bethlehem - Bethlehem Police Dept

Coca-Cola Enterprises  
Collective Brands (Payless ShoeSource)  
Colorado Springs Utilities  
Compass Group, The Americas Division  
comScore, Inc.  
ConAgra Foods, Inc.  
Consolidated Graphics  
Consumers Energy, Inc.  
Country Insurance and Financial Services  
Covance, Inc.  
Cree, Inc.  
Croda, Inc.  
Crowe Horwath LLP  
Cummins, Inc.  
Daiichi Sankyo, Inc.  
Dallas Central Appraisal District  
Daymon Worldwide  
Deere & Company  
Devon Engineering Corp.  
Dewberry  
Dick's Sporting Goods  
Discover Financial Services  
Dominion Resources Services, Inc.  
Duff & Phelps LLC  
DuPont  
E.J. Gallo  
Eastman Chemical Company  
Eaton Corporation  
EchoStar  
Edwards Lifesciences  
Emerson Climate Technologies  
Emerson Process Management  
Entergy Services, Inc.  
Ernst & Young LLP  
Exel  
Farm Credit Bank of Texas  
Federal Deposit Insurance Corporation  
Federal Energy Regulatory Commission  
Federal Management Partners, Inc.  
Federal Reserve Bank of New York  
Ferguson Enterprises, Inc.  
Fidelity Investments  
FMC Technologies, Inc.  
Freddie Mac  
Garmin International, Inc.  
GEICO  
General Electric Company  
General Mills, Inc.  
Genworth Financial  
Georgia Tech Research Institute

Global Tax Management, Inc.  
Gorton's Inc.  
Great Lakes Dredge & Dock Company  
GreenbergFarrow  
Hajoca Corporation  
Halliburton Company  
Hazen and Sawyer P.C.  
HEI Hotels & Resorts  
Herbert, Rowland & Grubic, Inc.  
Hitachi Consulting  
Honeywell International, Inc.  
Hormel Foods Corporation  
Hughes Network Systems, LLC  
Huron Consulting Group  
IBM Corporation  
IGT  
Infineum USA  
International Paper Company  
J. Ray McDermott, S.A.  
JC Penney Company, Inc.  
Johnson Lambert & Co., LLP  
Kennedy & Coe LLC  
Kimberly-Clark Corporation  
L-3 Communications Integrated Systems  
Lafarge North America  
Lennox International, Inc.  
Liberty Mutual Insurance Company  
Life Technologies, Inc.  
Linde  
Link-Belt Construction Equipment Co.  
Lowe's Companies, Inc.  
Lutron Electronics Company, Inc.  
Lyondell Basel  
Macy's, Inc.  
Marathon Oil Corporation  
Mattress Firm  
Maxim Healthcare Services, Inc.  
Maximus  
McCain Foods Limited  
McKesson Corporation  
Mercer  
Messer Construction Company  
Michelin  
Milliken & Company  
Modern Woodmen of America  
Murphy Oil USA, Inc.  
National Grid  
National Instruments  
Nationwide  
Naval Acquisition Career Center

Naval Air Systems Command (NAVAIR)  
NCR Corporation  
Nestle Purina Petcare  
Newell Rubbermaid  
Newmont Mining Corporation  
Niagara Bottling, LLC  
Norfolk Southern Corporation  
Northrop Grumman Corporation  
Office of Legislative Audits  
Opnet Technologies, Inc.  
Oregon Department of Transportation  
Owens Corning  
Owens-Illinois, Inc.  
Pacific Gas & Electric Company  
ParenteBeard  
Parsons  
Pennsylvania Transformer Technologies, Inc.  
Philips  
PPG Industries, Inc.  
PPL Corporation  
Pratt & Whitney, a United Technologies Co  
PrimeSource Building Products, Inc.  
Principal Financial Group  
Proctor & Gamble Company  
Progress Energy Service Co.  
Protiviti, Inc.  
Prudential  
PSEG  
QUALCOMM Incorporated  
Rayonier Inc.  
Raytheon Company  
RBC Capital Markets  
Risk Management Solutions  
Robert Bosch, LLC  
Rogers Corporation  
ROHM Semiconductor USA, LLC  
Roux Associates, Inc.  
Ryan & Company, Inc.  
S&C Electric Company  
Sabre Holdings  
SAP America, Inc.  
Schlumberger Oilfield Services  
Schneider Electric  
Scottrade  
Sears Holdings Corporation  
Selden Fox LTD  
Sensata Technologies  
SES AMERICOM  
Shell Oil Company  
Smith International, Inc.

Starwood Hotels & Resorts Worldwide, Inc.  
Stryker Corporation  
STV Incorporated  
Suffolk Construction Company, Inc.  
Sunoco, Inc.  
Swagelok Companies  
SWIFT  
Tata Consultancy Services  
Tennessee Valley Authority  
Teradata Corporation  
Texas Instruments Incorporated  
The Dow Chemical Company  
The Hertz Corporation  
The LPA Group Incorporated  
The MITRE Corporation  
The New England Center for Children  
The Northern Trust Company  
The PNC Financial Services Group  
The Royal Bank of Scotland  
The Ryland Group  
The Schwan Food Company  
The Timken Company  
The Vanguard Group  
The Williams Companies  
Tindall Corporation  
Titan America  
Towers Watson  
Toyota Motors Manufacturing North America  
Toys "R" Us, Inc.  
Triage Consulting Group  
Turner Construction Company  
Tyson Foods, Inc.  
U.S. Comptroller of the Currency  
U.S. Department of Labor  
U.S. Department of State  
U.S. General Services Administration  
U.S. Nuclear Regulatory Commission  
U.S. Office of Personnel Management  
U.S. Postal Service  
UGI Utilities, Inc.  
Union Bank of California  
UnitedHealth Group  
USG Corporation  
VistaPrint USA, Inc.  
W.W. Grainger, Inc.  
Washington Division of URS Corporation  
Watson Pharmaceuticals, Inc.  
Yahoo! Inc.  
ZS Associates



# Benchmarking Data....



# Salaries

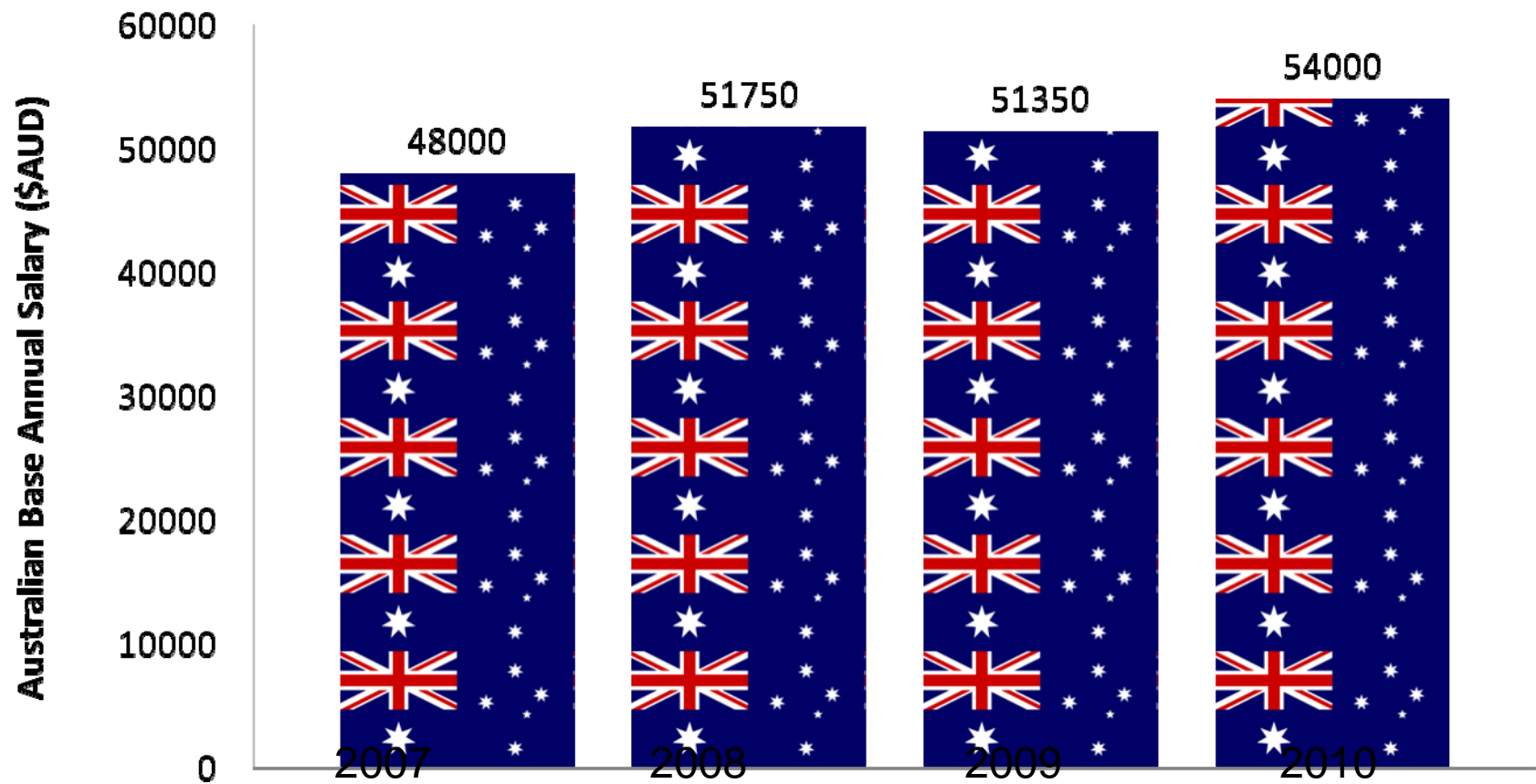
	Australia	Canada	Hong Kong	South Africa	UK	USA
2007	Aus\$48,000			R82,500	£23,500	US\$45,766
2008	Aus\$51,750			R88,000	£24,500	US\$49,224
2009	Aus\$51,350	Cdn \$50,628	US\$50-70,000	R115,000	£25,000	US\$48,663
2010	Aus\$54,000	Cdn \$48,817	US\$50-70,000+	R186 000	£25,000	US\$48,288

Base annual salary excluding bonuses and benefits

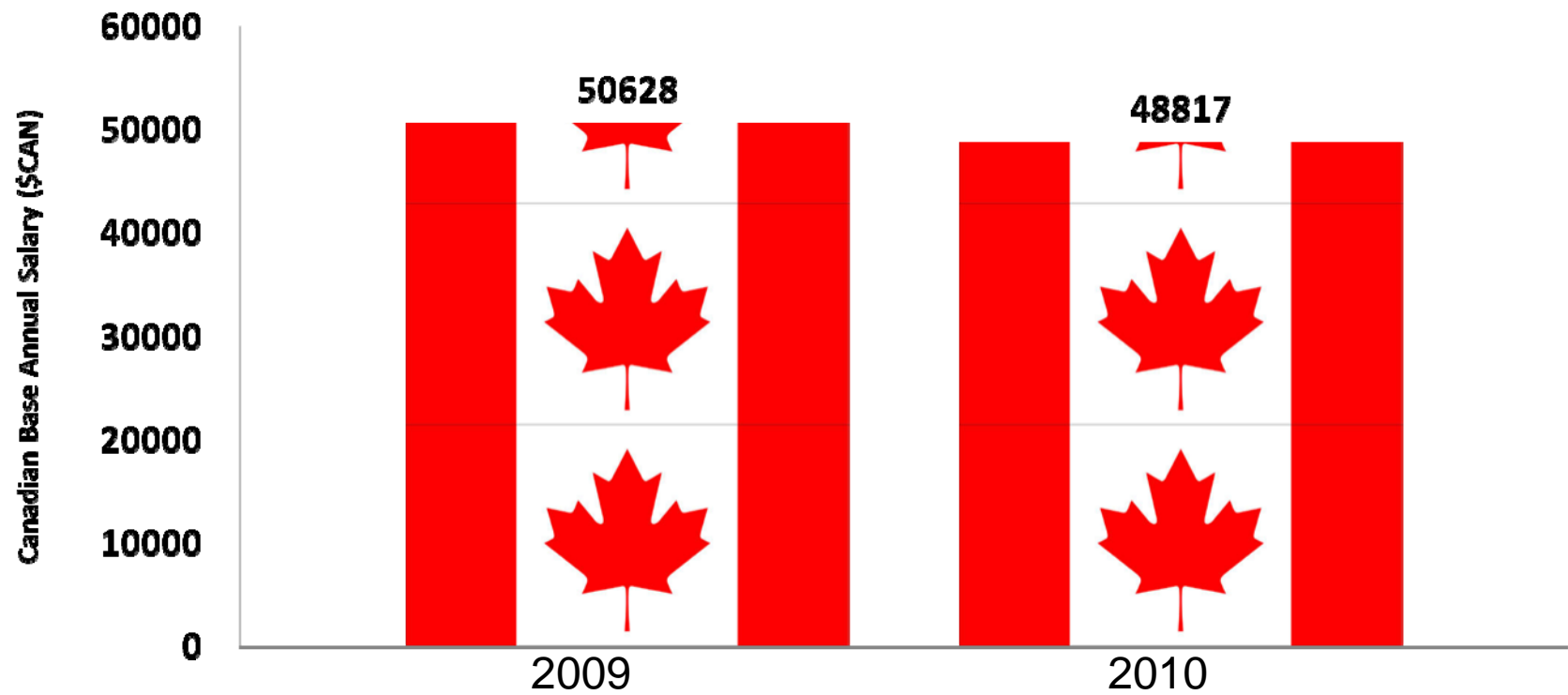
	Australia	Canada	Hong Kong	South Africa	UK	USA
2007	5.00%				2.40%	
2008	3.50%			13.60%	1.80%	7.60%
2009	-0.77%	3.60%		4.30%	0.00%	-1.20%
2010	5.20%	-3.60%			0.00%	-0.70%

Change in base annual salary from previous year

# Salaries – Australia

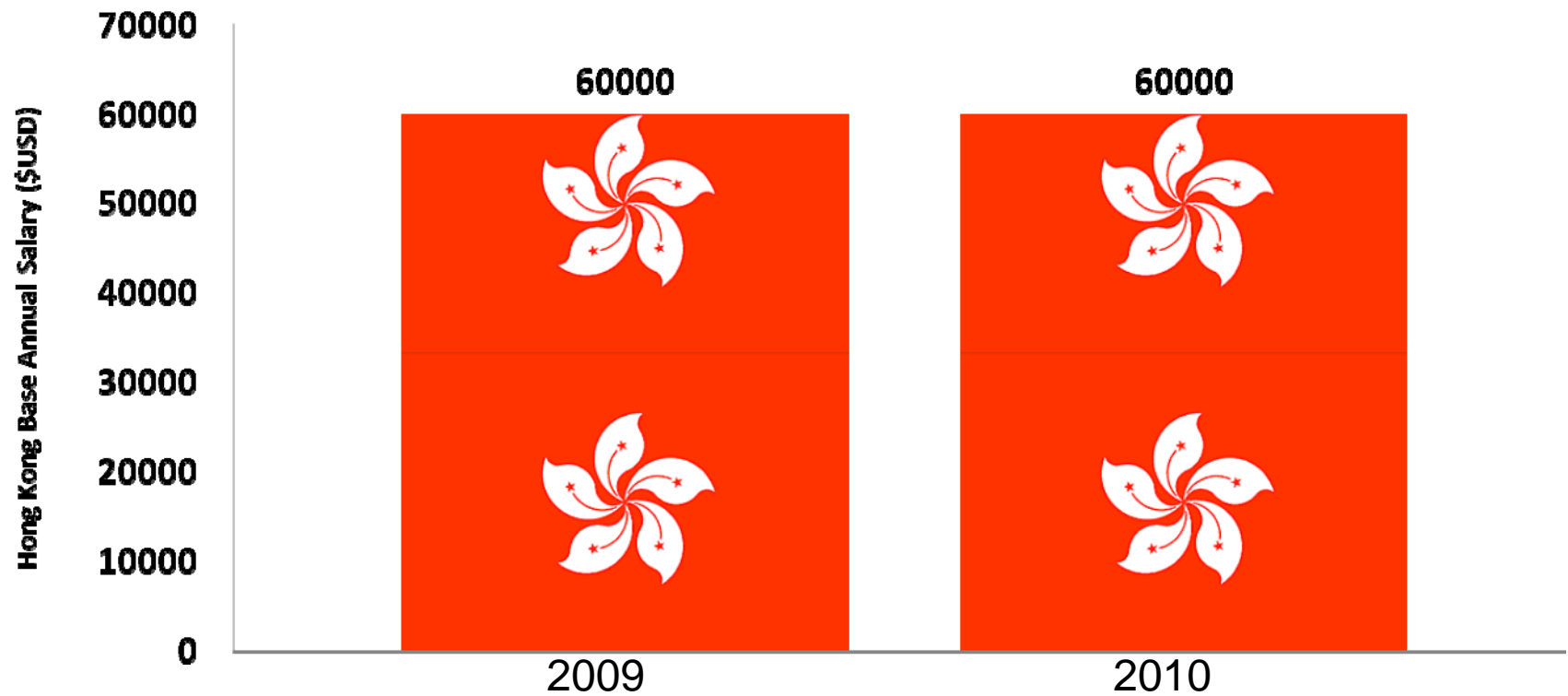


# Salaries - Canada



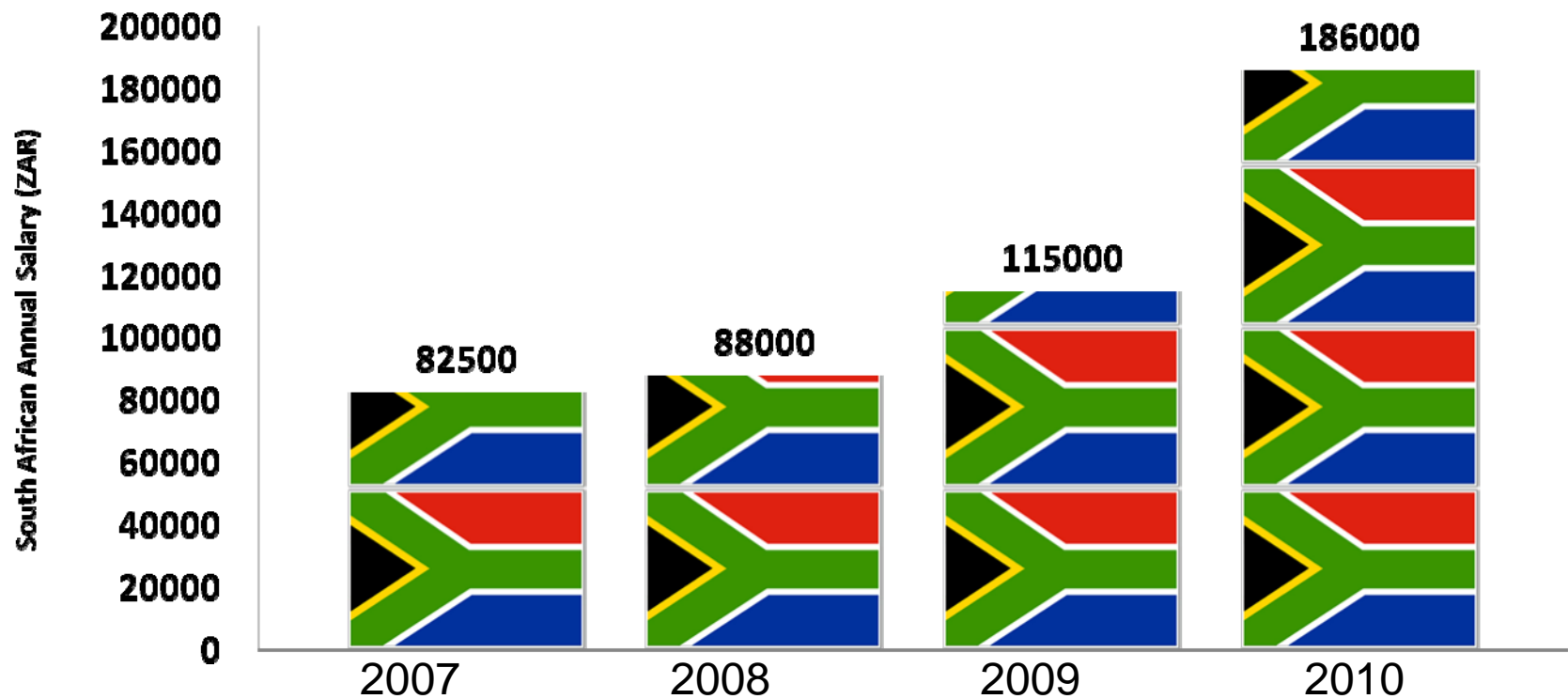


# Salaries – Hong Kong



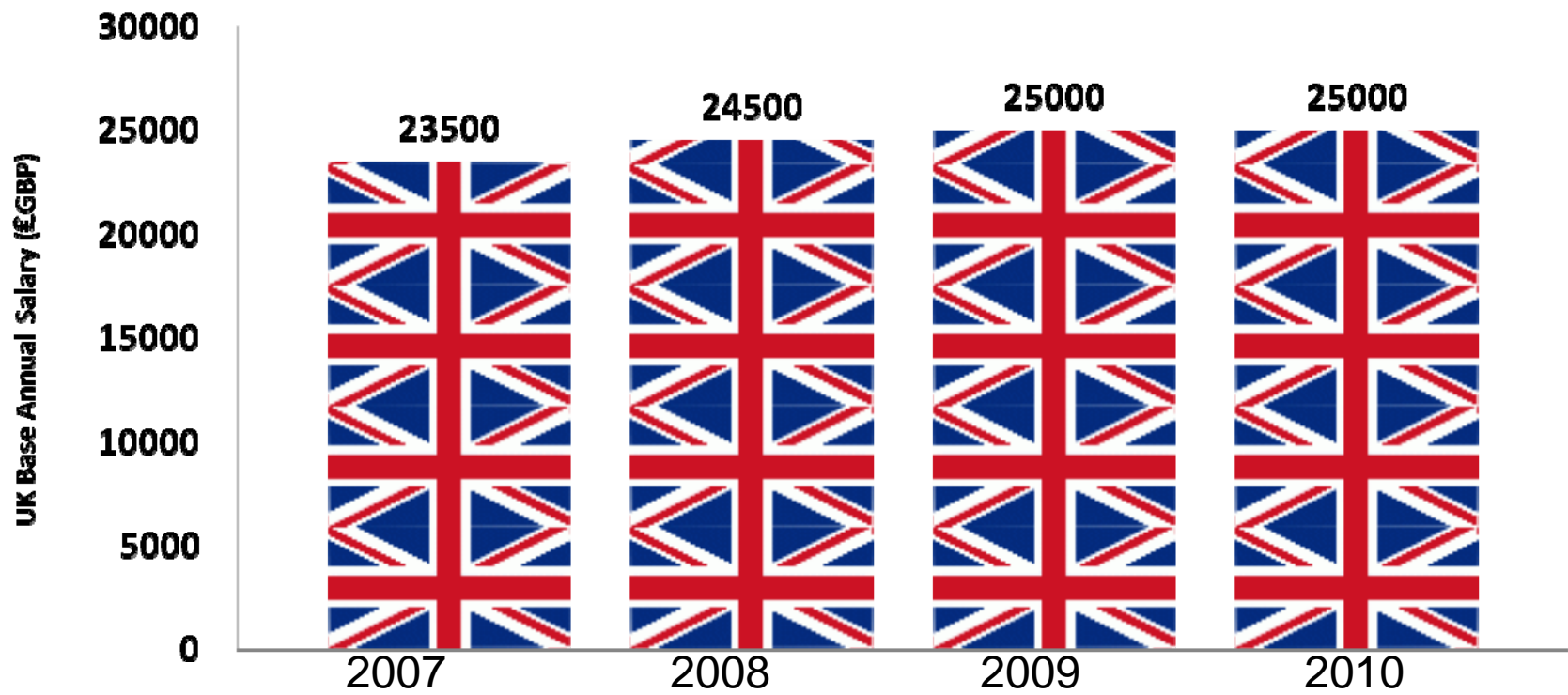
Note: Values shown are averages of reported ranges (50,000 – 70,000)

# Salaries – South Africa

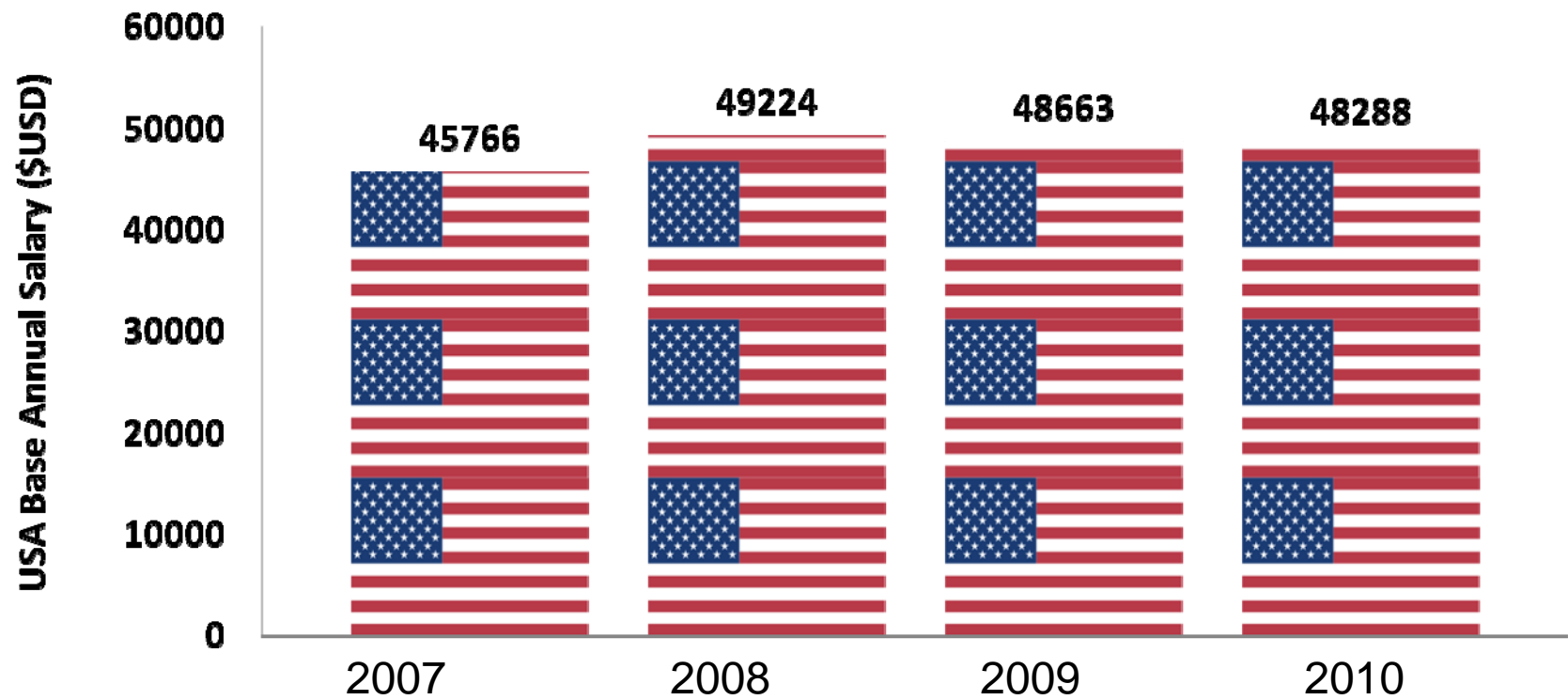




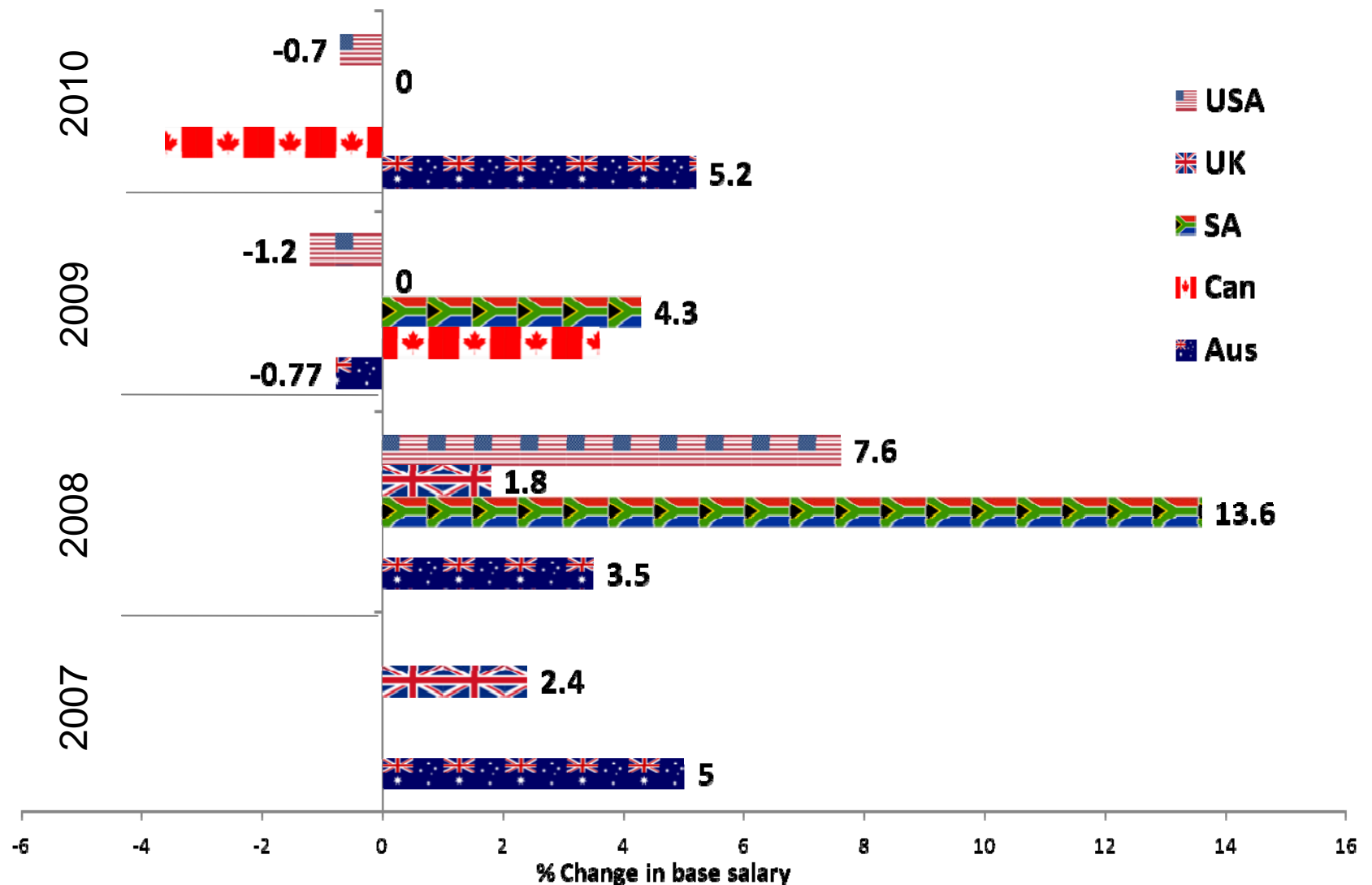
# Salaries - UK



# Salaries - USA



# Percentage change in base salaries





# Vacancies

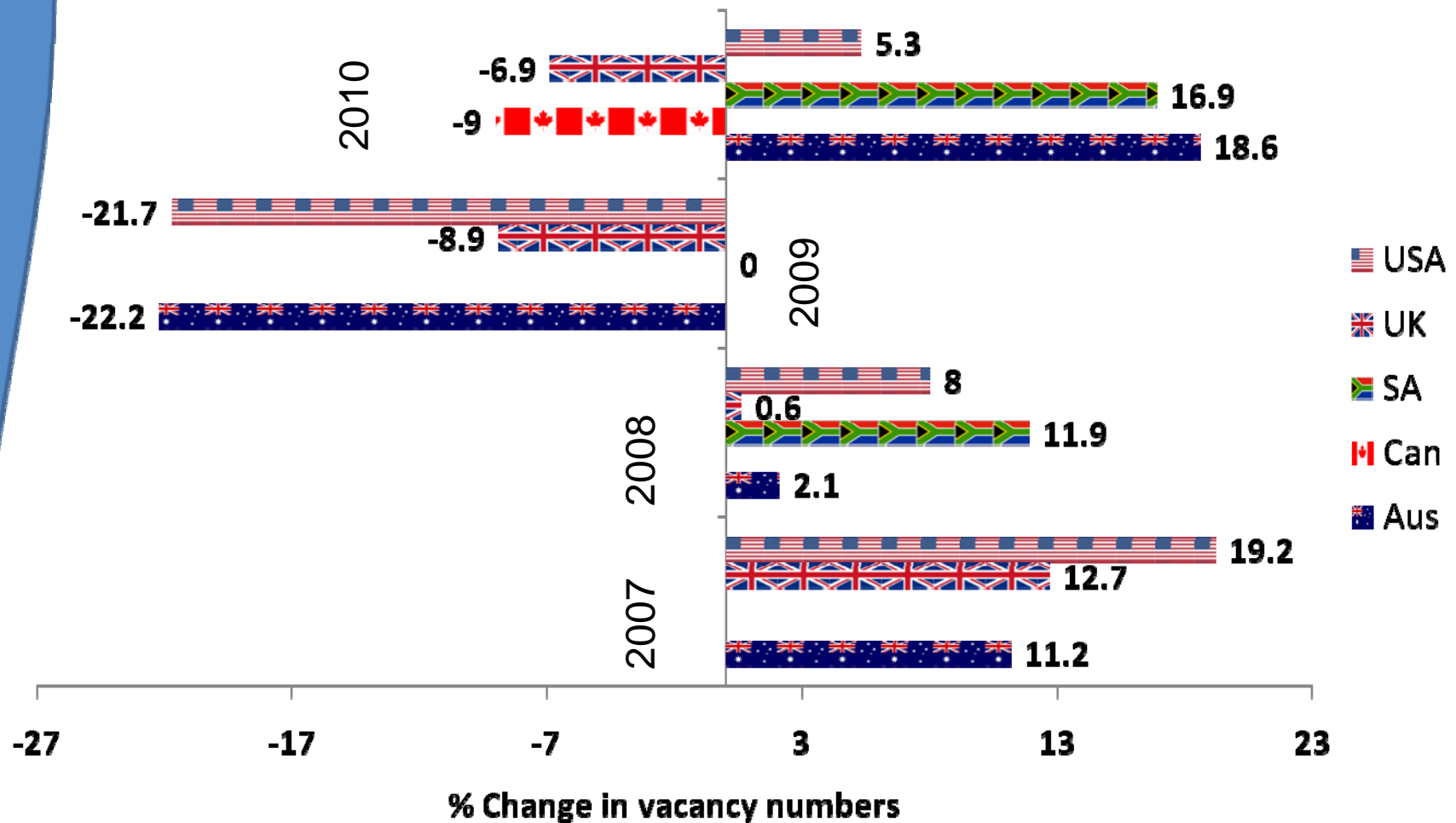
	Australia	Canada	Hong Kong	South Africa	UK	USA
2007	11.2%				12.7%	19.2%
2008	2.1%			11.9%	0.6%	8.0%
2009	-22.2%			0.0%	-8.9%	-21.7%
2010	18.6%	-9.0%	Varies by region	16.9%	-6.9%	5.3%

Change in vacancy numbers from previous year

	Australia	Canada	Hong Kong	South Africa	UK	USA
2007	18			22	38	129
2008	18			24	38	173
2009	13		10	24	20	108
2010	18	19	10 - 20	28	38	121

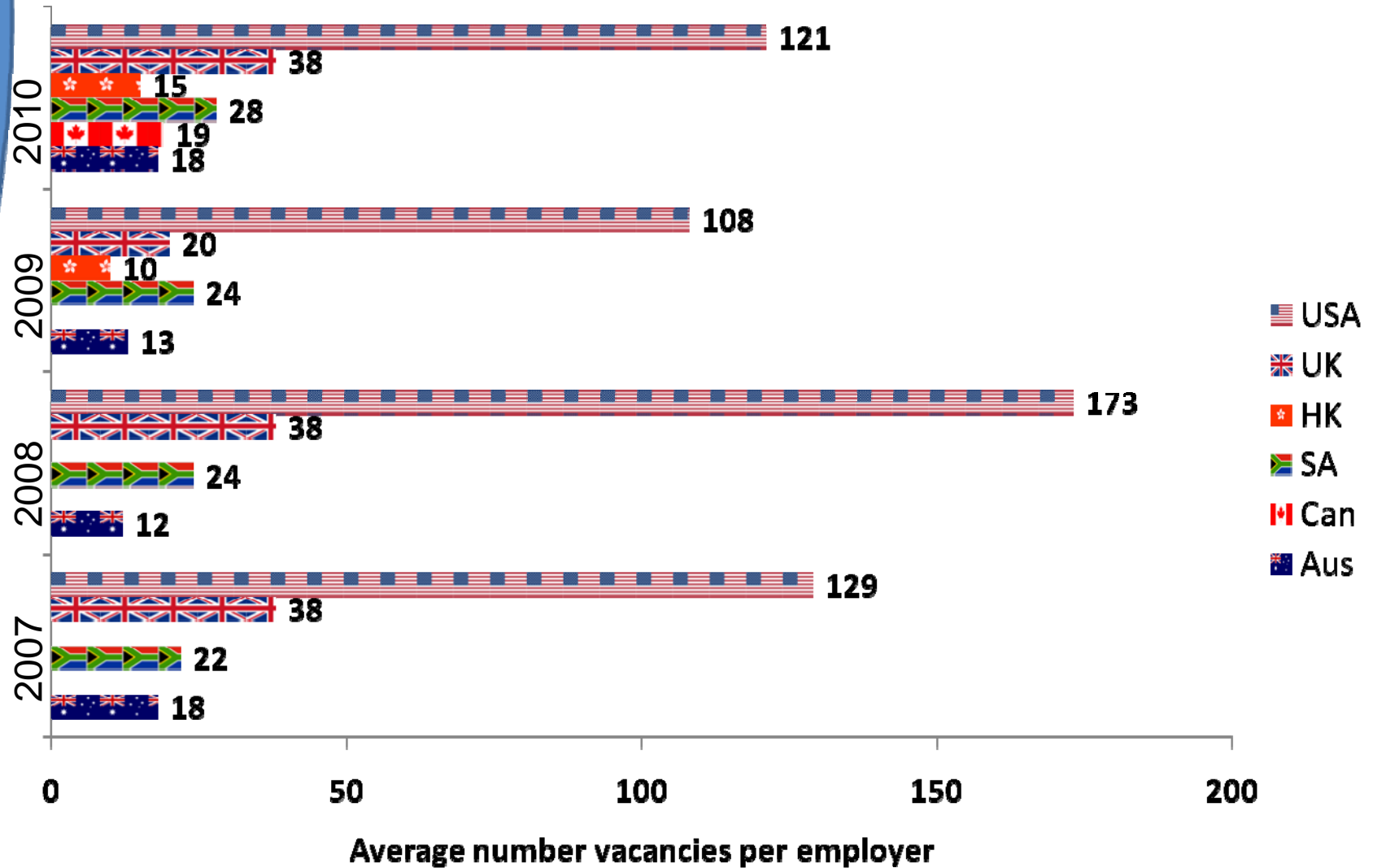
Average number of vacancies per employer

# Change in Vacancy Numbers





# Average Vacancies Per Employer



# Marketing spend

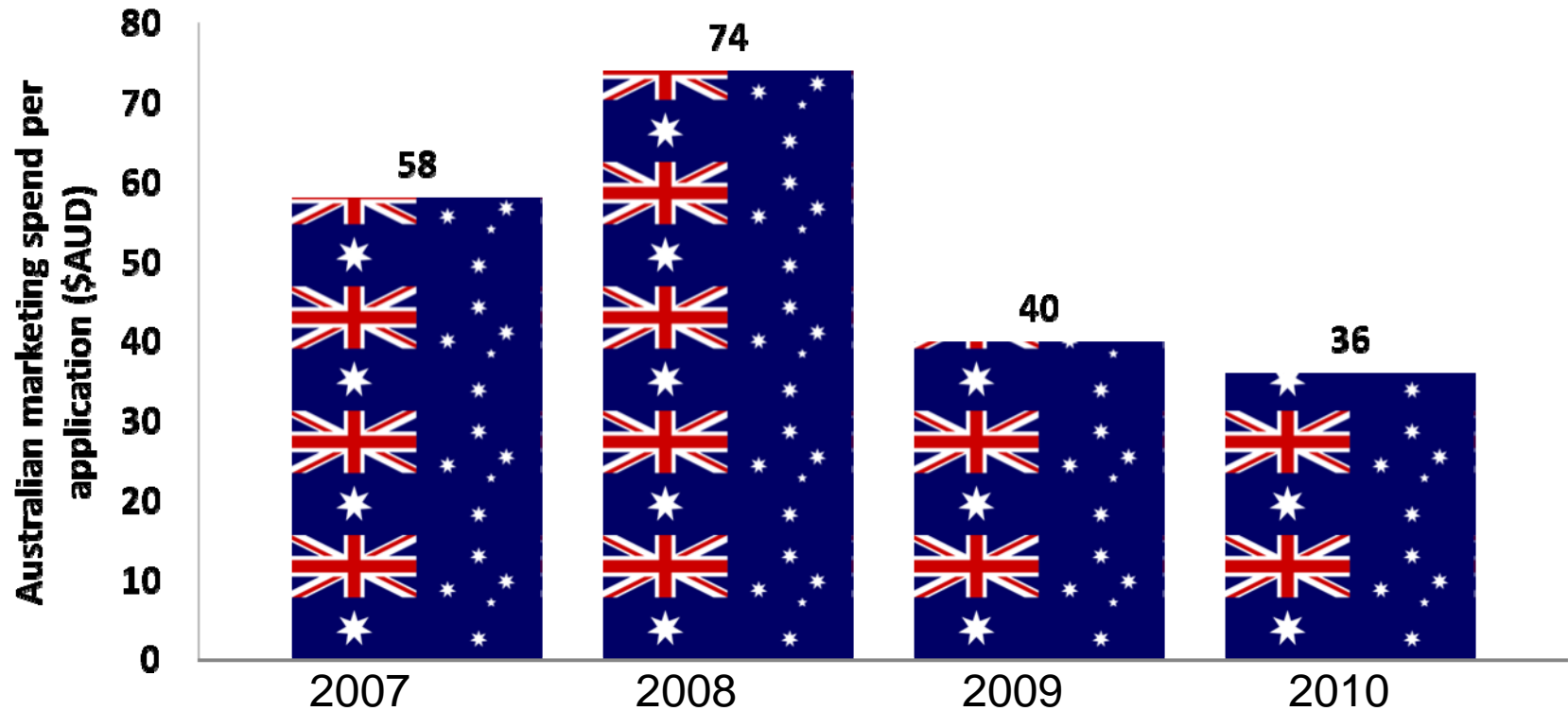
	Australia	Canada	Hong Kong	South Africa	UK	USA
2007	Aus\$58			R128		
2008	Aus\$74			R188		
2009	Aus\$40			R317		
2010	Aus\$36			R240		US\$14

## Marketing spend per application received

	Australia	Canada	Hong Kong	South Africa	UK	USA
2007	Aus\$1,250				£1,908	
2008	Aus\$1,000				£2,318	
2009	Aus\$1,650	Cdn \$640			£2,198	US\$475
2010	Aus\$1,150				£800	US\$562

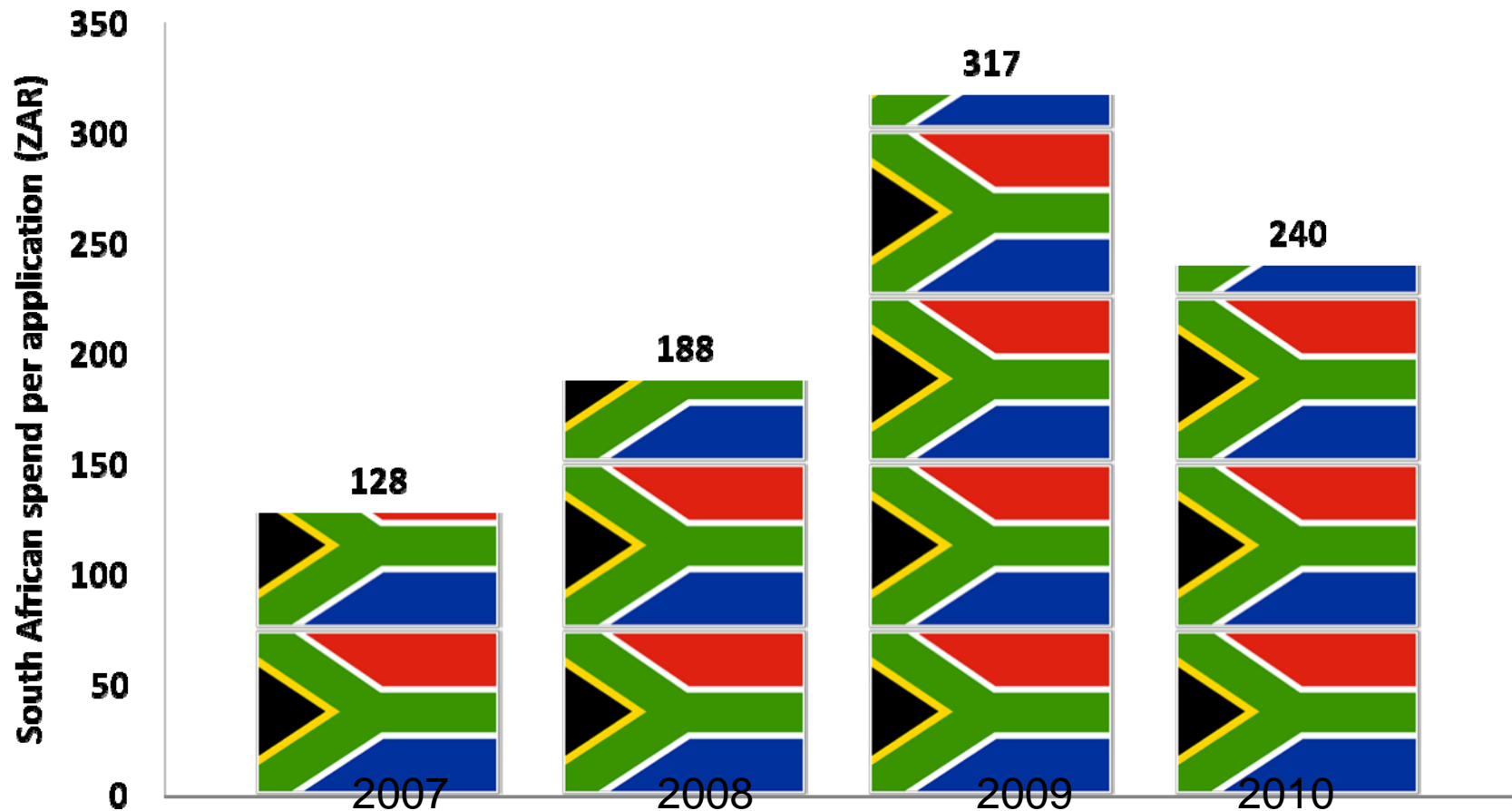
## Marketing spend per hire

# Marketing Spend - Australia

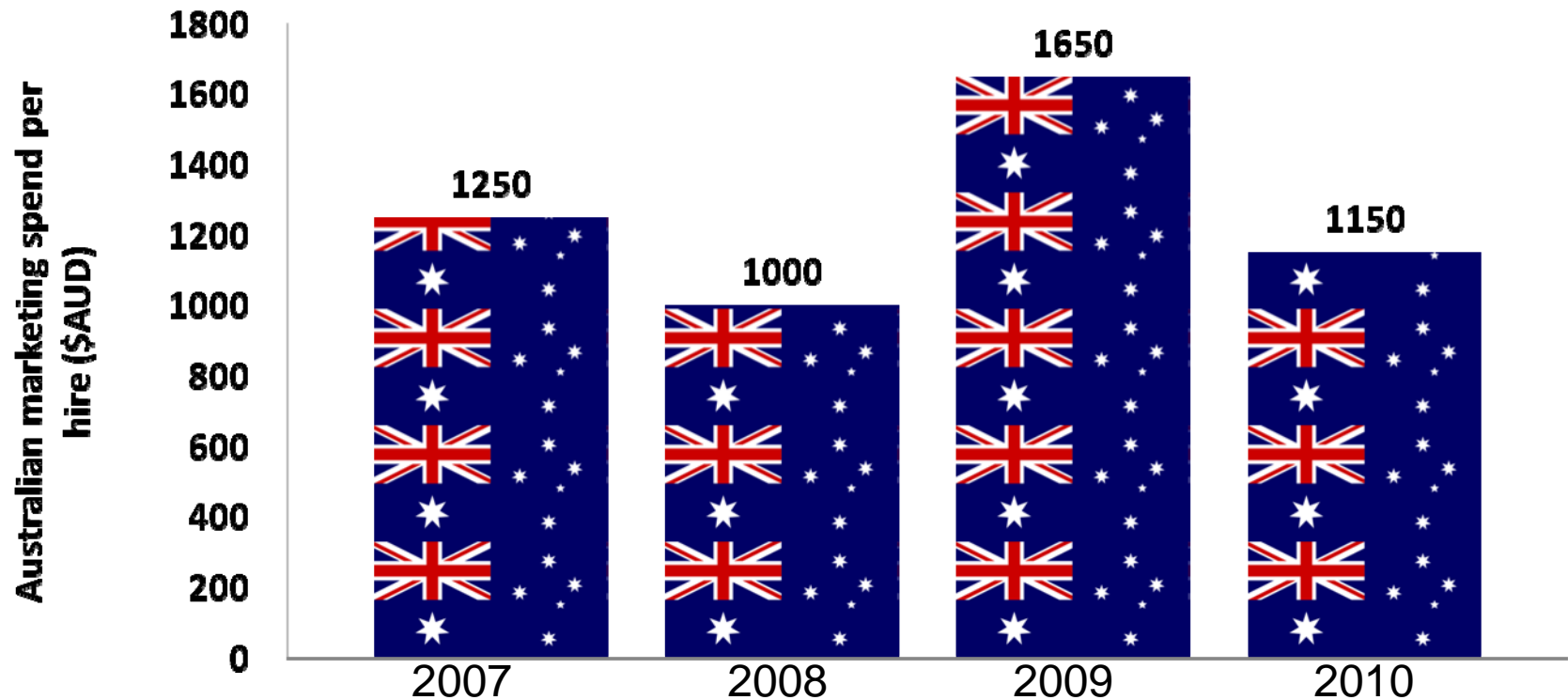




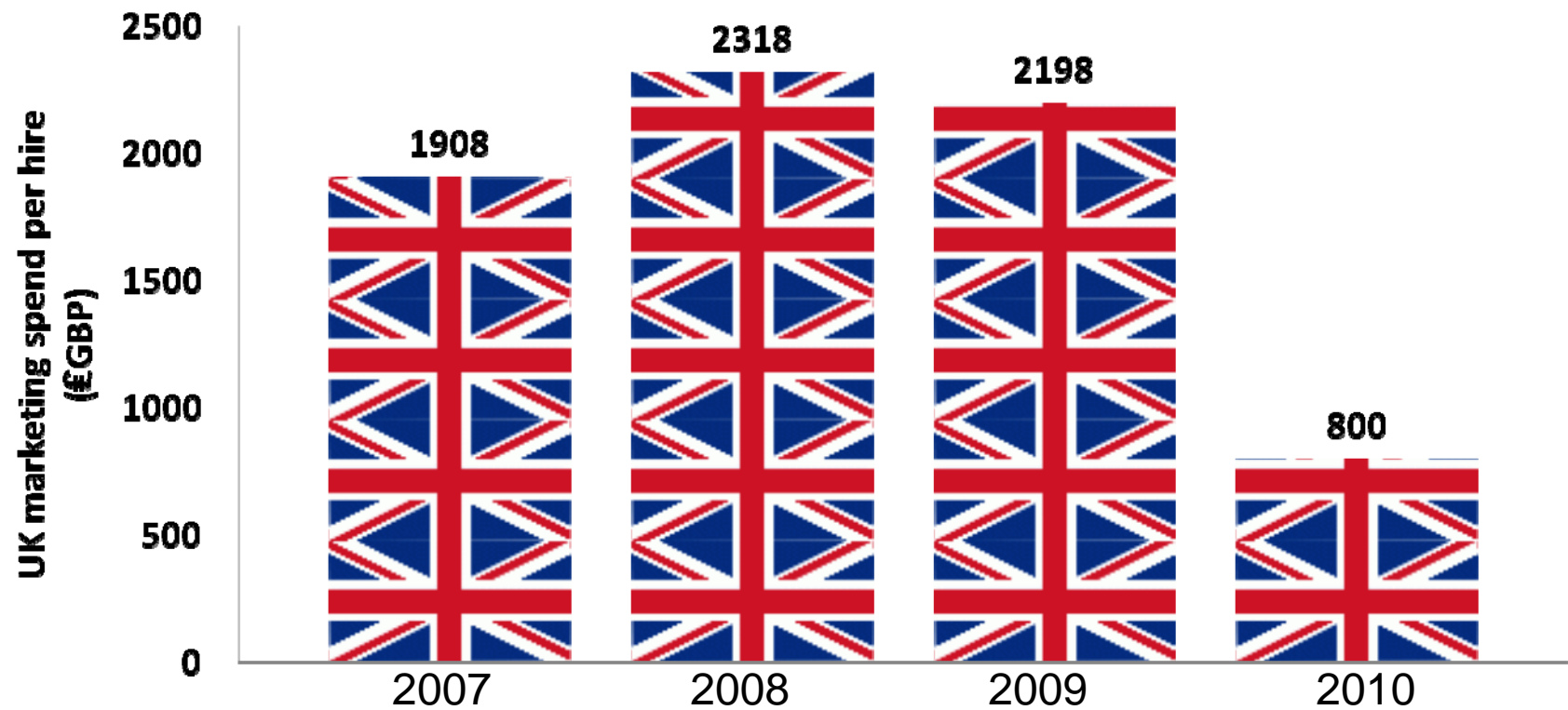
# Marketing Spend – South Africa



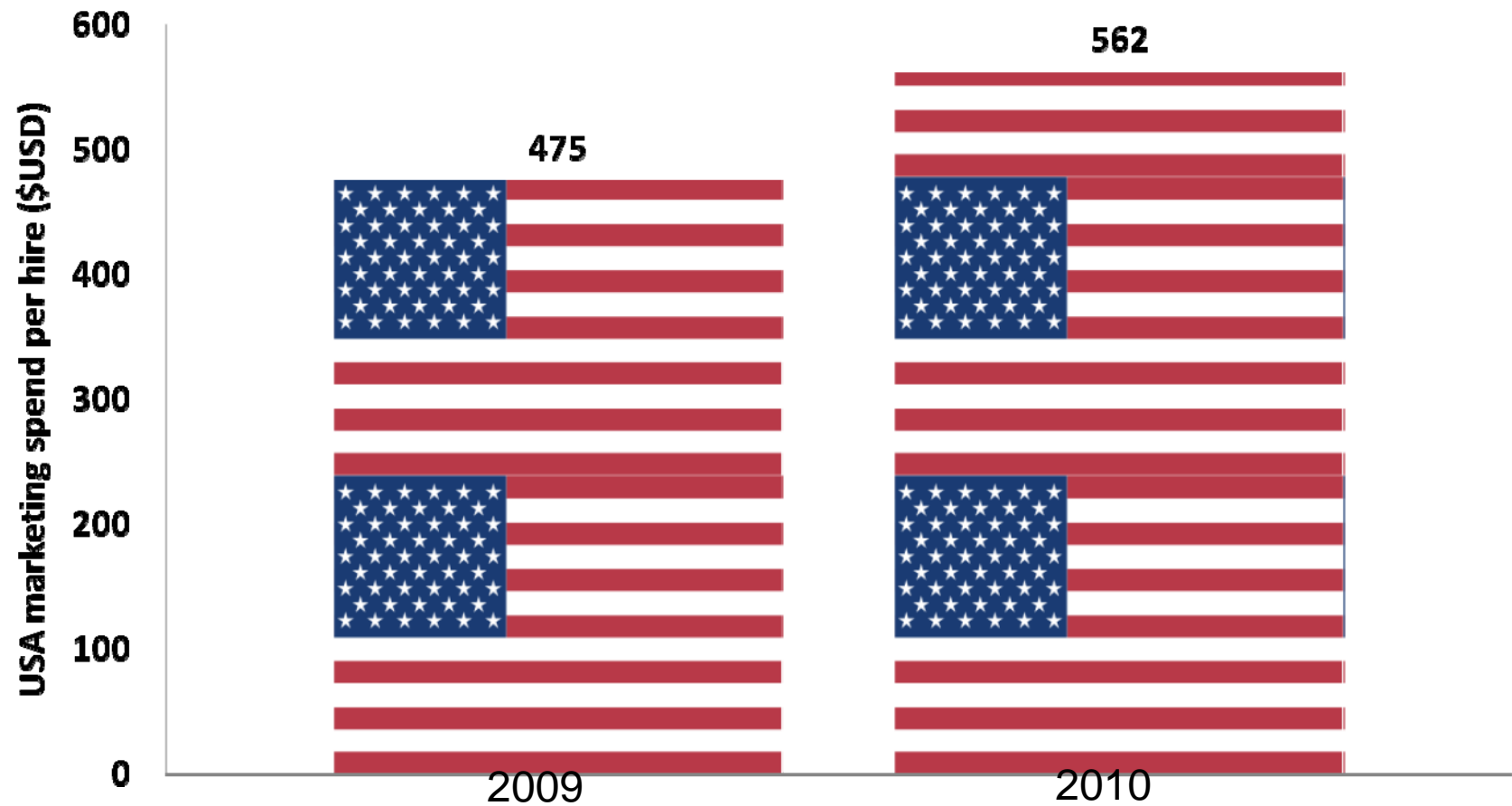
# Marketing Spend Per Hire - Australia



# Marketing Spend Per Hire - UK



# Marketing Spend Per Hire - USA





# The hiring process

	Australia	Canada	Hong Kong	South Africa	UK	USA
2007	25			33	29.2	
2008	21			38	30.7	
2009	43			40	48.8	
2010	36			41	68.6	40.5

Average number of applications per vacancy

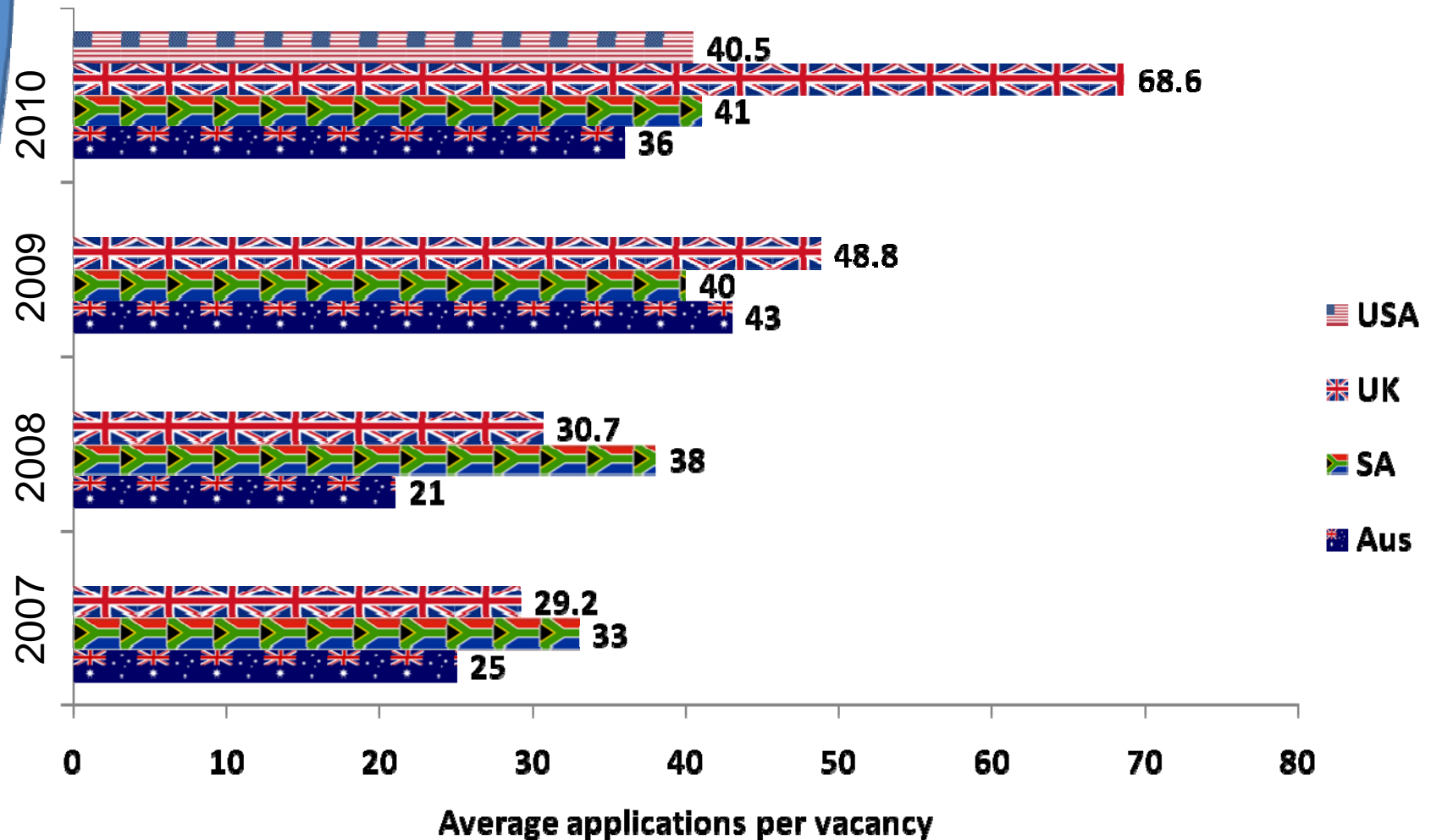
	Australia	Canada	Hong Kong	South Africa	UK	USA
2007	83.0%			85.0%		66.5%
2008	84.0%			87.0%		68.0%
2009	89.0%	83.3%	85.7%	94.0%		75.0%
2010	86.0%	73.0%	90.0%	90.0%		73.2%

Acceptance Rate (percentage of offers that are accepted)

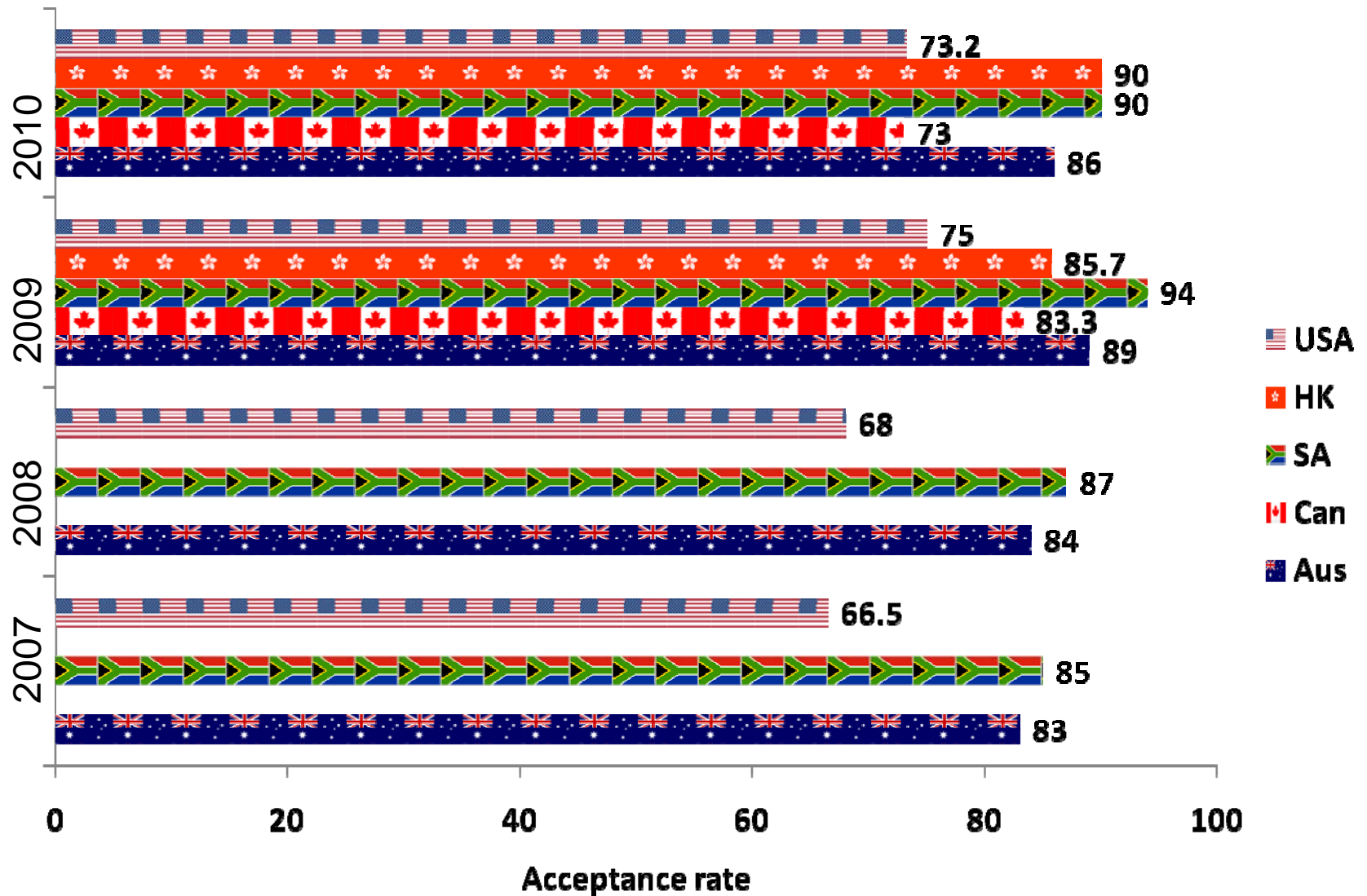
	Australia	Canada	Hong Kong	South Africa	UK	USA
2007	Aus\$6,700			R20,100		US\$6,177
2008	Aus\$6,300			R22,000		US\$7,173
2009	Aus\$6,000	Cdn \$7,575		R31,000		US\$5,708
2010	Aus\$6,850	Cdn \$4,638		R29,300		US\$8,947

Cost per hire

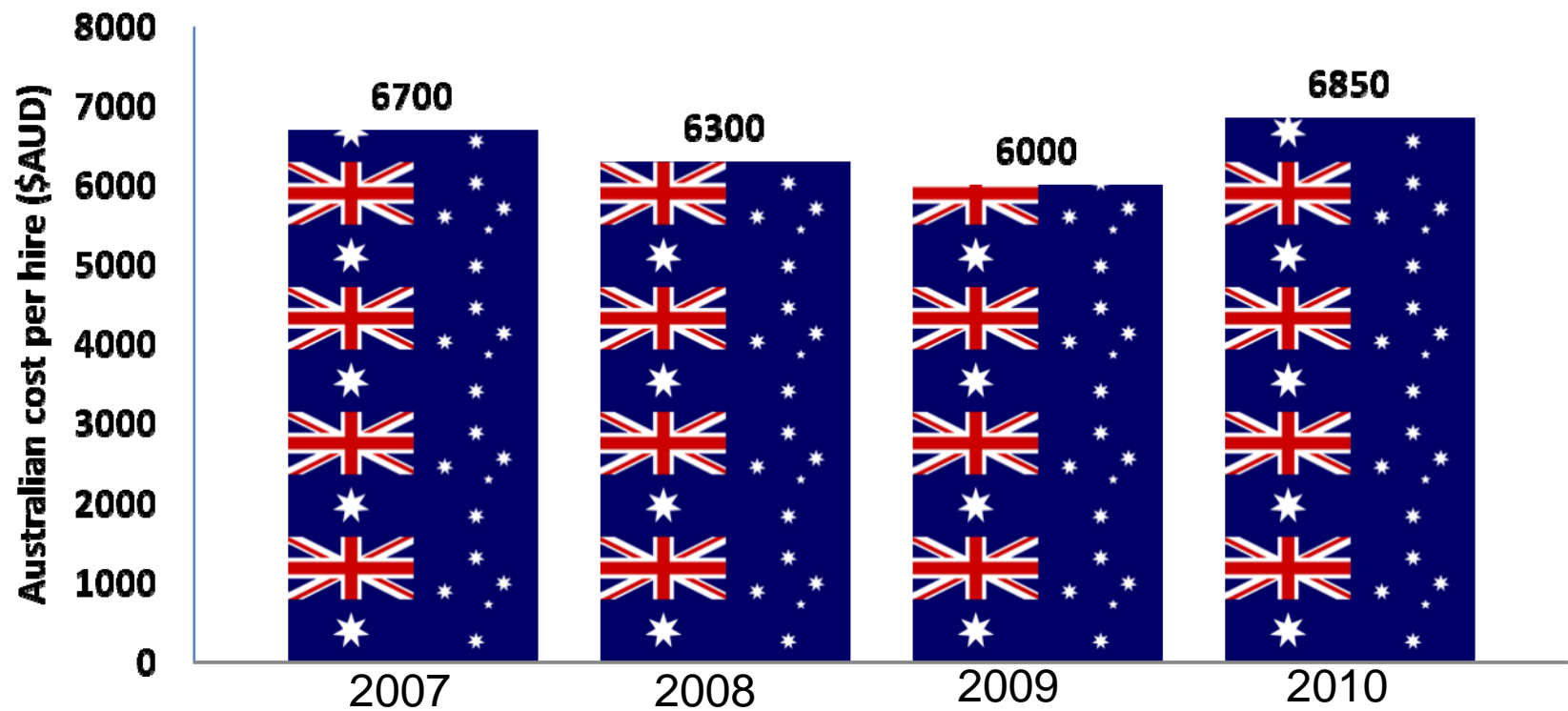
# Average Applications Per Vacancy



# Acceptance Rate

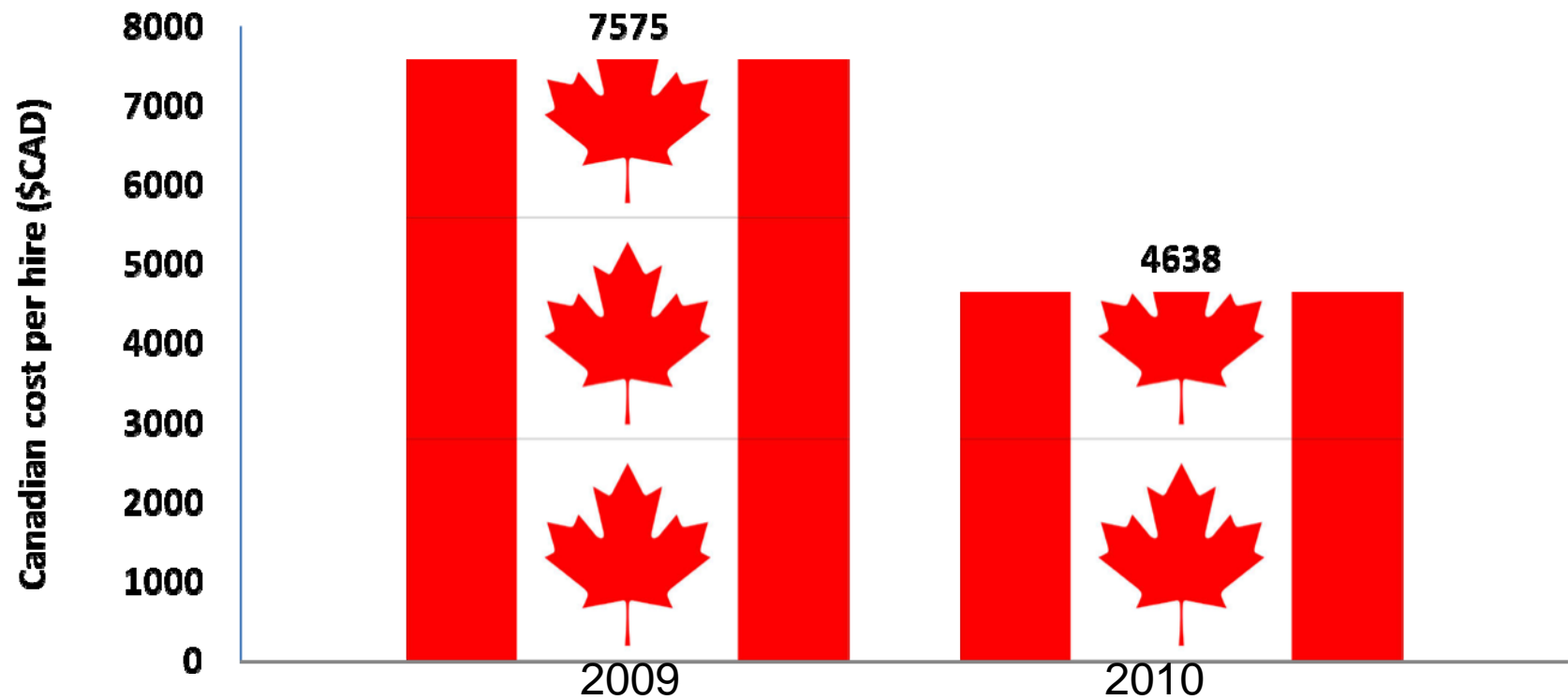


# Cost Per Hire - Australia

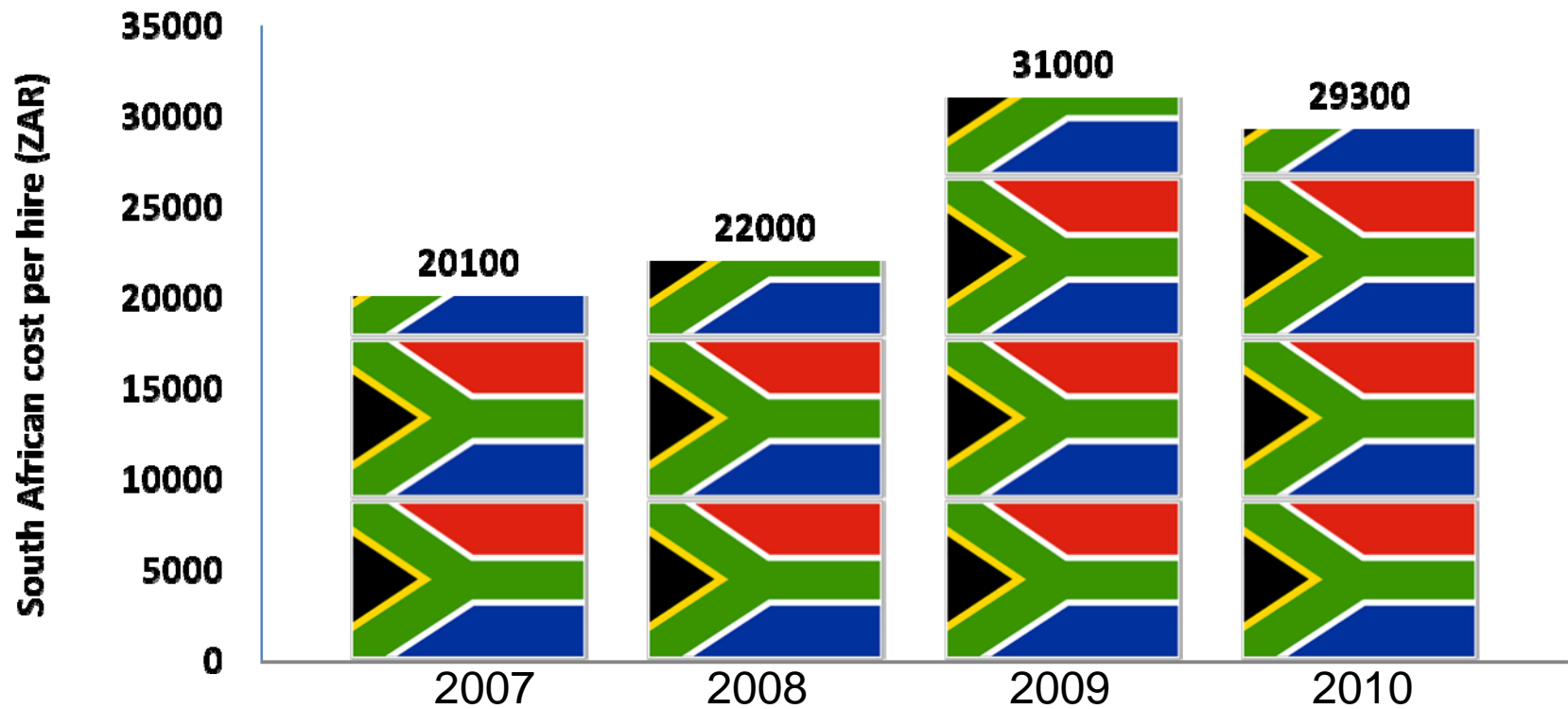




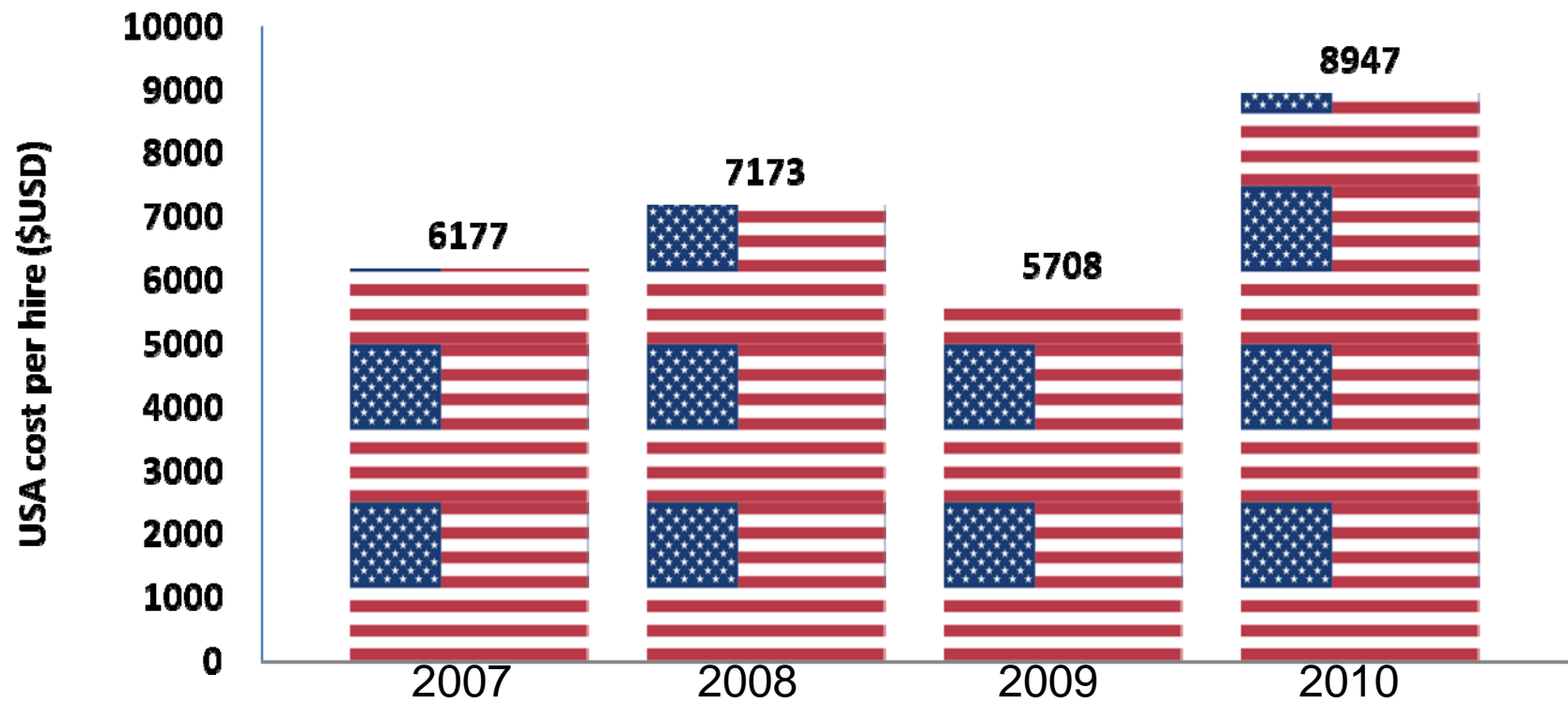
# Cost Per Hire - Canada



# Cost Per Hire – South Africa



# Cost Per Hire



# Retention



	Australia	Canada	Hong Kong	South Africa	UK	USA
2007	99.0%			95.0%	92.0%	91.4%
2008	100.0%			90.0%	94.0%	92.3%
2009	96.0%	98.0%		90.0%	94.0%	94.0%
2010	95.0%	82.0%	85%+	95.0%	92.0%	91.8%

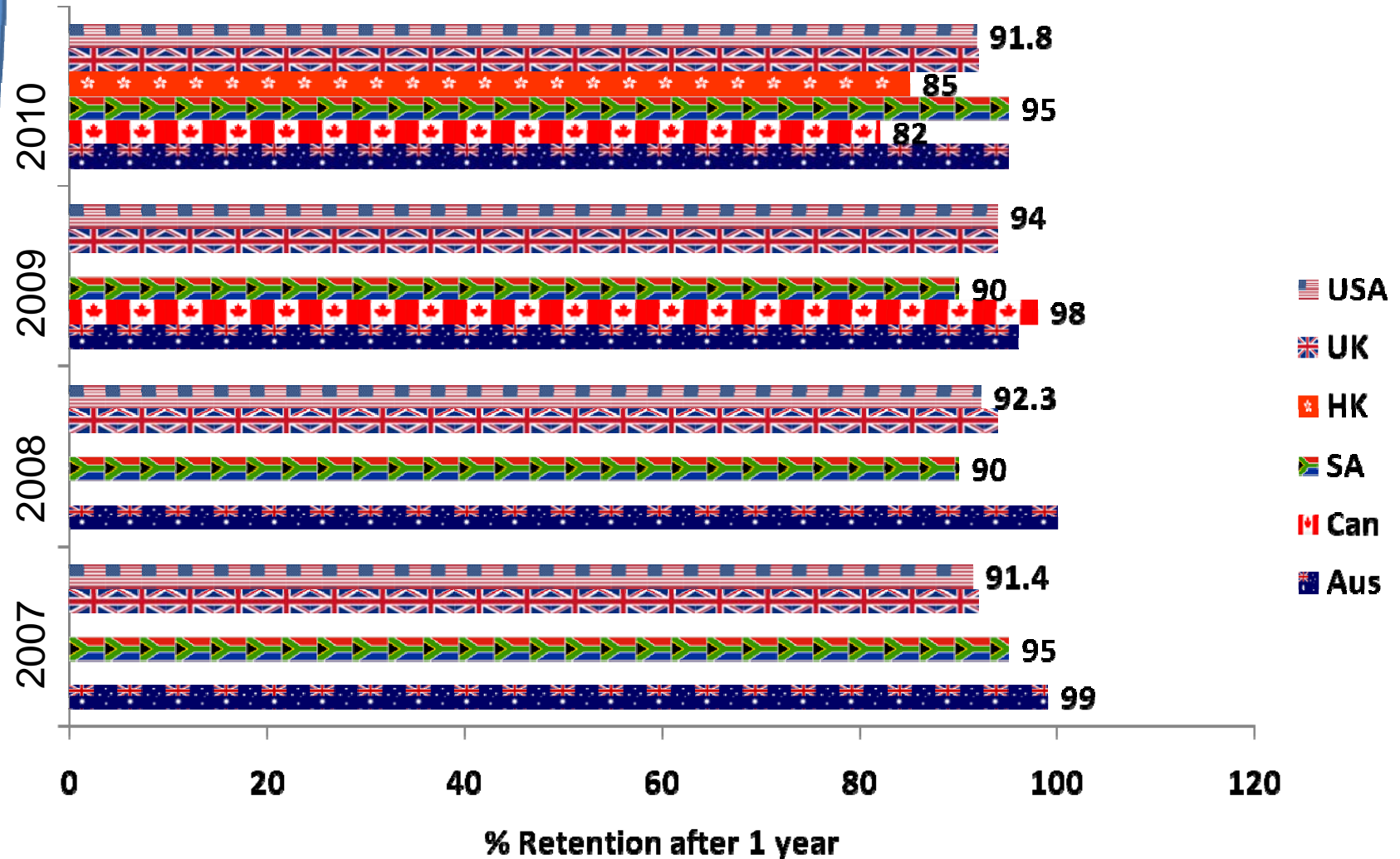
Retention rate after 1 year

	Australia	Canada	Hong Kong	South Africa	UK	USA
2007	50.0%				59.0%	67.2%
2008	53.0%				57.0%	66.2%
2009	62.0%	68.0%	75.0%		57.0%	70.0%
2010	63.0%	62.0%	65.0%			67.6%

Retention rate after 5 years

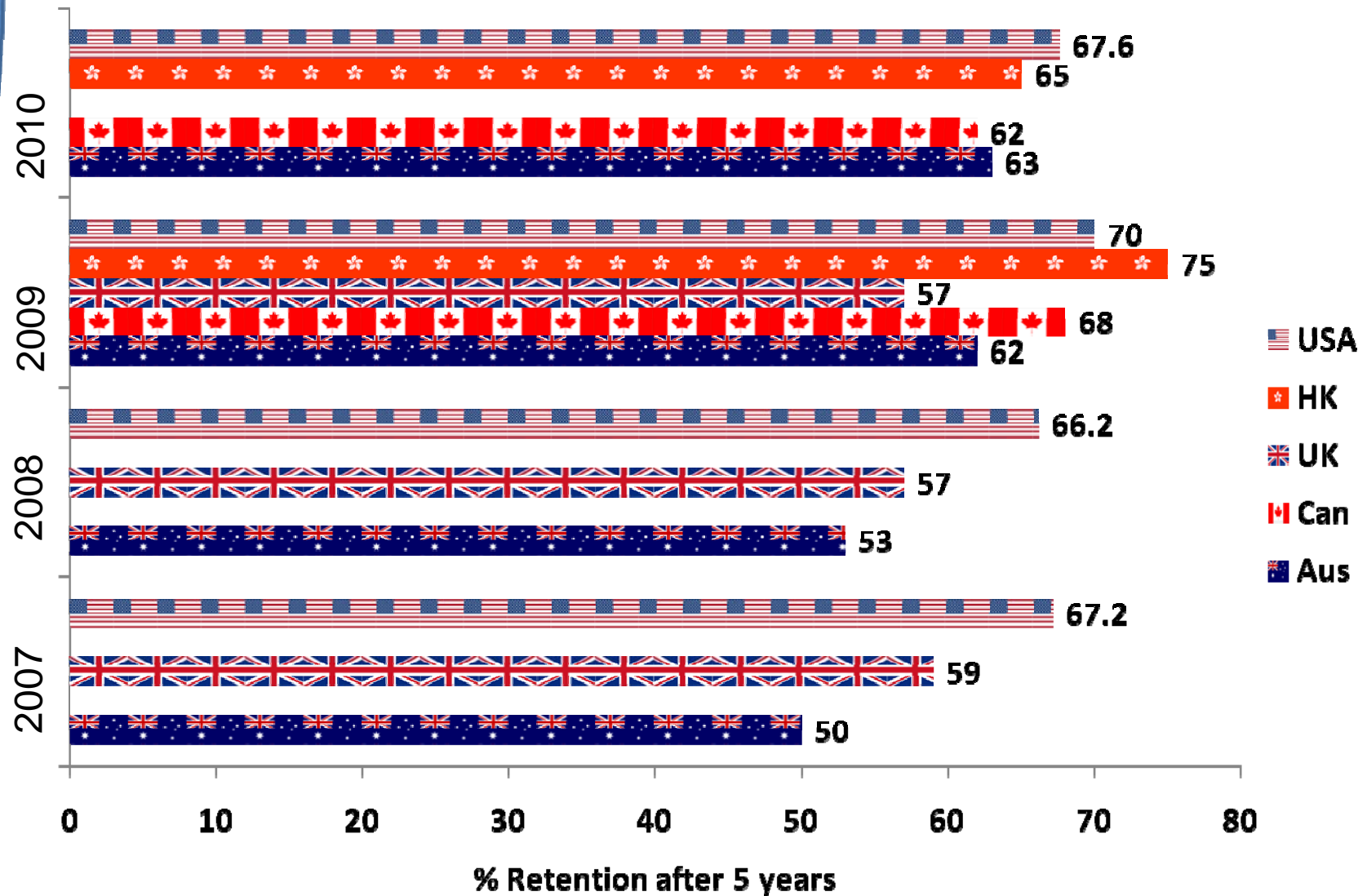



# Retention After 1 Year






# Retention After 5 Years



A blue, curved, vertical shape on the left side of the slide, resembling a stylized 'C' or a decorative element.

What are the main issues in  
graduate recruitment right  
now?



# Hot Topics - Australia

- ❖ Competition for graduates
- ❖ Attraction of graduates
- ❖ Graduate recruitment team resources
- ❖ Maintaining the profile of the graduate program
- ❖ Limited number of graduates with relevant degree






# Hot Topics - Canada

- ❖ Campus Recruiting continues to be constrained by tight budgets and a jobless recovery
- ❖ Recruiters are turning to new techniques to reach candidates on campus, for example social networking and student referral programmes
- ❖ The balance of power may be starting to swing back to the candidates as evidenced by declining acceptance rates and more firms struggling to fill vacancies



# Hot Topics – Hong Kong

- ❖ How to effectively manage Gen Y
- ❖ The benefit of selection and assessment tools – with a particular focus on psychometric testing in some companies
- ❖ Tapping into China and India for talent
- ❖ The importance of a good company brand, and how to make it more appealing to Gen Y
- ❖ Diversity - gender diversity remains an issue and focus in some countries



# Hot Topics – South Africa

- ❖ Competition for top graduates
- ❖ Graduate skill shortages
- ❖ Relevant degree shortages
- ❖ Attraction of graduates
- ❖ Recruitment team resources
- ❖ Retention of graduates




# Hot Topics – UK

- ❖ Recruiting effectively with reduced team size & budget
- ❖ Use of new marketing channels to generate more focused applications
- ❖ Use of placement / internship schemes to feed graduate pipelines
- ❖ Collaborative recruiter events to promote sectors
- ❖ Closer consultation between employers and universities
- ❖ Development programmes (rotational vs. fixed, transition at end of scheme)
- ❖ Measurement - CPH, ROI, benchmarking



# Hot Topics – USA

- ❖ Internships as a recruiting tool for full-time positions
- ❖ The ethics of unpaid internships
- ❖ The use of social networking in recruiting college graduates
- ❖ The development of metrics to measure ROI for college recruiting and the assess the effectiveness of college career center operations.

A blue decorative shape, resembling a stylized 'C' or a thick curved line, is positioned on the left side of the slide.

What is the policy on employing  
migrant workers in each  
country?

A blue decorative shape, resembling a stylized wave or a curved vertical bar, is positioned on the left side of the slide.

# Employing migrant workers in Australia

Most international students can work in Australia for up to 18 months after graduation from an Australian university. International students can apply for Permanent Residency (known as "PR") which is assessed via a complicated points system.



# Employing migrant workers in Canada

International students who wish to remain in Canada must meet certain minimum requirements to apply for permanent residence under the Canadian Experience Class.

They must plan to live outside the province of Quebec (Quebec has a separate policy) and they must be either a temporary foreign worker with at least two years of full-time (or equivalent) skilled work experience in Canada, or a foreign graduate from a Canadian post-secondary institution with at least one year of full-time (or equivalent) skilled work experience in Canada .

They must have gained your experience in Canada with the proper work or study authorization, must apply while working in Canada (or within one year of leaving your job in Canada) and must include the results of an independent language test (from an agency designated by CIC) with their application





# Employing migrant workers in the UK

Most international students can work in the UK for two years after graduation from a UK university.

A points based system applies throughout, with employers able to apply for a licence to allow them to sponsor migrant workers under the system.

The process is complex and subject to change as criteria are revised, especially in light of the current drive to reduce immigration, causing a number of issues for graduate recruiters.

Further information is available at [www.ukba.homeoffice.gov.uk](http://www.ukba.homeoffice.gov.uk)



# Employing migrant workers in the USA

International students who wish to remain in the U.S. must obtain a work permit (a green card) or a specialized visa commonly known as H1b.

In order to obtain these permissions the student must generally be sponsored by an employer who should provide proof that the international student possesses a specialized skill and the equivalent of at least a Bachelor's degree.

Green card certification generally requires some evidence that the skill possessed by the international student is not generally available in the U.S. H1b visas limit the potential stay in the U.S. to 6 years and are subject to a numerical limitation -- 65,000 such visas are available for students with a Bachelor's degree; an additional 20,000 are available to students with a minimum of a Masters degree.