



#SocialRecruiting

A GLOBAL STUDY

Find out how companies
and jobseekers use social media
in the job market.

REPORT 2014

Spain

The Use of Social Media in the Matching Between Supply and Demand within the Labor Market.

The Seekers' Perspective in Spain.

Recruiting is increasingly social and Adecco wants to know how it works. An international survey, that involved over 17.272 candidates and 1.502 Human Resources managers between March 18 and June 2, 2014, collected 499 responses from Spanish job seekers (297 complete responses and 202 partial responses¹), with the purpose of understanding how they search for jobs through social media, which instruments they use, and how they present themselves online.

The sample presents a majority of women (61%), born after 1981 (72%), and with a degree (69%). Those who are currently employed (29%) are mostly in a managerial position (42% senior manager). The present report is structured in four areas: the use of social media for job

search purposes, the effectiveness of social media in the matching between supply and demand, web reputation and its impact on job search, and the social capital of individual candidates. It is interesting to analyze this data, keeping an eye on the Recruiters' results from Southern EU, in order to understand how they explore Web 2.0 when looking for a candidate. The report is concluded with a statistical appendix, which offers further detail on the responses provided by the participants.

¹ The total values reported in the tables and figures also include the partial responses, which did not provide information related to their socio-demographic profiles. Therefore, they may present a value that does not fit the socio-demographic profile.

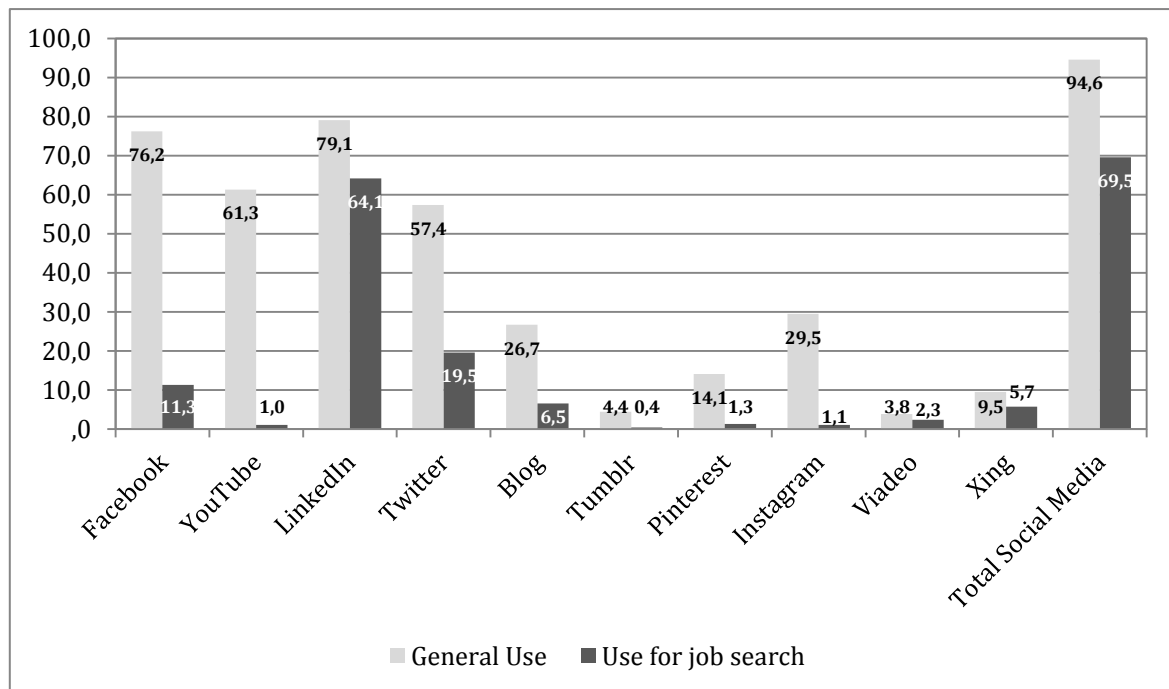
1. The Use of Social Media for Job Search Purposes

The data shows that 69% of job seekers utilize social media for job search purposes. LinkedIn is largely the most used social networking site (64%) for professional job search activities (fig. 1).

Fig. 1 - Social Media Used in General and for Job Search.

% Value. Spain, 2014.

Notes: (1) General use also includes job search usage. (2) Total Social Media is the percentage proportion of respondents using at least one of the considered social media platforms.



In Spain, men and women show similar usage rates of social media for general purposes, but women show a higher propensity for job search usage (78% vs 69%). The use of such instruments is inversely proportional to the age of the candidate, meaning that the younger a candidate is, the more likely they are to utilize social media platforms both for general use and for job search purposes. 98% of the younger seekers (below 33 years of age) regularly use at least one social networking site for job search purposes. Education level is also an important factor, since the use of social media for job search purposes among those with a secondary school education title significantly increases with the attainment of a higher educational level (tab.1).

Tab. 1 - Social Media Used in General and for Job Search by Socio-demographic Profile.

% Value. Spain, 2014.

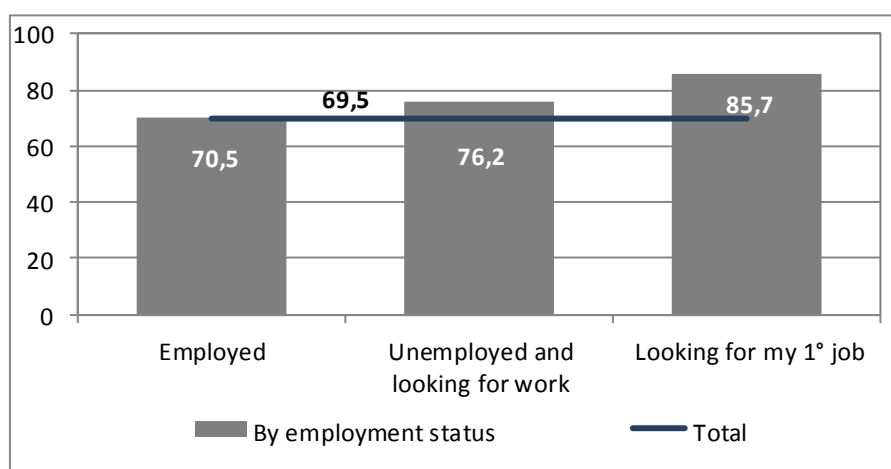
Note: The analysis of seekers born before 1964 has been omitted because of a limited sample size.

	General Use	Use for job search
Gender		
Female	98,4	78,3
Male	97,5	68,6
Year of birth		
1965-1980	97,3	74,0
After 1981	98,2	76,1
Level of education completed		
Less than High School	100,0	68,4
High School	95,0	55,0
College	97,6	74,6
Master or Doctoral Degree	100,0	87,1
Total	94,6	69,5

The usage rate of social media for job search is significantly higher among those candidates looking for their first job and who are currently unemployed and looking for work. Its use is slightly less frequent among the already employed candidates (fig. 2).

Fig. 2 - Social Media Use for Job Search by Employment Status.

% Value. Spain, 2014.



Among the different activities that can be done to search for jobs online, the ones most frequently utilized by the candidates include searching through job ads (82%), checking what others have to say about potential employers (82%), and professional networking (78%). The submission of applications (64%) and the distribution of CVs (71%) are comparatively less frequent, therefore we can conclude that seekers use social media in a more “social” manner (tab. 2).

Tab. 2 - Use of Social Media for Specific Job Searching Activities.

% Value. Spain, 2014.

Note: Multiple choice question.

1°	Researching potential employers' pages	82,3
2°	Searching for jobs	82,1
3°	Check what other say about potential employers	81,6
4°	Professional networking	77,5
5°	Distributing my CV	71,1
6°	Submitting applications	64,2
7°	Personal branding	47,4
1°	Researching potential employers' pages	82,3

The use of social media for job search purposes is also related to the level of IT skills possessed by the candidate. Regarding the “self-evaluation of competences”, candidates seem to see themselves more skillful in their ability to connect with others (0,55) and to search for and find interesting information (0,50), but give slightly less importance to having a positive impact on the lives of others through social media (0,20) (tab. 3).

Tab. 3 - Index of Expertise on Social Media.

% Value. Spain, 2014.

Note: Index value from -1 (not at all confident) to 1 (very confident), value 0 if neutral position.

Rank	Task about expertise on Social Media	Index
1°	I can use social media as an effective way of connecting with others	0,55
2°	I can find important and interesting information by reading other people's content on social media	0,50
3°	I can be very effective at using social media	0,42
4°	I can offer other people important and interesting information by posting on social media	0,37
5°	I can communicate very effectively using social media	0,37
6°	I can have a positive impact on the lives of others through social media	0,20

2. The Effectiveness of Social Media in the Matching Between Supply and Demand

A reported 71% of job seekers utilize social media to distribute their CV online with 33% of job seekers having been contacted through social media by a recruiter at least once. Males and females are equally active on social media, but males tend to be contacted more often by recruiters (36% vs 30%). The use of social media to distribute CVs is more widely utilized by the 34-49 age range (75%) and by post graduates (81%), with the elder candidates being contacted by recruiters more often (47% vs 28%). The display of a Master's or Doctorate degree also increases the chances a candidate will be contacted (39%) (tab. 4).

Tab. 4 - Steps Taken to Get a Job by Socio-demographic Characteristics.
% Value. Spain, 2014.

Note: The analysis of seekers born before 1964 has been omitted because of a limited sample size.

	Distributing CV	Contacted by a recruiter
Gender		
Female	71,6	30,4
Male	71,2	35,6
Year of birth		
1965-1980	75,3	46,6
After 1981	70,5	27,5
Highest level of education completed		
Less than High School	57,9	31,6
High School	52,5	20,0
College	73,8	33,1
Master or Doctoral Degree	81,4	38,6
Principal employment status		
Employed	71,6	44,3
Unemployed and looking for work	71,8	26,5
Total	71,1	32,6

Job seekers believe that, among the different elements displayed on companies' profiles, the most attractive ones are the presence of job ads (attractiveness index 0,70), followed by the presence of general information about the company (0,66) and the personal content posts made by the company (0,55). Social media profiles operated by the firms are largely perceived by Spanish candidates to be informational "dashboards" more than relationship building channels (tab. 5).

Tab. 5 - Attractiveness Index of the Company's Social Media Page.

Spain, 2014.

Note: Index value from -1 (min attractiveness) to 1 (max attractiveness).

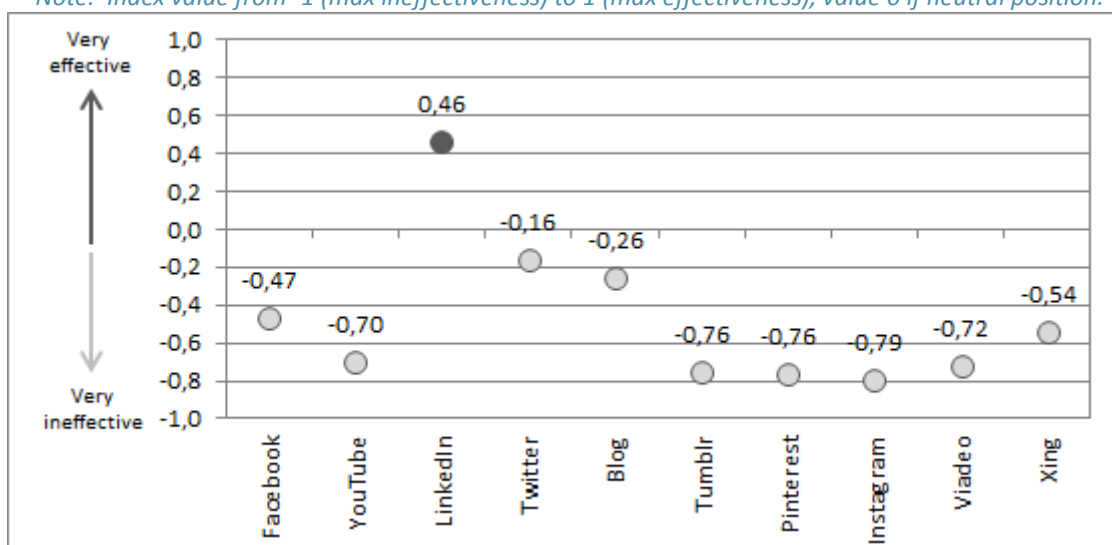
Rank	Elements on company's Social Media profile	Index
1°	Job Postings (and ability to search for jobs)	0,70
2°	General company information (e.g. about, contact...)	0,66
3°	Content posted by the company	0,55
4°	Company's interaction with users	0,52
5°	Recommendation on this company by relatives or contacts	0,46
6°	Comments posted by other users	0,42
7°	Firm popularity (likes, reviews...)	0,33
8°	Pictures	0,28
9°	Number of followers (e.g. fans, group members...)	0,22

Among the different social networking sites, LinkedIn is considered to be the only effective platform in terms of matching between supply and demand with an effectiveness index of 0,46 (the index assumes a value between -1, lowest effectiveness, and 1, greatest effectiveness). The "less ineffective" ones are Twitter (-0,16) and Blog (-0,26) (fig. 3).

Fig. 3 - Effectiveness Index of Social Media for Recruitment Purposes.

Spain, 2014.

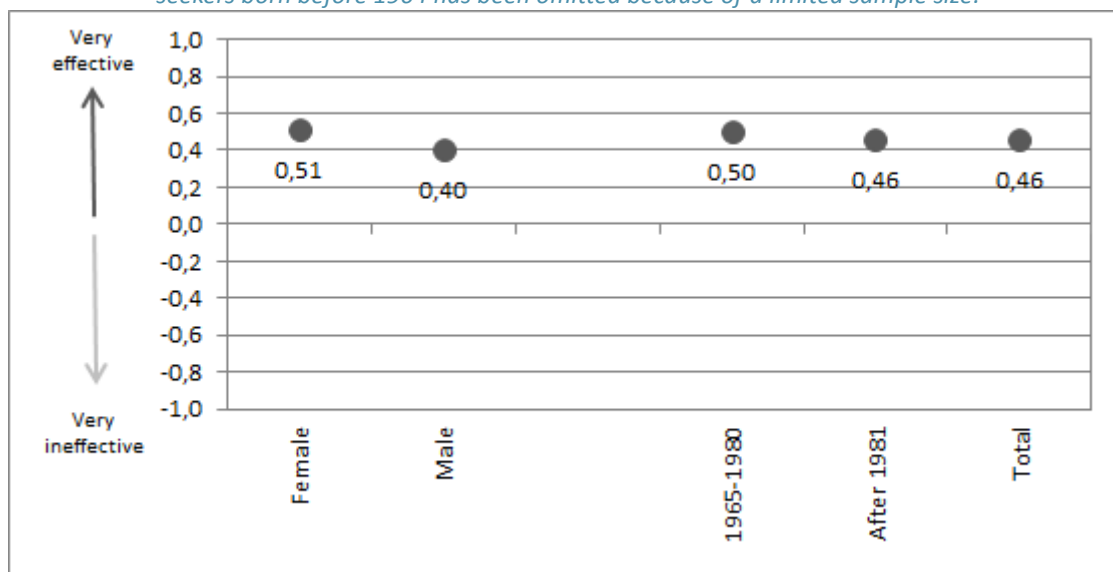
Note: Index value from -1 (max ineffectiveness) to 1 (max effectiveness), value 0 if neutral position.



If we look more closely at LinkedIn, we can see that this particular social network is slightly more appreciated by females (0,51 vs 0,40) and by candidates born before 1981 (0,50 vs 0,46) (fig. 4).

Fig. 4 - Effectiveness Index of LinkedIn for Recruiting Purposes by Gender and by Year of Birth.
Spain, 2014.

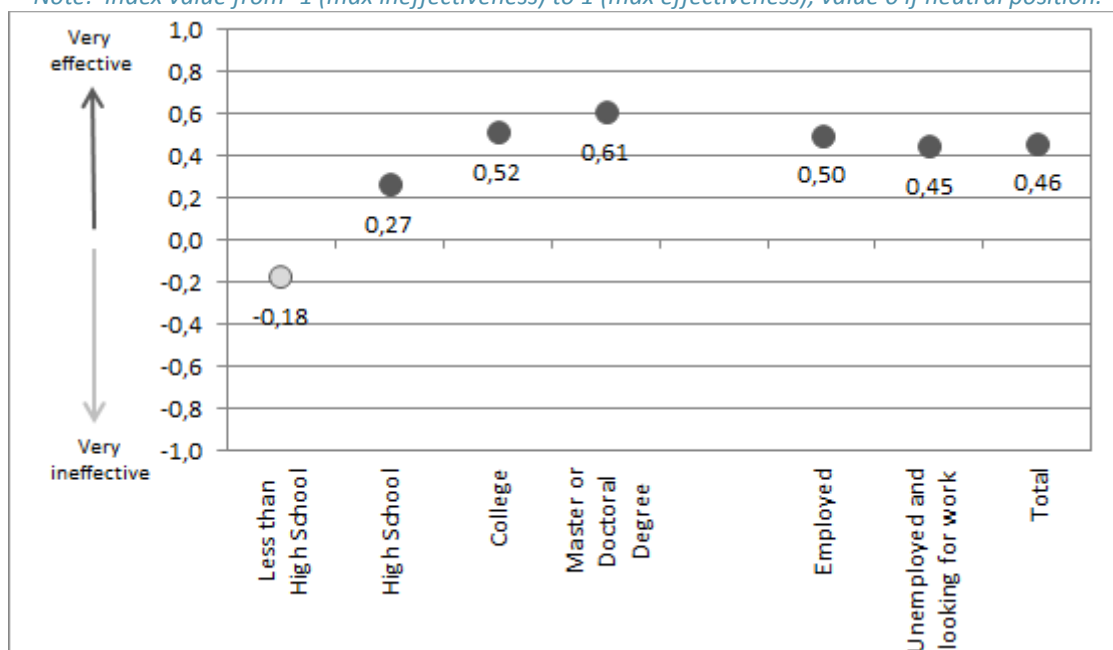
Notes: (1) Index value from -1 (max ineffectiveness) to 1 (max effectiveness), value 0 if neutral position. (2) The analysis of seekers born before 1964 has been omitted because of a limited sample size.



The relationship between social media usage and the education title held by the candidate seems to be quite evident. The increase in the perceived utility of social media is directly proportional to the increase in the level of education, being significantly higher for graduates and postgraduates (0,61). Those who are employed also tend to consider LinkedIn more favorable (0,50) than those who are unemployed (0,45) (fig. 5).

Fig. 5 - Effectiveness Index of LinkedIn for Recruitment Purposes by Highest Level of Education Completed and by Principal Employment Status.
Spain, 2014.

Note: Index value from -1 (max ineffectiveness) to 1 (max effectiveness), value 0 if neutral position.



3. Web Reputation and its Impacts on Job Search

Candidates tend to use Facebook to maintain a professional image online (0,66), but by and large, they believe that the information displayed is seen mostly by friends (0,48) due to privacy settings being altered by the candidates (0,48). This confirms the notion that Facebook often tends to be seen as a social networking site that is orientated more towards friendships, as opposed to professional relationships.

Tab. 6 - Index of Agreement with Specific Statements Regarding a Candidate's Private and Professional Image on Facebook.
Spain, 2014.

Note: Index value from -1 (max disagreement) to 1 (max agreement), value 0 if neutral position.

Rank	Statements about privacy	Index
1°	It is important to maintain a professional image online	0,66
2°	I assume my profile is only viewed by my friends	0,48
3°	My profile can only be accessed by my friends	0,48
4°	My online image is important to my future	0,36
5°	I work hard to maintain a professional image on my profile	0,31

The elements most often presented on the web profiles of candidates from Spain are professional experiences (0,43) and the ability to view their personality emerging from their profile (0,32), while the number of contacts, and the references and comments posted by others are significantly less present. It is also interesting to note that professional awards and prizes, which recruiters give considerable importance to, are largely overlooked by candidates as relevant information to place on their profiles (0,00) (tab. 7).

Tab. 7 - Career Related Information Contained in Social Media Profile: Index of Attendance.
Spain, 2014.

Note: Index value from -1 (fully absent element) to 1 (very attendant element).

Rank	Elements on Social Media profile	Index
1°	Professional experience	0,43
2°	Personality emerging from profile	0,32
3°	Personal information (e.g. marital status, gender...)	0,31
4°	Number of contacts	0,19
5°	Pictures	0,17
6°	Content posted	0,16
7°	References and comments posted by others	0,06
8°	Hobbies and personal interests	0,06
9°	Professional prizes and awards	0,00

Concerning the elements which may negatively affect the web reputation of a candidate, it may be observed that they all have a relatively low index of attendance (well below 0). In particular, candidates seem to avoid publishing informal “selfies” (-0,42) and pictures in controversial contexts, such as drinking alcohol (-0,58). They also tend to view activities, such as commenting on controversial topics or posting content that violates University or workplace policies (-0,84), to be particularly negative, which is a strong observation since these are also instances that recruiters tend to view in the most negative connotation (tab. 8).

Tab. 8 - Elements Posted on Social Media Profiles: Index of Attendance.
Spain, 2014.

Note: Index value from -1 (very unlikely) to 1 (very likely).

Rank	Elements on Social Media profile	Index
1° (Most present)	Informal selfie or tagged photo (e.g. wearing a swimsuit)	-0,42
2°	Controversial selfie / tagged photo (e.g. drinking alcohol)	-0,58
3°	Comments on controversial topics (e.g. illegal drugs)	-0,80
4° (Least present)	Comments on participation in activities which are in violation of university or workplace policy	-0,84

Finally, we may also highlight the presence of a minor, but still relevant percentage of candidates, who were required to provide their Facebook password, or any other social media access credentials (1%) to their recruiter during a job interview (tab. 9).

Tab. 9 - Have you ever been asked for your password for Facebook, or another social media platform, during a job interview? % Value. Spain, 2014.

Note: % Value of "Revealed the password" calculated on cases "Been asked for your password".

	% Value
Been asked for your password	0,9

4. The Social Capital of Individual Candidates¹

A number of researches have demonstrated how the most effective channel for the matching of supply and demand is word-of-mouth. Therefore, it is important not only to study the configuration of the personal social networks of the candidates, but also the role played by social media to enforce or diversify these relationships and to facilitate access to new information. To do so, we have utilized the “position generator”, one of the tools that is widely advocated throughout their research that consents to estimate the “wealth” of the social capital of an individual. This is done by first assessing professional figures that belong to their social network. A proportional weight relating to the “prestige status” of the occupation, as it is commonly classified by professional class structure, is then attributed to each of the professions. This consents to rate social networks based upon their “wealth” in social capital, namely weak (low social capital), medium, or rich (high social capital).

To refine the analysis, we have adopted also a slight variation, asking whether contact was more often based on offline, online, or multiple (both) interactions. From this question, we have been able to reconstruct the wealth created by the offline and online social capital of the individuals involved, and the most frequent relationship based channels they use.

Candidates appear to have strongly integrated networks made-up of a combination of offline and online relationships. The online network also tends to be weaker than the offline network in 10% of cases (superior cells in light grey) and richer in only 19% of cases (dark grey cells) (tab. 10).

Tab. 10 - Strength of the Candidate's Online and Offline Networks.

% Value. Spain, 2014.

Note: the network was calculated by attributing the weight ISEI (International Classification for Professional Prestige) to each professional figure acknowledged by a candidate and then dividing the distribution of the networks into weak, medium, and rich categories using the tertile observed for each of respondents at an international level.

		Offline network			
		Weak	Medium	Rich	Total
Online network	Weak	19,5	1,7	1,0	22,2
	Medium	10,6	31,1	7,3	49,0
	Rich	3,3	5,6	19,9	28,8
	Total	33,4	38,4	28,1	100,0

The use of social media for job search purposes is less common among those with a weak network (both online and offline), and increases with the richness of the network. Candidates with the richest networks generally use social media more often for all job-search related activities, are contacted more often by recruiters, and are more likely to receive an offer. This shows that those who integrate and make use of both offline and online networks, and have richer networks are generally more effective in the job search (tab. 11).

Tab. 11 - Indicators Regarding the Use of Social Media by Level of Offline and Online Networks.

% Value. Spain, 2014.

Indicators about use of Social Media	Online network			Offline network			Total
	Weak	Medium	Rich	Weak	Medium	Rich	
Use of Social Media for job searching	55,2	79,7	80,5	61,4	77,6	85,9	69,5
Distributing CV	53,0	73,6	81,6	58,0	78,4	77,6	71,1
Contacted by a recruiter	11,9	35,1	43,7	23,8	30,2	45,9	32,6

¹ To differentiate between concepts, we speak about social media to refer to social platforms (Facebook, LinkedIn, Twitter etc..) and social networks to refer to the relationships (online and offline) of the candidates.

Statistical Appendix

Tab 1.A - Generally speaking, which social networks do you use? Do you use them for job search?

Spain, 2014.

	No	Yes	Yes, for job search	Total
Facebook	23,8	64,9	11,3	100,0
YouTube	38,7	60,2	1,0	100,0
LinkedIn	20,9	15,0	64,1	100,0
Twitter	42,6	37,8	19,5	100,0
Google+	58,0	32,8	9,2	100,0
Blog	73,3	20,2	6,5	100,0
Tumblr	95,6	4,0	0,4	100,0
Pinterest	85,9	12,8	1,3	100,0
Instagram	70,5	28,4	1,1	100,0
Viadeo	96,2	1,5	2,3	100,0
Xing	90,5	3,8	5,7	100,0

Tab 2.A - How often do you look for jobs on social media?

Spain, 2014.

	% Value
Every day	100,0
Several times per week	0,0
At least once a week	0,0
At least once a month	0,0
Total	100,0

Tab 3.A - Use of social networks for job search, activities?

Spain, 2014.

	No	Yes	Total
Personal branding	52,6	47,4	100,0
Distributing my CV	28,9	71,1	100,0
Professional networking	22,5	77,5	100,0
Searching for jobs	17,9	82,1	100,0
Submitting applications	35,8	64,2	100,0
Researching potential employers' pages	17,7	82,3	100,0
Check what other say about potential employers	18,4	81,6	100,0

Tab 4.A - From 1 to 5, how effective are these social networks for job search?

Spain, 2014.

	1 (very ineffective)	2	3	4	5 (very effective)	I don't know	Total
Facebook	46,0	15,5	18,8	10,2	4,2	5,3	100,0
YouTube	55,2	14,5	11,4	3,6	0,8	14,5	100,0
LinkedIn	5,5	4,7	15,5	32,6	34,3	7,5	100,0
Twitter	24,7	10,4	26,4	19,9	5,6	12,9	100,0
Google+	29,6	11,2	21,5	8,1	3,4	26,3	100,0
Blog	24,7	10,7	18,3	12,6	5,3	28,4	100,0
Tumblr	37,0	6,5	8,2	0,6	0,3	47,5	100,0
Pinterest	40,8	6,2	9,9	0,6	0,0	42,5	100,0
Instagram	52,7	6,2	9,0	1,1	0,3	30,7	100,0
Viadeo	36,4	4,5	8,2	1,1	1,1	48,6	100,0
Xing	29,7	5,9	11,0	4,8	1,7	46,9	100,0

Tab 5.A - From 1 to 5, what career-related information does your social media profile contain?

Spain, 2014.

	1 (not at all)	2	3 (neutral)	4	5 (a lot)	Total
Personal information (e.g. marital status, gender...)	7,2	6,1	32,6	25,1	29,0	100,0
Personality emerging from profile	5,8	6,4	29,6	34,8	23,5	100,0
Pictures	9,4	11,3	34,5	26,2	18,5	100,0
Professional experience	8,6	3,6	17,7	33,1	37,0	100,0
Number of contacts	10,5	11,0	28,2	31,5	18,8	100,0
Hobbies and personal interests	11,6	13,0	38,7	25,4	11,3	100,0
Professional prizes and awards	22,9	8,6	28,5	25,1	14,9	100,0
References and comments posted by others	17,7	8,8	32,9	24,0	16,6	100,0
Content posted	11,6	7,7	35,6	26,2	18,8	100,0

Tab 6.A - From 1 to 5, how likely are you to post the following items on your Facebook profile?

Spain, 2014.

	Informal selfie or tagged photo (e.g. wearing a swimsuit)	Controversial selfie / tagged photo (e.g. drinking alcohol)	Comments on controversial topics (e.g. illegal drugs)	Comments on participation in activities which are in violation of university or workplace policy
1 (very unlikely)	50,6	61,8	78,4	81,1
2	16,1	12,4	10,0	10,6
3 (neutral)	10,6	11,5	6,3	4,3
4	11,5	9,0	3,1	2,5
5 (very likely)	11,2	5,3	2,2	1,6
Total	100,0	100,0	100,0	100,0

Tab 7.A - From 1 to 7, indicate to which extent you agree with the following statements in regards to your Facebook profile.
Spain, 2014.

	My profile can only be accessed by my friends	I assume my profile is only viewed by my friends	It is important to maintain a professional image online	I work hard to maintain a professional image on my profile	My online image is important to my future
1 (I strongly disagree)	10,7	10,3	2,2	5,7	5,0
2	3,1	2,5	1,9	8,8	6,0
3	4,4	4,1	2,8	5,3	6,6
4 (neutral)	12,5	12,5	12,3	21,7	23,2
5	6,9	6,0	7,2	14,2	11,9
6	8,5	15,7	17,9	14,8	11,9
7 (I strongly agree)	53,9	48,9	55,7	29,6	35,4
Total	100,0	100,0	100,0	100,0	100,0

Tab 8.A - Have you ever been contacted by a recruiter through your profile on a social media platform?
Spain, 2014.

	% Value
No	67,4
Yes	32,6
Total	100,0

Tab 9.A - Did you get the job?
Spain, 2014.

Note: Statistic calculated only for "Yes" answers of Tab. 8.A.

	% Value
No	50,0
Yes	50,0
Total	100,0

Tab 10.A - Have you ever been asked for your password for Facebook, or another social media platform, during a job interview?
Spain, 2014.

	% Value
No	99,1
Yes	0,9
Total	100,0

Tab 11.A - Did you reveal it?
Spain, 2014.
(ALL MISSING VALUE)

Tab 12.A - Do you think companies use social media to recruit?
Spain, 2014.

	% Value
No	11,9
Yes	59,7
I don't know	28,3
Total	100,0

Tab 13.A - From 1 to 5, how much do the following attract your attention on a company's social media page?
Spain, 2014.

	1 (not at all)	2	3 (neutral)	4	5 (a lot)	Total
General company information (e.g. about, contact...)	2,9	2,0	12,7	25,5	56,9	100,0
Pictures	4,6	9,2	30,7	36,9	18,6	100,0
Number of followers (e.g. fans, group members...)	6,9	10,8	30,7	34,6	17,0	100,0
Firm popularity (likes, reviews...)	5,6	7,2	24,5	41,5	21,2	100,0
Company's interaction with users	4,2	4,2	12,7	41,2	37,6	100,0
Content posted by the company	3,3	2,6	13,7	41,2	39,2	100,0
Comments posted by other users	4,6	6,9	19,9	37,3	31,4	100,0
Job Postings (and ability to search for jobs)	2,9	2,0	7,5	27,1	60,5	100,0
Recommendation on this company by relatives or contacts	4,9	5,9	18,0	35,3	35,9	100,0

Tab 14.A - From 1 to 7, please indicate how certain you are that you can perform each of the following tasks.
Spain, 2014.

	I can be very effective at using social media	I can have a positive impact on the lives of others through social media	I can offer other people important and interesting information by posting on social media	I can find important and interesting information by reading other people's content on social media	I can use social media as an effective way of connecting with others	I can communicate very effectively using social media
1 (not at all confident)	3,9	8,2	6,9	3,6	3,0	5,9
2	3,9	3,9	3,9	1,6	2,0	4,3
3	3,6	5,6	3,6	4,3	4,0	4,6
4 (neutral)	17,0	27,2	15,4	10,5	9,9	16,8
5	21,2	24,9	21,3	21,6	19,1	22,0
6	21,6	17,4	25,6	28,9	24,1	20,4
7 (very confident)	28,8	12,8	23,3	29,5	38,0	26,0
Total	100,0	100,0	100,0	100,0	100,0	100,0

Tab 15.A - Does your online or offline network include the following professions?

Spain, 2014.

	Online	Offline	Both online and offline	No	Don't know or don't remember	Total
Insurance agent	7,0	9,3	16,9	54,0	12,9	100,0
Nurse	10,3	11,6	27,8	43,0	7,3	100,0
Lawyer	11,3	7,6	36,1	37,4	7,6	100,0
Book-keeper or accountant	9,9	7,6	31,5	38,1	12,9	100,0
Construction worker	7,3	10,9	23,5	47,4	10,9	100,0
Policy maker	8,6	6,6	12,6	62,6	9,6	100,0
Police officer	7,3	12,9	13,6	57,6	8,6	100,0
Unskilled laborer	8,9	9,6	39,1	31,5	10,9	100,0
Director of a company	17,9	4,6	36,4	32,8	8,3	100,0
Engineer	16,6	4,6	44,0	25,8	8,9	100,0
Cleaner	4,0	15,6	16,6	49,0	14,9	100,0
Estate or Real-estate agent	6,3	7,9	18,5	51,0	16,2	100,0

Tab 16.A - Gender.

Spain, 2014.

	% Value
Female	60,9
Male	39,1
Total	100,0

Tab 17.A - Year of birth.

Spain, 2014.

	% Value
Before 1946	0,0
1946-1964	3,6
1965-1980	24,2
After 1981	72,2
Total	100,0

Tab 18.A - What is the highest level of education you have completed?

Spain, 2014.

	% Value
Less than High School	6,4
High School	13,4
Some College	11,4
2 or 3 year College Degree	11,7
4 or 5 year College Degree	33,6
Master or Doctoral Degree	23,5
Total	100,0

Tab 19.A - Field of study.
Spain, 2014.

	% Value
Education	6,4
Art and humanities	5,7
Social sciences, journalism and information	14,9
Business, administration and law	31,1
Natural sciences, mathematics and statistic	5,7
Information and Communication Technologies	7,1
Engineering, manufacturing and construction	15,5
Agriculture, forestry, fisheries and veterinary	0,7
Health and welfare	6,8
Services	6,1
Total	100,0

Tab 20.A - How many years of work experience do you have? Spain, 2014.

	% Value
1 year or less	31,4
2 years	14,7
3-5 years	22,9
6-10 years	17,1
11-20 years	10,1
More than 20 years	3,9
Total	100,0

Tab 21.A - Employment status. Spain, 2014.

	% Value
Employed	29,5
Unemployed and looking for work	63,4
Unemployed but not seeking work	0,3
Temporarily redundant	1,0
Looking for my first job	4,7
I have never worked and I'm not looking for a job	1,0
Total	100,0

Tab 22.A - Business area. Spain, 2014.

Note: Statistic calculated only for "employed" answers of Tab. 21.A.

	% Value
Oil & Gas	1,3
Chemicals	2,5
Basic Resources	7,5
Construction & Materials	3,8
Industrial Goods & Services	11,3
Automobiles & Parts	3,8
Food & Beverage	6,3
Personal & Household Goods	2,5
Health Care	5,0
Retail	5,0
Media	13,8
Travel & Leisure	1,3
Telecommunications	5,0
Utilities	2,5
Banks	5,0
Insurance	3,8
Real Estate	1,3
Financial Services	10,0
Technology	8,8
Total	100,0

Tab 23.A - What is your position? Spain, 2014.

Note: Statistic calculated only for "employed" answers of Tab. 21.A.

	% Value
Non manager	3,4
Middle manager	19,3
Manager	35,2
Senior manager and above	42,0
Total	100,0

Tab 24.A - Which department do you work in? Spain, 2014.

Note: Statistic calculated only for "employed" answers of Tab. 21.A.

	% Value
Controlling, Accounting & Finance	18,2
Purchasing	1,3
Manufacturing	10,4
Research & Development	2,6
Information Technology	9,1
Logistics	2,6
Sales	11,7
Marketing	13,0
Corporate Communication & PR	7,8
Human Resources	20,8
Quality Management	2,6
Total	100,0

