

Young Professional Attraction Index

YPAI 2023 international



Contents

3. About YPAI

Learn about our annual survey and its purpose.

4. Important attributes

Gain insight into the factors that attract young professionals to companies.

5. Top 10 important factors – Business areas

Explore the key attributes that entice young professionals in IT, engineering, and business to join a company.

9. Top list

Discover the most attractive employers according to young professionals.

17. Final words

Find out what our YPAI expert has to say about young professional attraction.

YOUNG PROFESSIONAL ATTRACTION INDEX

Young Professional Attraction Index (YPAI) is an annual event organized by Academic Work. At the core of this event is our YPAI survey, which collects insights from more than 12,000 respondents. Based on this data, our survey identifies which factors influence young professionals the most when choosing employers. We conduct the survey in collaboration with our trusted partner, Kantar – a leading global market research agency specializing in insights and analysis.

YPAI and the respondents

Young professionals represent a valuable asset for employers. However, differing perspectives on work and career fulfillment can create a disconnect between emerging talents and recruiting managers. This divide is amplified by the rapid changes in the world. As experts in young professionals, we close the divide. By uncovering their wants and needs, we help you attract, develop, and retain the workforce of tomorrow.

WE HAVE SPOKEN TO

12,107 Survey respondents

3,790
Sweden

1,401
Norway

1,061
Denmark

2,009
Finland

1,335
Germany

1,475
Switzerland

1,036
The Netherlands

The YPAI 2023 International version contains information invaluable to anyone looking to attract, develop, and retain European talents of tomorrow. Based on a survey conducted in seven countries, we identify what is important to young professionals and the factors that influence their decisions.

Important attributes

Which factors do young professionals prioritize when choosing employers?

	 SWEDEN	 NORWAY	 DENMARK	 FINLAND	 GERMANY	 SWITZERLAND	 THE NETHERLANDS
Good colleagues and work environment	High	High	High	High	High	High	High
Career and development opportunities	High	High	High	High	High	High	High
Salary and benefits	High	High	High	High	High	High	High
Flexibility and work-life balance	High	High	High	High	High	High	High
Good manager/leadership	High	High	High	High	High	High	High
Secure employment/company stability	High	High	Low	High	High	High	High
The nature and design of work tasks	High	High	High	High	High	High	High
Company values/culture	High	High	High	High	High	High	High
Equality, diversity, and sustainability	High	High	High	Low	Low	High	High
Clarity and structure	High	Low	Low	Low	Low	Low	Low
Transparency	Low	High	Low	Low	Low	Low	Low
Geographical location of the workplace	Low	Low	High	High	High	Low	High
Reputation of the company	Low	Low	High	High	High	High	Low

Top 10 important factors – Business areas

 TOP 10 FACTORS IN IT, ENGINEERING, BUSINESS, AND TOTAL – SWEDEN				
	IT	ENGINEERING	BUSINESS	TOTAL
1. Good colleagues and work environment	63%	61%	63%	66%
2. Salary and benefits	56%	61%	57%	58%
3. Good manager/leadership	38%	42%	44%	44%
4. Career and development opportunities	53%	53%	53%	44%
5. Flexibility and work-life balance	48%	41%	40%	39%
6. Secure employment/company stability	33%	36%	39%	37%
7. The nature and design of work tasks	28%	34%	29%	32%
8. Clarity and structure	21%	23%	20%	23%
9. Equality, diversity, and sustainability	17%	23%	20%	23%
10. Company values/culture	26%	20%	24%	21%

 TOP 10 FACTORS IN IT, ENGINEERING, BUSINESS, AND TOTAL – NORWAY				
	IT	ENGINEERING	BUSINESS	TOTAL
1. Good colleagues and work environment	65%	68%	71%	72%
2. Salary and benefits	65%	66%	69%	66%
3. Flexibility and work-life balance	54%	49%	47%	46%
4. Career and development opportunities	52%	44%	52%	46%
5. Good manager/leadership	38%	44%	48%	45%
6. The nature and design of work tasks	48%	40%	43%	43%
7. Secure employment/company stability	35%	36%	35%	37%
8. Equality, diversity, and sustainability	25%	29%	28%	27%
9. Company values/culture	24%	24%	27%	24%
10. Transparency	23%	18%	19%	18%

Top 10 important factors – Business areas

 TOP 10 FACTORS IN IT, ENGINEERING, BUSINESS, AND TOTAL – DENMARK				
	IT	ENGINEERING	BUSINESS	TOTAL
1. Good colleagues and work environment	60%	55%	62%	64%
2. Salary and benefits	59%	67%	65%	57%
3. Flexibility and work-life balance	55%	49%	43%	44%
4. Good manager/leadership	36%	40%	37%	42%
5. Geographical location of the workplace	39%	29%	35%	38%
6. The nature and design of work tasks	39%	36%	24%	35%
7. Career and development opportunities	35%	39%	36%	30%
8. Equality, diversity, and sustainability	28%	25%	20%	20%
9. Company values/culture	23%	20%	16%	19%
10. Reputation of the company	23%	13%	19%	14%

 TOP 10 FACTORS IN IT, ENGINEERING, BUSINESS, AND TOTAL – FINLAND				
	IT	ENGINEERING	BUSINESS	TOTAL
1. Salary and benefits	65%	63%	67%	63%
2. The nature and design of work tasks	51%	53%	52%	53%
3. Good colleagues and work environment	55%	51%	51%	53%
4. Flexibility and work-life balance	43%	35%	46%	42%
5. Geographical location of the workplace	33%	33%	31%	36%
6. Good manager/leadership	31%	32%	34%	30%
7. Career and development opportunities	30%	30%	32%	28%
8. Secure employment/company stability	25%	29%	21%	24%
9. Company values/culture	20%	19%	23%	21%
10. Reputation of the company	15%	14%	15%	14%

Top 10 important factors – Business areas

 TOP 10 FACTORS IN IT, ENGINEERING, BUSINESS, AND TOTAL – GERMANY				
	IT	ENGINEERING	BUSINESS	TOTAL
1. Salary and benefits	68%	72%	77%	71%
2. Flexibility and work-life balance	65%	56%	65%	59%
3. Good colleagues and work environment	48%	58%	59%	57%
4. Career and development opportunities	61%	57%	57%	50%
5. Secure employment/company stability	53%	47%	40%	48%
6. Geographical location of the workplace	31%	34%	45%	43%
7. The nature and design of work tasks	33%	39%	38%	41%
8. Company values/culture	26%	24%	24%	24%
9. Good manager/leadership	27%	21%	24%	24%
10. Reputation of the company	27%	23%	20%	21%

 TOP 10 FACTORS IN IT, ENGINEERING, BUSINESS, AND TOTAL – SWITZERLAND				
	IT	ENGINEERING	BUSINESS	TOTAL
1. Salary and benefits	57%	72%	74%	70%
2. Flexibility and work-life balance	60%	57%	62%	60%
3. Good colleagues and work environment	48%	54%	55%	58%
4. Secure employment/company stability	47%	55%	53%	49%
5. Career and development opportunities	49%	55%	57%	49%
6. Company values/culture	38%	40%	44%	40%
7. The nature and design of work tasks	29%	36%	42%	38%
8. Good manager/leadership	32%	36%	41%	34%
9. Reputation of the company	27%	31%	35%	30%
10. Equality, diversity and sustainability	13%	25%	26%	22%

Top 10 important factors – Business areas

 TOP 10 FACTORS IN IT, ENGINEERING, BUSINESS, AND TOTAL – THE NETHERLANDS				
	IT	ENGINEERING	BUSINESS	TOTAL
1. Salary and benefits	58%	54%	57%	58%
2. Good colleagues and work environment	50%	62%	56%	56%
3. Flexibility and work-life balance	46%	46%	47%	46%
4. Career and development opportunities	48%	48%	45%	44%
5. Secure employment/company stability	33%	37%	32%	33%
6. Good manager/leadership	36%	40%	39%	33%
7. Equality, diversity, and sustainability	30%	27%	23%	27%
8. The nature and design of work tasks	29%	19%	18%	22%
9. Company values/culture	34%	21%	23%	22%
10. Geographical location of the workplace	27%	27%	22%	21%



The most attractive employers 2023

Which employers do young professionals want to work for?
Browse to see the full list of each country.

TOP 10 – SWEDEN

1. Spotify
2. Google
3. IKEA
4. Volvo Group
5. Apple
6. Volvo Cars
7. Microsoft
8. Samsung
9. Polestar
10. PwC

TOP 10 – NORWAY

1. Microsoft
2. Google
3. Sintef
4. DNV
5. Sopra Steria
6. Bouvet
7. Kongsberg Gruppen
8. Aker Solutions
9. Norsk Hydro
10. EY

TOP 10 – DENMARK

1. LEGO
2. Novo Nordisk
3. Novozymes
4. Maersk
5. Niras
6. Lundbeck
7. Vestas
8. COWI
9. Leo Pharma
10. Chr. Hansen

TOP 10 – FINLAND

1. Supercell
2. Google
3. Apple
4. KONE
5. Fazer
6. Microsoft
7. Vincit
8. Konecranes
9. ABB
10. Solita

TOP 10 – GERMANY

1. BMW
2. Audi
3. Porsche
4. Google
5. Microsoft
6. Apple
7. Bosch
8. Mercedes
9. Volkswagen
10. Nike

TOP 10 – SWITZERLAND

1. Rolex
2. Microsoft
3. Google
4. Le CERN
5. Apple
6. Chanel
7. L'État – de Genève, Lausanne
8. L'ONU
9. Richemont
10. Banque Pictet

TOP 10 – THE NETHERLANDS

1. Apple
2. Google
3. Nike
4. Samsung
5. ASML
6. Bol.com
7. Microsoft
8. Heineken
9. KPMG
10. Philips

Top 100 most attractive employers in Sweden

- | | | | | | |
|--------------------------|---------------------------|-------------------------|-----------------------------------|-------------------------------------|------------------------------------|
| 1. Spotify | 18. EY | 35. Ramboll | 52. Transportstyrelsen NEW | 69. Siemens | 86. Ericsson |
| 2. Google | 19. Northvolt | 36. WSP | 53. Hitachi | 70. Lantmännen | 87. Kommuner |
| 3. IKEA | 20. ABB | 37. Stockholms stad | 54. SAAB | 71. Länsförsäkringar | 88. SEB |
| 4. Volvo Group | 21. Axis Communications | 38. Arla NEW | 55. SKF | 72. Peab | 89. Försäkringskassan |
| 5. Apple | 22. Epiroc NEW | 39. KPMG | 56. Regeringskansliet | 73. Göteborgs Stad | 90. Tele2 |
| 6. Volvo Cars | 23. Avanza | 40. Oatly | 57. Husqvarna | 74. Länsstyrelsen | 91. Landsting/Regioner |
| 7. Microsoft | 24. RISE | 41. Handelsbanken | 58. Billerud | 75. Utrikesdepartementet NEW | 92. MTR NEW |
| 8. Samsung | 25. Sogeti NEW | 42. AstraZeneca | 59. LKAB NEW | 76. Ellevio NEW | 93. Telenor NEW |
| 9. Polestar | 26. Sony NEW | 43. Sweco | 60. NCC | 77. Axfood | 94. DHL |
| 10. PwC | 27. Tietoenvry | 44. Aspia | 61. Accenture NEW | 78. Trafikverket | 95. Amazon |
| 11. AFRY | 28. Systembolaget | 45. Försvarmakten | 62. Vattenfall | 79. Coop | 96. Polisen |
| 12. ICA Gruppen | 29. SVT NEW | 46. Scania | 63. Skanska | 80. E.ON NEW | 97. H&M |
| 13. Capgemini NEW | 30. Karolinska Institutet | 47. Alfa Laval | 64. Stora Enso NEW | 81. Nordea | 98. SJ NEW |
| 14. Tetra Pak | 31. Electrolux NEW | 48. Sigma NEW | 65. Skandia NEW | 82. Telia | 99. PostNord NEW |
| 15. McKinsey | 32. Sandvik | 49. Unilever NEW | 66. SBAB NEW | 83. HSB | 100. Arbetsförmedlingen NEW |
| 16. IBM NEW | 33. SSAB NEW | 50. Tesla | 67. Folksam | 84. Skatteverket | |
| 17. Atlas Copco | 34. Deloitte | 51. Swedbank | 68. Klarna | 85. JM | |

NEW Employers on the top list can be either returning (featured in 2020 or earlier) or newly included.

Top 30 most attractive employers in Norway

- | | | | |
|----------------------|-----------------------|--------------------------|---------------------------|
| 1. Microsoft | 9. Norsk Hydro | 17. TietoEvry NEW | 25. Gjensidige NEW |
| 2. Google | 10. EY | 18. Accenture | 26. Sparebank1 NEW |
| 3. Sintef | 11. KnowIT NEW | 19. PwC | 27. Skatteetaten |
| 4. DNV | 12. Equinor | 20. Schibsted | 28. Telenor |
| 5. Sopra Steria | 13. DNB | 21. NRK | 29. Coop NEW |
| 6. Bouvet | 14. Finn.no | 22. Siemens | 30. Forsvaret |
| 7. Kongsberg Gruppen | 15. KPMG | 23. Deloitte | |
| 8. Aker Solutions | 16. Statkraft | 24. Visma | |

NEW Employers on the top list can be either returning (featured in 2020 or earlier) or newly included.

Top 25 most attractive employers in Denmark

- | | | | |
|-----------------|--------------------------|---------------------------------------|-----------------|
| 1. LEGO | 8. COWI | 15. DTU | 22. DR |
| 2. Novo Nordisk | 9. Leo Pharma | 16. Ørsted | 23. Nordea |
| 3. Novozymes | 10. Chr. Hansen | 17. Rambøll | 24. Forsvaret |
| 4. Maersk | 11. Deloitte | 18. Tryg | 25. Danske Bank |
| 5. Niras | 12. Røde Kors NEW | 19. Arla | |
| 6. Lundbeck | 13. PwC | 20. Københavns Universitet NEW | |
| 7. Vestas | 14. Microsoft | 21. Salling Group | |

NEW Employers on the top list can be either returning (featured in 2020 or earlier) or newly included.



Top 50 most attractive employers in Finland

- | | | | | |
|---------------------|----------------------|-------------------------|--------------------------|---------------------------------|
| 1. Supercell | 11. Marimekko | 21. VTT | 31. Valtio | 41. Amazon NEW |
| 2. Google | 12. Reaktor | 22. UPM | 32. Metsä | 42. Neste |
| 3. Apple NEW | 13. Tesla NEW | 23. OP | 33. Digia | 43. Nokia |
| 4. KONE | 14. IBM NEW | 24. Metso Outotec | 34. CGI | 44. Elisa |
| 5. Fazer | 15. Wärtsilä | 25. Sweco NEW | 35. Accenture NEW | 45. Telia |
| 6. Microsoft | 16. Siemens | 26. F-Secure NEW | 36. Patria NEW | 46. Fortum |
| 7. Vincit | 17. Stora Enso | 27. Vaisala | 37. Deloitte | 47. DNA |
| 8. Konecranes | 18. Orion NEW | 28. Valio NEW | 38. Finnair NEW | 48. Kela |
| 9. ABB | 19. Rovio | 29. YLE NEW | 39. Nordea | 49. Kuntatyönantajat NEW |
| 10. Solita | 20. Valmet | 30. Etteplan | 40. SSAB NEW | 50. Helsingin kaupunki |

NEW Employers on the top list can be either returning (featured in 2020 or earlier) or newly included.

Top 25 most attractive employers in Germany

- | | | | |
|--------------|------------------------|-------------------------|---------------------------------|
| 1. BMW | 8. Mercedes | 15. Bayer | 22. Bildungswesen NEW |
| 2. Audi | 9. Volkswagen | 16. Deloitte NEW | 23. Stadtverwaltung NEW |
| 3. Porsche | 10. Nike | 17. BioNTech NEW | 24. Deutsche Bahn |
| 4. Google | 11. Adidas | 18. Airbus | 25. Gesundheitswesen NEW |
| 5. Microsoft | 12. Siemens | 19. Lufthansa | |
| 6. Apple | 13. BASF | 20. Tesla | |
| 7. Bosch | 14. Samsung NEW | 21. Amazon | |

NEW Employers on the top list can be either returning (featured in 2020 or earlier) or newly included.

Top 25 most attractive employers in Switzerland

- | | | | |
|---------------------------------|-----------------------|---------------------|------------------------|
| 1. Rolex | 8. L'ONU | 15. Nestlé | 22. L'Oréal |
| 2. Microsoft NEW | 9. Richemont | 16. KPMG | 23. Siemens NEW |
| 3. Google | 10. Banque Pictet | 17. UBS | 24. Les CFF NEW |
| 4. Le CERN NEW | 11. Hermès NEW | 18. Deloitte | 25. Philip Morris |
| 5. Apple NEW | 12. Migros | 19. Coop NEW | |
| 6. Chanel NEW | 13. Les SIG | 20. Swisscom | |
| 7. L'État – de Genève, Lausanne | 14. Procter & Gamble | 21. Les HUG | |

NEW Employers on the top list can be either returning (featured in 2020 or earlier) or newly included.

Top 25 most attractive employers in the Netherlands

- | | | | |
|--------------|------------------|--------------|---------------------|
| 1. Apple | 8. Heineken | 15. Gemeente | 22. Rijksoverheid |
| 2. Google | 9. KPMG | 16. ING | 23. Shell |
| 3. Nike | 10. Philips | 17. Unilever | 24. Politie |
| 4. Samsung | 11. Albert Heijn | 18. KLM | 25. Belastingdienst |
| 5. ASML | 12. Rabobank | 19. Jumbo | |
| 6. Bol.com | 13. Deloitte | 20. KPN | |
| 7. Microsoft | 14. Booking.com | 21. Aegon | |

Final words



Markus Åberg,
YPAI-expert

Young professionals have a keen understanding of what they want from their employers. By utilizing the insights from the YPAI Guide, your business can gain the necessary knowledge to position itself as an attractive employer and accelerate growth. The future of your business lies in the hands of tomorrow's talent, so make sure to consider what they have to say.

The talent market has been extremely challenging for many industries since the pandemic. Therefore, it is important to ensure you are a good employer to your existing co-workers and that you are clear about why people should work for your company. However, it is uncommon for recruiting managers to put themselves in candidates' perspectives and ask if they do enough to stand out.

How to attract and retain top talent

Find out what truly matters to young professionals and let our expert explain how to interpret and react to those needs.

A business-tailored presentation will provide you with:

- Analysis of the results
- Results in specific business areas
- Practical tips and discussions

Learn more and book a presentation listed below:

[Sweden](#)
[Norway](#)

[Denmark](#)
[Finland](#)

[Germany](#)
[Switzerland](#)

[The Netherlands](#)

ABOUT ACADEMIC WORK

Founded in 1998 in Sweden, Academic Work is a recruitment and staffing company. Since then, we have grown into an international organization, operating in Sweden, Norway, Denmark, Finland, Switzerland, Germany, and the Netherlands. With our expertise in recruiting young professionals, we have successfully helped over 170,000 individuals launch their careers while fulfilling our clients' recruitment needs and helping them grow.

We provide expert support to companies, offering deep knowledge in industry trends, talent sourcing, staffing, and recruiting. Our aim is to develop strong client relationships into business partnerships. This commitment drives us to be personal, transparent, and client-centric in everything we do.

