INTRODUCTION

As HR becomes more data-driven, it's important for human resources practitioners to look outside their internal data relating to hiring and employee performance. Our annual review of top HR and recruiting statistics includes survey data from employers and job seekers alike on the essential topics of recruiting and retention.

In order to retain employees in an era of shortening job tenure, employers are turning to internal initiatives, benefits and perks to ensure they remain competitive. This year we took a close look at diversity and inclusion, parental leave, paid time off, and wellness initiatives — all factors that can make a difference in the lives of employees and improve profits.

This report combines research from industry leaders like Deloitte and SHRM with our own surveys and economic research, giving you a portrait of today’s HR landscape that you’ll get nowhere else. We hope these stats spur you on to actions that benefit your company’s recruiting efforts and employee well-being. Happy reading!
Attracting, screening and hiring the right candidates is no easy feat. Quality candidates who are informed about important aspects of working at your company are more likely to get hired. And once an informed candidate turns into an employee, they’re more likely to last. In 2017, Glassdoor and Aptitude Research Partners dug deep into recruiter’s concerns with a survey of 750 hiring decision makers. Some of those results are included here.
$4,129  
average cost-per-hire  
Source: SHRM, 2016 Human Capital Benchmarking Report

23.8 days  
average length of the job interview process in the United States  
Source: Glassdoor Economic Research, How Long Does It Take to Hire? Interview Duration in 25 Countries, August 9, 2017

76% of hiring decision makers say attracting quality candidates is their #1 challenge.

88% of hiring decision makers agree that an informed candidate is a quality candidate.

76% of hiring decision makers report a concern or challenge in attracting and hiring passive candidates, as they have grown wary of contact through networking sites (e.g., LinkedIn) and respond at a much lower rate.

The top benefits of hiring informed candidates are:

1. Better employee retention
2. More productive employees
3. More engaged employees

75% of hiring decision makers say it’s easier to attract top talent when they know of or about your organization (specifically when it comes to your company’s name, product and/or services).

83% of employees/job seekers are likely to research company reviews and ratings when deciding on where to apply for a job.

When making a decision on where to apply for a job, 84% of employees/job seekers say the reputation of a company as an employer of choice is important.

93% of employees/job seekers say it is important to be thoughtful and informed about all aspects of a company (e.g., culture, values, mission, business model, future plans, pros and cons about the workplace) prior to accepting a job offer.
In an increasingly tight labor market, employers are looking at ways to keep the employees they have. **Time-proven retention strategies** include creating a great culture, offering development opportunities and clear pathways to promotions, along with market-competitive raises. This year, Glassdoor Economic Research analyzed more than 5,000 job transitions listed on resumes shared anonymously on Glassdoor in order to better understand which factors contribute to whether an employee changes jobs. We include some highlights from this original research below.
**STATISTICS: Employee Retention**

11. **19%** average annual overall turnover rate

12. **12%** average voluntary turnover rate

Source: SHRM, *2016 Human Capital Benchmarking Report*

13. **2.7%** national average annual salary increase

Source: SHRM, *2016 Human Capital Benchmarking Report*

14. **Role changes are almost 3X more likely to occur by changing employers** rather than being promoted from within:

   73% of workers left their employer to change roles

   27% of workers stayed at the same employer

15. Workers who changed jobs earned an **average pay raise of $2,724 per year**, or 5.2%.

16. A 1-star improvement in a company’s Glassdoor rating raises the odds that a typical employee will **stay for their next role by 4%**.

17. For workers who posted resumes on Glassdoor, employees changed jobs on average every **15 months**, ranging from less than a month to more than seven years in the same job.

18. On average, stagnating in a given role for an additional 10 months is associated with a **1% higher chance that the typical employee will leave the company** for their next job — a statistically significant impact.

19. On average, a **10% higher base pay is associated with a 1.5% higher chance that a worker will stay** at the company for their next role — a statistically significant effect.

Source for #14, #15, #16, #17, #18 and #19: Glassdoor Economic Research, *Why Do Workers Quit? The Factors That Predict Employee Turnover* February 2017

**RESOURCE**

Download the Employee Retention Playbook
Creating a diverse and inclusive work environment is **essential in order to compete for talent** amidst changing demographics. These statistics point to the business benefits of diversity and illustrate how the working population is changing in terms of gender, age, race and ethnicity.
of executives rate diversity and inclusion as an important issue in 2017, up 32% compared to 2014.

Source: Deloitte, Global Human Capital Trends 2017, 2017

Highly inclusive organizations generate 1.4X more revenue and are 120% more capable of meeting financial targets.


Companies with the highest rankings for racial/ethnic diversity were 35% more likely to have financial returns above their national industry median.


of Millennials say they are engaged at work when they believe the organization fosters an inclusive culture. Only 60% said they were engaged when they believe their organization does not foster an inclusive culture.

Source: Deloitte, The radical transformation of diversity and inclusion

As of 2015, the majority of births in the United States are racial and ethnic minorities.

Source: Pew Research Center, It’s official: Minority babies are the majority among the nation’s infants, but only just, June 2016

By 2060, non-Hispanic whites are projected to comprise only 44% of the U.S. population.

Source: U.S. Census Bureau, Projections of the Size and Composition of the U.S. Population, 2014 to 2060, March 2015

Women received 57% of the Bachelor’s degrees conferred in 2014–2015.

Source: National Center for Education Statistics, Digest for Education Statistics

Globally, 24% of management roles are held by women, while 33% of companies have no women at the senior management level.

Source: Grant Thornton, Women in Business: Turning Promise Into Practice, March 2016

A 2016 analysis of more than 20,000 firms in 91 countries found that companies with more female executives were more profitable.


74% of American adults say they plan to work past retirement.

Source: Gallup, Most U.S. Employed Adults Plan to Work Past Retirement Age, April 2017

Guide to Diversity and Inclusion in the Workplace
Increased attention on gender issues in the workplace along with more varied gender roles at home have led many companies to reconsider parental leave policies. As the only industrialized nation without guaranteed paid leave for mothers, United States employers are stepping up to the plate with more generous paid parental leave in the quest to retain more of their valued employees. In addition to extending paternity leave policies, some employers are also offering a broader family leave plan to cover employees who need to take time off to care for an ill spouse, parent or child.
### 30. Parental Leave

> 58% of employers offer at least some replacement pay for maternity leave. Of those, just 10% offer full pay.

**Source:** SHRM, National Study of Employers, 2016

### 31. Parental Leave

> 15% of employers offer some paid time off for spouses/partners of birth mothers.

**Source:** SHRM, Is Paid Family Leave Becoming a New Standard for Employers? February 2017

### 32. Parental Leave

At companies that provide paid leave to new parents, mothers receive nearly twice as many days as fathers:

- **41 days** for mothers
- **22 days** for fathers

**Source:** SHRM, Is Paid Family Leave Becoming a New Standard for Employers? February 2017

### 33. Parental Leave

Among women who take maternity leave, higher-income mothers take twice as much leave (12 weeks), on average, as lower-income moms (6 weeks).

**Source:** Pew Research, 6 facts about U.S. mothers, May 2017

### 34. Parental Leave

70% of moms with kids younger than 18 are in the labor force, **up from 47% in 1975.** About three-fourths of all employed moms are working full time.

**Source:** Pew Research, The American Family Today, December 2015

### 35. Parental Leave

27% of couples who live with children younger than 18 are in families where only the father works, **down from 47% in 1970.**

**Source:** Pew Research, 6 facts about American fathers, June 2017

### 36. Parental Leave

27% of women have quit a job due to familial responsibilities.

**Source:** Pew Research, Women more than men adjust their careers for family life, October 2015

### 37. Parental Leave

The aging Baby Boomer population has a longer overall life expectancy than previous generations and the senior population is expected to double by 2050, increasing the shortage of paid caregivers.

**Source:** National Association for Homecare and Hospice, America is Facing a Critical Caregiver Shortage, February 2017

### 38. Parental Leave

14% of U.S. adults have provided care to someone over the age of 50 within the last year.

**Source:** AARP, Caregiving in the US 2015, June 2015

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**RESOURCE**

Download the Guide to Parental Leave
The always-on nature of work has contributed to a decline in vacation usage in the United States. Unused vacation time not only hurts the economy due to lower vacation spending, it perpetuates a culture of burnout, ultimately reducing employee productivity. When employers create a competitive vacation policy and encourage employees to use it, they will help reduce burnout and encourage productivity.
The average U.S. employee (of those who receive vacation/paid time off) has only taken about half (54%) of his or her eligible vacation time/paid time off in the past 12 months.

54% of employees who take vacation/paid time off report being able to completely “check out” while they are on vacation (down from 63% in 2014) and 27% are expected to stay aware of work issues and jump in if things need their attention while they are away, up from 20% in 2014.

More Americans (66%) today report working when they do take vacation compared to three years ago (61%).

The average number of vacation days taken in 2016 was 16.8 days per U.S. worker, compared to the 20.3 day long-term average from 1976 to 2000.

In 2016, 662 million vacation days were left on the table. If Americans had used all of the vacation time they earned in 2016, it would have contributed $236 billion in spending for the U.S. economy.

Employees who forfeit vacation time are more likely to be low performers: they are less likely than non-forfeitters to be promoted or receive a raise or bonus.

66% of employees feel that their company culture is ambivalent, discouraging, or sends mixed messages about time off.

78% of managers say that vacation improves employees’ focus upon return, 70% agree it renews employees’ commitment to their job, and 64% feel it makes employees more willing to put in long hours when needed.

47% of workers surveyed have felt shame at work for taking their well-deserved vacation, and 47% have felt the need to justify taking their vacation days.

RESOURCE

Effectively Managing Employee Paid Time Off
Healthy and happy employees are the backbone of any business. Employers that encourage wellness through a range of health, fitness, nutrition and stress-management offerings create a culture that encourages productivity and reduces health care costs. Not only that, wellness programs can serve to engage employees and attract candidates.
85% of employees/job seekers expect their employer to support them in balancing their life between work and personal commitments. 
Source: Glassdoor Survey, August 2017

80% of organizations provide wellness resources and information, and 70% of organizations offer wellness programs. 
Source: SHRM, Designing and Managing Wellness Programs, June 2016

Employee experience was the #2 most important concern for U.S. employers in 2017, rated as important or very important by 85% of executives. 
Source: Deloitte, 2017 Deloitte Global Human Capital Trends

77% of organizations indicated their wellness program was somewhat or very effective in reducing health care costs, and 88% rated their wellness initiatives as somewhat or very effective in improving employees’ health. 
Source: SHRM, 2017 Employee Benefits, January 2017

A study found that companies recognized by the C. Everett Koop National Health Awards for nurturing a culture of health, by specifically focusing on the wellbeing and safety of their workers, have outperformed the stock market by a factor of 3:1.
Source: Journal of Occupational and Environmental Medicine, The Stock Performance of C. Everett Koop Award Winners Compared With the Standard & Poor’s 500 Index, January 2016

Every dollar invested in wellness programs returned the original dollar plus $2.38. 
Source: American Journal of Health Promotion, What is the ROI for Workplace Health Promotion? It Really Does Depend, and That’s the Point, January 2015

88% of employees who feel they have high wellbeing say they are engaged at work, versus 50% of employees who feel they have low wellbeing. 

91% of employees who feel they have high wellbeing say they intend to stay at their employer, versus 55% of employees who feel they have low wellbeing. 

More than 40% of Millennials will select an employer based on their health and wellness benefits. 
Source: Bersin by Deloitte, HR Technology in 2017: A Disruptive Year Ahead, October 2016

Download The Employee Wellness Playbook
As the second most visited job site in the United States,¹ job seekers come to Glassdoor to find a unique blend of job listings, company reviews, benefits and interview reviews and salary information along with review responses and updates from employers themselves. **Glassdoor is a place where candidates become more informed.** These stats illuminate the size and scope of Glassdoor among job seekers and employers.

¹. Source: comScore Media Metrix, July 2017
Nearly 48 million unique users visit Glassdoor’s mobile applications and website monthly.

More than half of Glassdoor’s visits each month come from a mobile device.

Glassdoor.com is the second largest job site in the U.S., following Indeed.com.

Glassdoor has more than 35 million reviews and insights for more than 700,000 companies.

Approximately 40% of the Fortune 500 are Glassdoor clients.

Glassdoor has one of the most popular jobs apps consistently receiving 4+ stars across iOS and Android.

Among those surveyed, Glassdoor users report that they use an average of 7.6 job sites during their job search (median is 4).

More than 130,000 employers have Free Employer Accounts, which provide basic employer branding tools, company specific analytics and the opportunity to respond to reviews from the employer perspective.
CONCLUSION

In the changing landscape of recruiting and HR, it’s critical to keep one eye on your own internal data and the other on the trends shaping the industry at large. Doing so will help you better understand the concerns and behaviors of employers and employees around benefits and perks, paid time off, parental leave, and diversity and inclusion.

If you can leverage these insights and marry them with data from your company’s own analysis, you’ll come out ahead in the race to find and retain more of the talent that will help you stay competitive in the years to come.
About Glassdoor

Glassdoor is one of the largest and fastest growing job sites in the US today.¹ Set apart by the tens of millions of reviews and insights provided by employees and candidates, Glassdoor combines all the jobs with this valuable data to make it easy for people to find a job that is uniquely right for them. As a result, Glassdoor helps employers hire truly informed candidates at scale through effective recruiting solutions like job advertising and employer branding products. Launched in 2008, Glassdoor now has reviews and insights for approximately 700,000 companies in more than 190 countries.² To stay up to date on employer-related news, industry trends and hiring tips, visit the Glassdoor for Employers Blog.

To get involved in the conversation on Glassdoor and start managing and promoting your employer brand, email employers@glassdoor.com, call (415) 339-9105 or visit www.glassdoor.com/employers.

For the latest in recruitment marketing tips, best practices and case studies, follow us on Twitter: @GDforEmployers.