

Innovating the Culture of Tomorrow

Exploring how
global technology
talent thrives

Independent research
commissioned by Amadeus

amadeus

Foreword



Ana Doval de las Heras

Senior Vice President, People & Culture
Amadeus

Amadeus is a company defined by technology. We develop and implement the technologies that make the experience of travel better, for everyone, everywhere. This is how we have supported our industry to grow, evolve and transform for over three decades.

We know that our technological success is delivered by our people. They are our greatest competitive advantage and are central to everything we do. As we continue to push industry boundaries and work at the cutting edge of technology, we know it is critical to listen and understand what is important to not only our people, but the sector at large. It is only by asking questions and engaging with the important issues, that we can create an environment for technology professionals, at all levels and in all job functions, to flourish.

Innovating the Culture of Tomorrow is part of this ambition. It is a study we commissioned from independent researchers to help us to uncover what inspires and motivates technology professionals right across the sector, in travel and beyond. There are some fascinating new insights in the study along with confirmation on ideas that we have long understood. The opportunity to innovate is a well-understood motivator for many of our colleagues, and the absolute centrality of this concept is reflected in this project.

Put simply, technology professionals of every age and background want a chance to develop the solutions for tomorrow, to work on projects that make a tangible difference, and they will commit to companies which offer them a chance to do so.

Our strategy

At Amadeus we have the freedom and flexibility to explore the vast possibilities in travel technology. We pride ourselves on challenging the norm through our diverse community of ambitious and supportive colleagues, and we are committed to achieving great things together.

Our priority is to make Amadeus the best destination to fulfil a meaningful career. Our focus is on attracting, growing and engaging the best talent so that, through them, we can deliver the best to our customers.

As a company, we care deeply about people, places and our planet, and we are curious about what can be achieved if we bring the world closer and empower personal growth through travel.

I hope you enjoy this report and find it of value as we work toward a brighter future for all.

Introduction

Many of the changes seen in the world of work over the past decade have been well documented – remote teams, once rare, have undergone rapid growth, making hybrid models the norm in many sectors. Digital collaboration tools have forever changed the way colleagues communicate, while interest in sustainable practices, purpose driven employment and Diversity, Equity and Inclusion (DE&I) have gathered in pace.

But, what comes next?

What will the next ten years look like as an accelerating digital transformation, changing job markets, new skill requirements and shifting corporate cultures continue to evolve? *Innovating the*

Culture of Tomorrow seeks to provide the answers – with a specific focus on the technology sector.

The insights in this report are delivered from a survey in Q3 2024 of 2,200 technology professionals from eight markets – India, France, Spain, Turkey, Colombia, Philippines, USA, and the UK conducted by global research company **Opinium** [↗](#) and further analyzed by, **Mercury Analytics** [↗](#).

The analysis also integrates the perspectives of Professor James Berry, Founder of the UCL School of Management MBA program, who offers commentary on the research findings and their real-world applications.



James Berry

Founder of the UCL School of Management MBA program



Technology leaders of today and tomorrow

This research suggests that the companies poised to flourish are those creating space for ideas to collide, places where new approaches can be tested, and failure is seen as a chance to learn. Technology professionals view organizations that facilitate effective cross-border teams, innovate, focus on training, and offer the flexibility needed to thrive, as the ones they aspire to work for.

Such organizations break down silos and provide an opportunity for colleagues to embrace their individuality in the workplace. These are companies where diversity is respected, encouraged and supported, where the tools of innovation are provided for internationally mobile talent.

Innovating the Culture of Tomorrow seeks to deepen an understanding of the evolving market for technology professionals. What motivates people working in this sector? What does innovation mean to them and what do they say they need to be innovative? How are careers anticipated to evolve in pursuit of opportunity? How can dynamic companies respond to attract this talent?

The findings are presented in four sections.

Section 1

Explores the importance of innovation in building a successful technology organization.

Section 2

Looks at the likely evolution of technology careers over the coming decade.

Section 3

Examines how to create the conditions for innovation.

Section 4

Considers how businesses might address concerns around discrimination in the workplace.

Exploring the importance of innovation: The key driver for attracting technology talent over the next decade

Given the central role of innovation for many successful organizations, numerous stakeholders have offered definitions. But the concept is complex, dynamic, and resists easy classification. For example, **McKinsey & Company** [offers](#):

“Innovation is the systematic practice of developing and marketing breakthrough products and services for adoption by customers.”

While the **Massachusetts Institute of Technology (MIT)** [warns](#) “innovation can mean many things to

many people, and no-one has a monopoly: as such, it risks becoming a buzzword, surrounded by others, but it is in fact a key phenomenon”. The institution goes on to simply define the concept as the:

“Process of taking ideas from inception to impact.”

But how does this understanding of innovation chime with *Innovating the Culture of Tomorrow* respondents? Each of the 2,200 individuals surveyed was asked to offer thoughts as part of the research process, with the qualitative answers analyzed using Analytics Workbench, a proprietary, state-of-the-art real-time dashboard from Mercury Analytics.

The outcome aligned with the broader understanding of innovation, with the *Innovating the Culture of Tomorrow* cohort agreeing that they view the concept as:

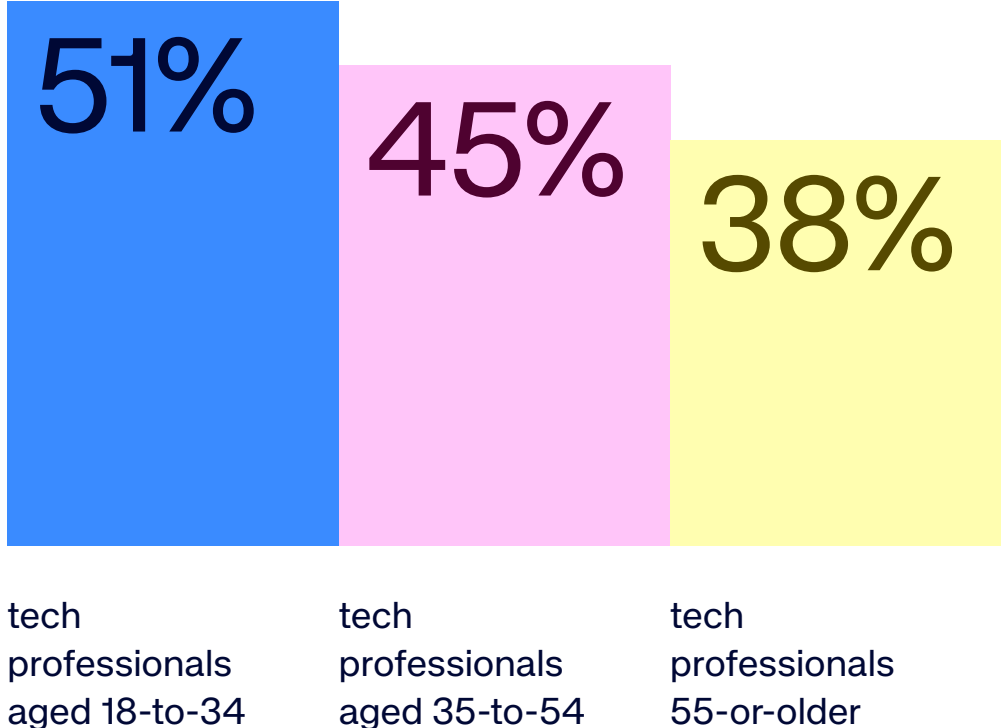
“The introduction and implementation of new ideas, methods, or technologies designed to improve efficiency, solve problems and create value.”

Nearly half of technology professionals surveyed view the company 'being innovative' as the single most important factor in selecting a job

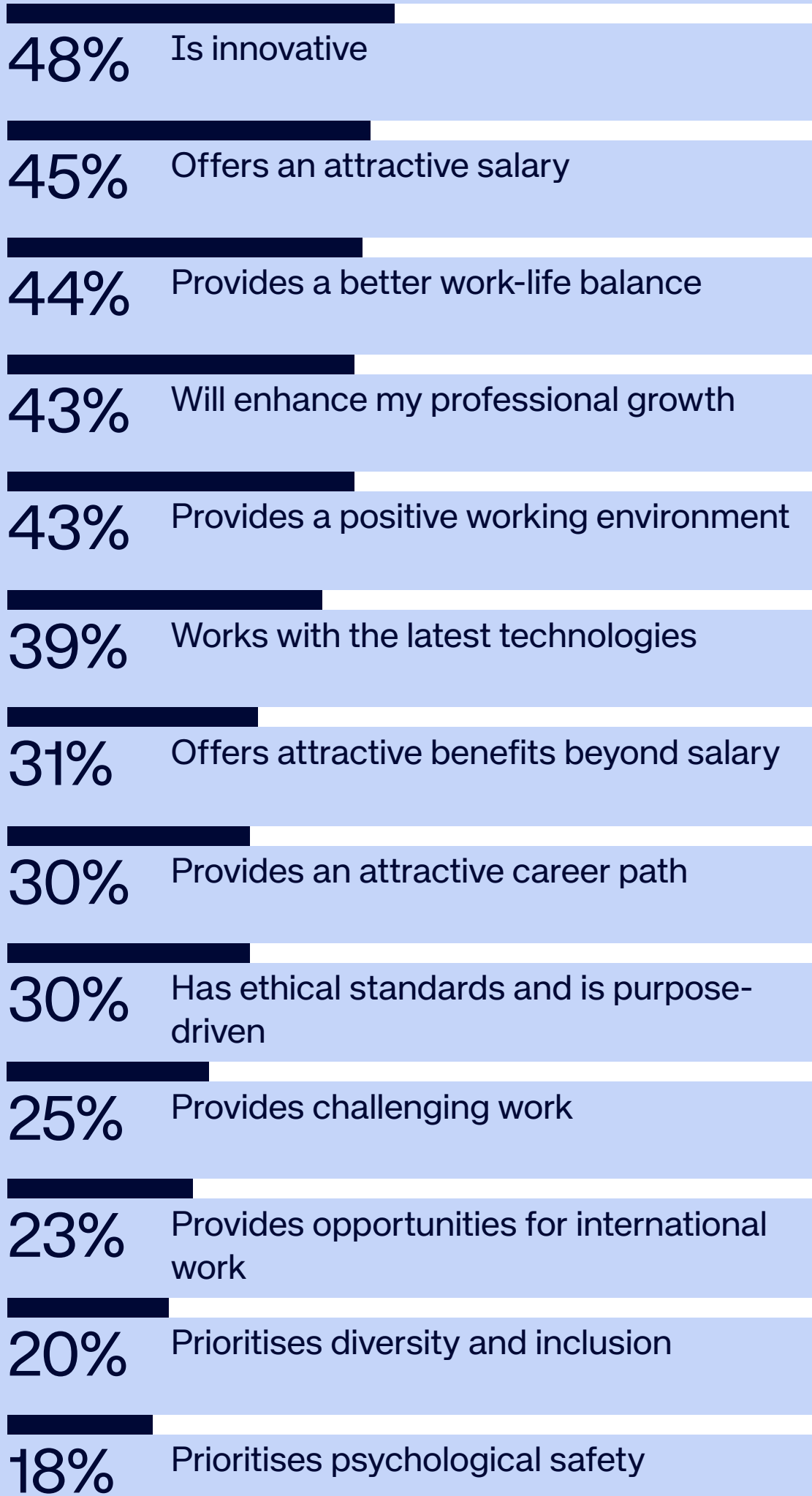
The *Innovating the Culture of Tomorrow* survey supports the significance of innovation in the modern technology environment, with professionals stating that being innovative (48 per cent) was the most important attribute when choosing a potential employer.

This is ahead of perhaps more highly anticipated factors, such as an attractive salary (45 per cent) and a better work-life balance (44 per cent). At the same time, opportunities for professional growth and development, as well as a positive working environment (both 43 per cent), were also important for many of those questioned.

Looking at the differences between age groups, there is a clear split between younger tech professionals at the start of their careers (aged 18-to-34) who prioritize **wanting to work for an innovative employer** (51 per cent) and those who are aged 35-to-54 (45 per cent) or 55-or-older (38 per cent).



Most important factors when looking for a potential employer, among all tech professionals surveyed





Two thirds of technology workers say they would take a pay cut to work for the most innovative company in their sector

Today, more than nine-in-ten (95 per cent) technology professionals believe the company they work for *is* innovative, while the same number say it is important that the company they work for is *perceived* to be innovative.

But leadership is everything.

Almost two-in-three **technology professionals (63 per cent) said they would be willing to take a pay cut to work at a company they perceive to be a top brand or leader in their sector.** This number was highest in India and the UK and, with those from Turkey and the Philippines least willing to take a pay cut.

84% in India

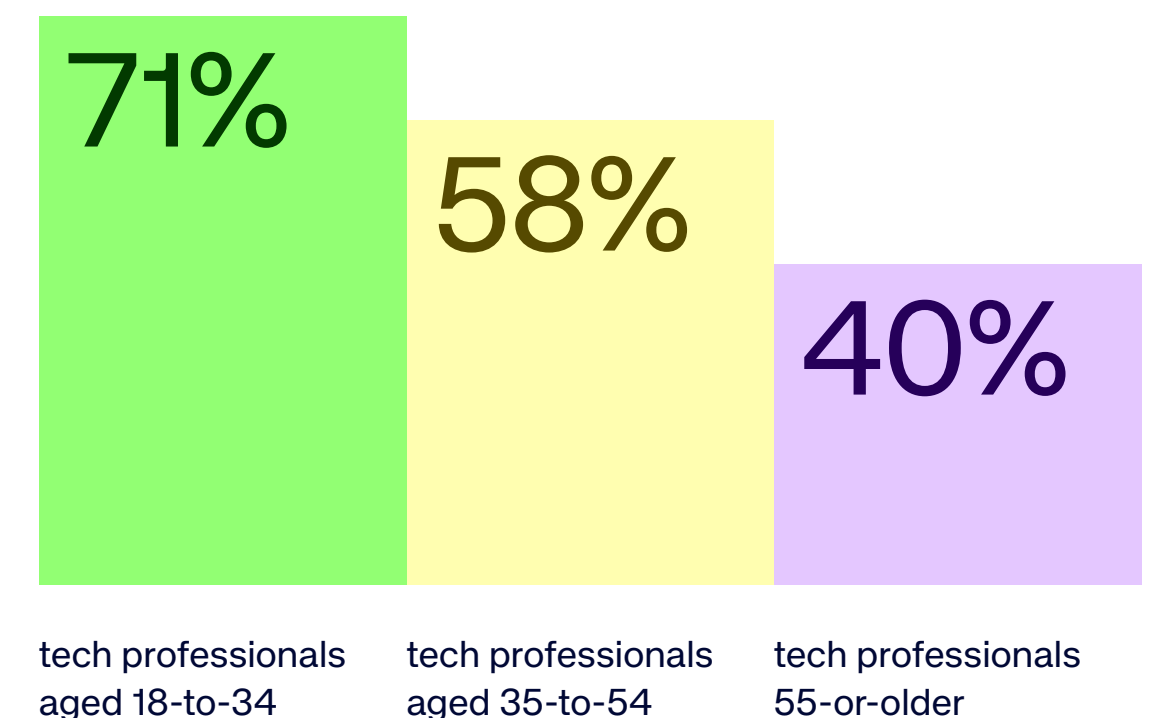
74% in UK

49% in Turkey

37% in Philippines

Overall, five per cent of respondents said they would take a significant 40 per cent pay cut to work at the companies they deem to be the lead in their sector.

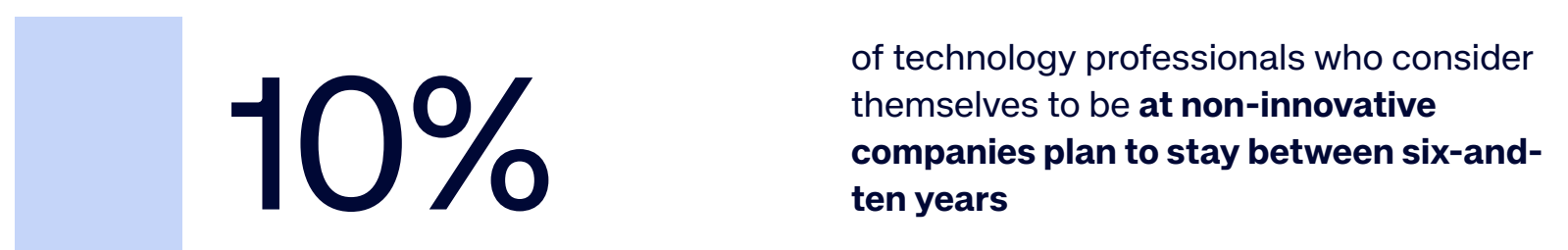
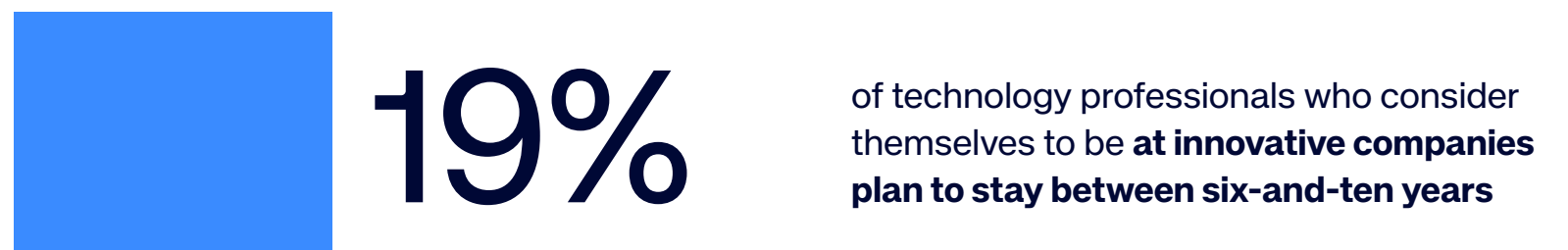
Furthermore, younger workers were more **willing to take a pay cut**, with 71 per cent of those aged 18-to-34 reporting they would do so, compared to 58 per cent of those aged 35-to-54 and 40 per cent of those aged 55+.



Innovation is also vital to retention among technology professionals

Evidence suggests a strong reputation for innovation can also drive employee retention.

Some 19 per cent of technology professionals who consider themselves to be at innovative companies plan to stay between six-and-ten years, nearly double that of those at a non-innovative company (ten per cent).



“A willingness to take a pay cut to work for the top brand in a specific field makes financial sense if we consider the longer-term employment prospects of a technology professional. This shows a willingness to invest in future growth.

While, typically, we see this less in older workers, this data underpinning this report still indicates that a significant percentage of older workers are still interested in a pay/prestige trade off. Taking a pay cut when you are younger shows you are willing to back yourself to succeed in the longer-term.

This trend varies based on market – more prominent in India and the United Kingdom, for example, where the job market is very fluid and there is low unemployment in specific sectors, but less so in the Philippines and Turkey, where the market is more static.

When you are active in an unstable market, which technology can be, professionals tend to lean toward working for companies which can demonstrate longevity. There is something of a flight to quality, where the larger companies, stable companies that sign longer-term contracts become more attractive.”

James Berry

Founder of the UCL School of Management MBA program

Working in an innovative world: The workforce is mobile, meaning training and flexibility are key

Just as technology continues to evolve, there is an understanding among technology professionals that they too will have to continue to grow to remain competitive. This can mean changing company or role in search of greater job satisfaction, or upskilling and pivoting into a new technology sector in search of the best opportunities.

When asked how many career pivots tech professionals thought would be needed to keep up with new and emerging technologies, like Artificial Intelligence (AI), machine learning (ML), extended

reality and cloud computing, **two fifths (forty per cent) of technology professionals anticipate at least three career changes lie ahead for them.**

Only six per cent of all technology professionals thought they would not have to pivot in order to remain relevant in the workplace over the course of their career.

Interestingly, 14 per cent of over 55s think they will still need to change focus in their careers more than four times during their remaining time at work.


40%

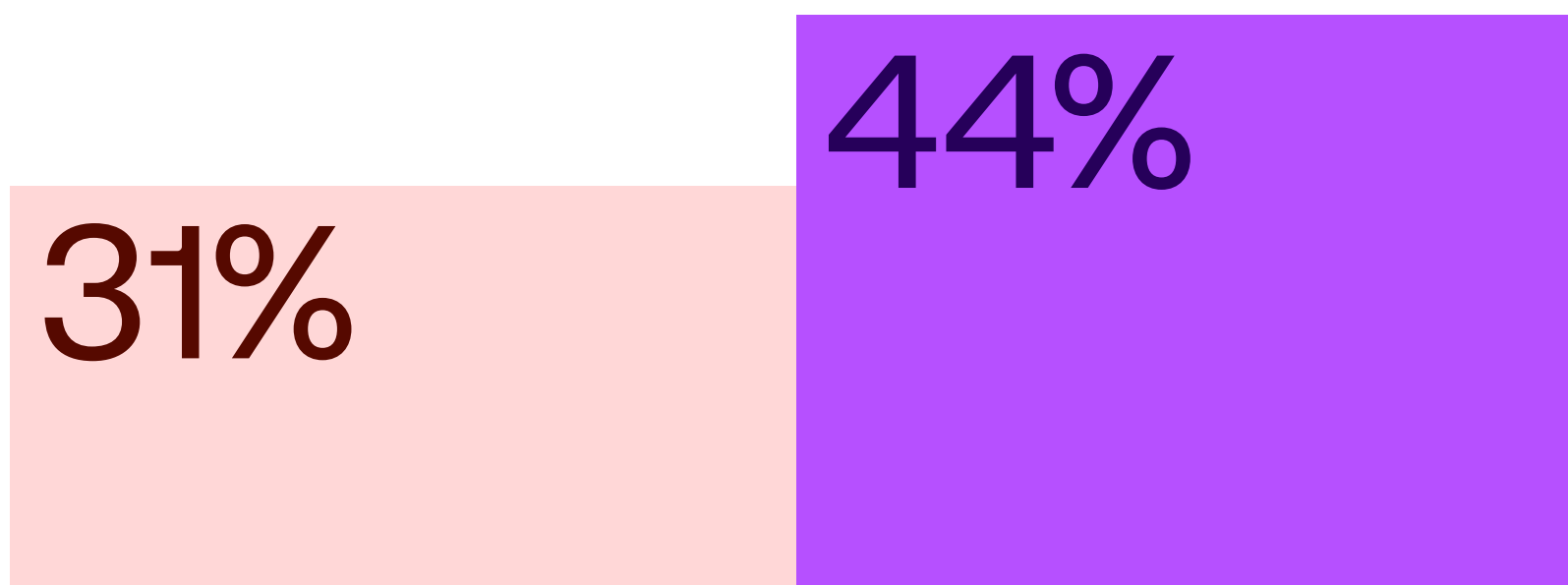
of technology professionals anticipate **at least three career changes lie ahead for them**

Nearly half of technology professionals expect to change roles in the next five years

Technology professionals are also highly mobile and open to the possibility of changing role in the near future. In total, nearly half (42 per cent) of technology workers say they are considering moving jobs in the next five years.

Different technology roles revealed quite different responses, too, with only 31 per cent of AI and ML workers looking to change jobs in the next five years, versus 44 per cent of developers.

The wider trend is supported by **research**  from the MarcoPolo think tank, which finds some 42 per cent of top-tier AI researchers currently work in a different country to the one in which they were born.



of **AI and ML workers** are looking to change jobs in the next five years

of **developers** are looking to change jobs in the next five years



“Within the technology industry, professionals would now expect to take on several roles over a career, with the World Economic Forum **Future of Jobs Report** [🔗](#) finding graduates can expect to take 12 jobs – a figure which continues to rise. Some analysts have indicated six-to-seven different careers will be the norm for recent graduates, but estimates vary.

“It is no surprise, then, to see innovation as a vital building block of success. Not only are you working for an organization, but also simultaneously building your own skill set, with a view to your own future success. The more you work on innovative technical solutions, the more you are enhancing your own capabilities, making yourself more attractive to future employers.”

James Berry

Founder of the UCL School of Management MBA program





Training and flexibility offer a key opportunity for employers

Given this understanding that evolution will be a key element of a modern technology career, companies looking to build a thriving environment can take a number of steps to attract and retain the best talent.

Professional development is one such area – with 24 per cent of all technology professionals believing the company they work for currently does not invest enough in their training. This figure rises to 30 per cent among those aged 55+, suggesting training becomes even more important among older employees who may need to refresh skills as the technical landscape continues to evolve.

While the average technology professional revealed they received around 7.5 hours of training a month, an alarming eight per cent said they get less than one hour a month, and a further 26 per cent said they received only one-to-four hours per month.

7.5 hours
of training a month

Company size also appears to play a role on this metric, with 75 per cent of professionals from large companies, those with 250+ employees, feeling their organization invests enough in training. This compares to 61 per cent of professionals at micro companies (those with one-to-nine employees), 68 per cent at small companies (with 10-49 team members), and 67 per cent at medium sized technology firms (those with 50-249 employees).

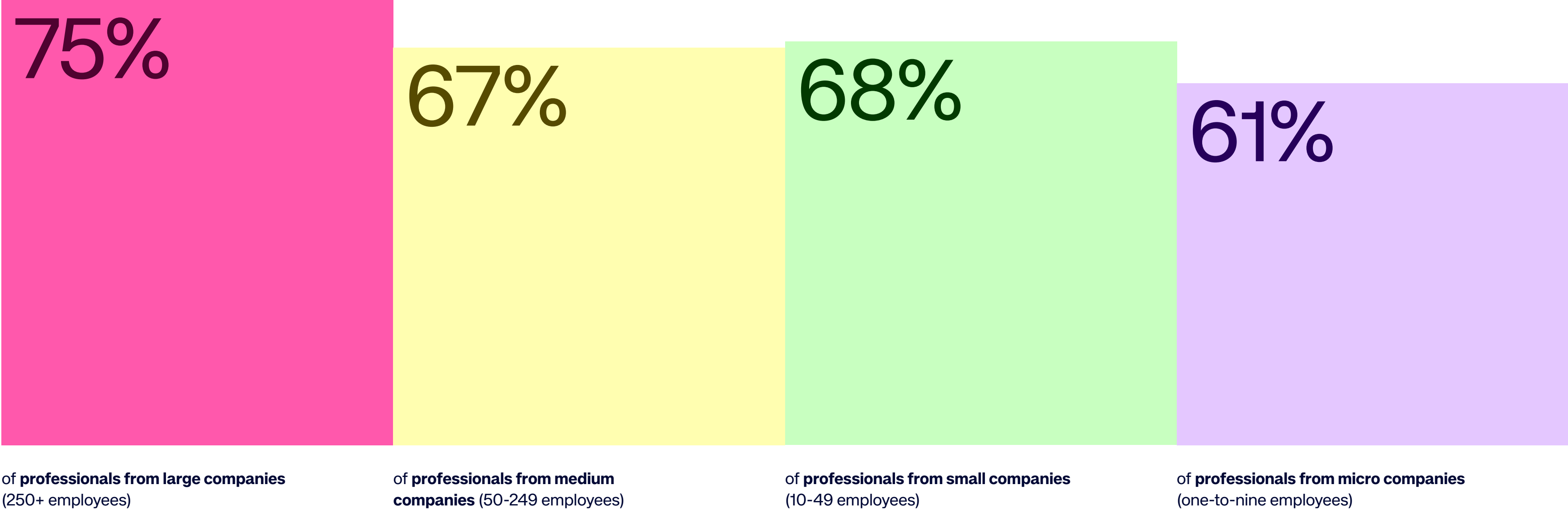
In such a rapidly changing environment, low levels of training are unlikely to be sufficient and present a

significant opportunity for tech companies to focus on to hold on to or attract new talent. Indeed, 48 per cent of respondents state 'training on completely new technologies that could help me achieve a better role in the future' is the joint top non-financial incentive a company could offer to keep them in a current role.

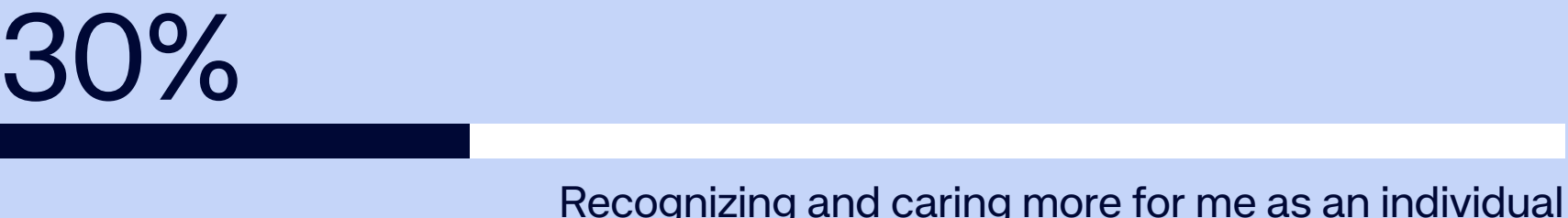
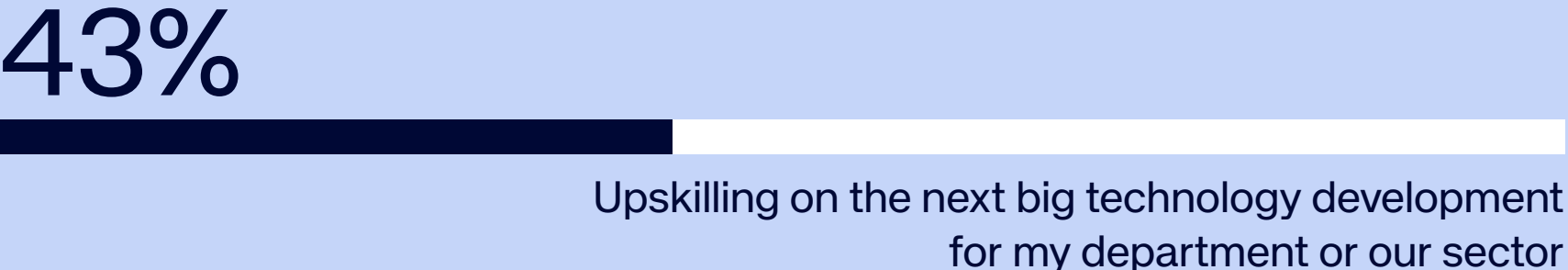
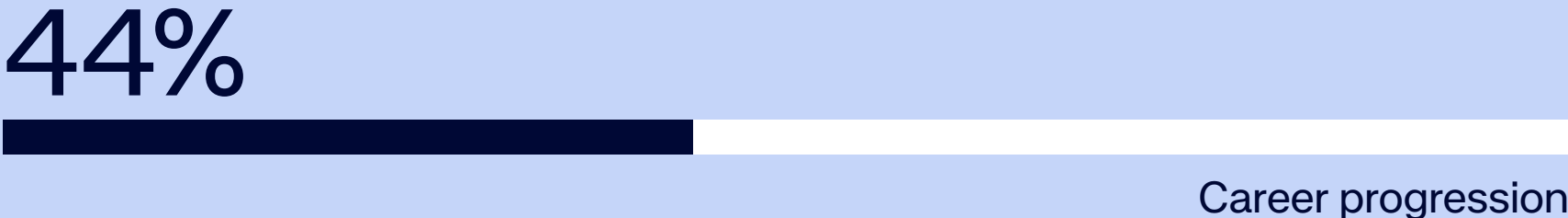
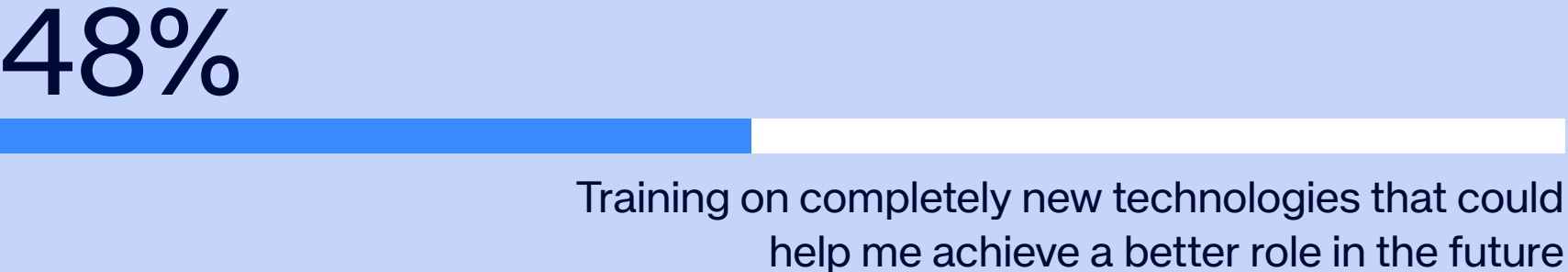
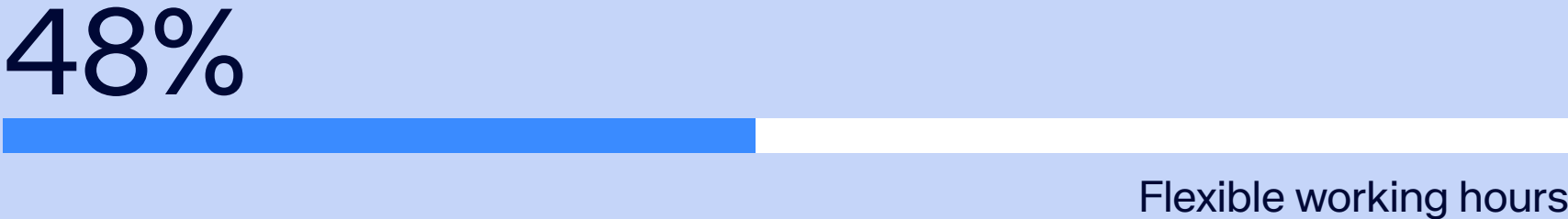
Elsewhere, technology professionals pointed to flexible working hours (48 per cent) as the other most important factor for a company to focus on to keep them from moving on in the near future.



Professionals who feel their organization invests enough in training



Aside from financial incentives, what is most important for your company to focus on to keep you from moving elsewhere?



“Training and upskilling are significant; technology professionals recognize the importance of learning and constantly expanding their skills. It is something employers can use, not only to grow knowledge in their teams, but as a retention tool. Employees are less likely to leave in the middle of a training program which they value.

“Having the opportunity to work with a competent team can be very motivating. As you see others striving and achieving success, many professionals are motivated to improve their own work game. Groups populated by strong talent allow the workload to be spread, and each person does not feel the entire pressure for delivering challenging projects. This can often lead to a supportive work culture where people help each other out and build individual relationships based upon mutual respect.

“Flexible working – in terms of location and schedule – continues to be an important metric when it comes to creating a successful work/life balance.”

James Berry

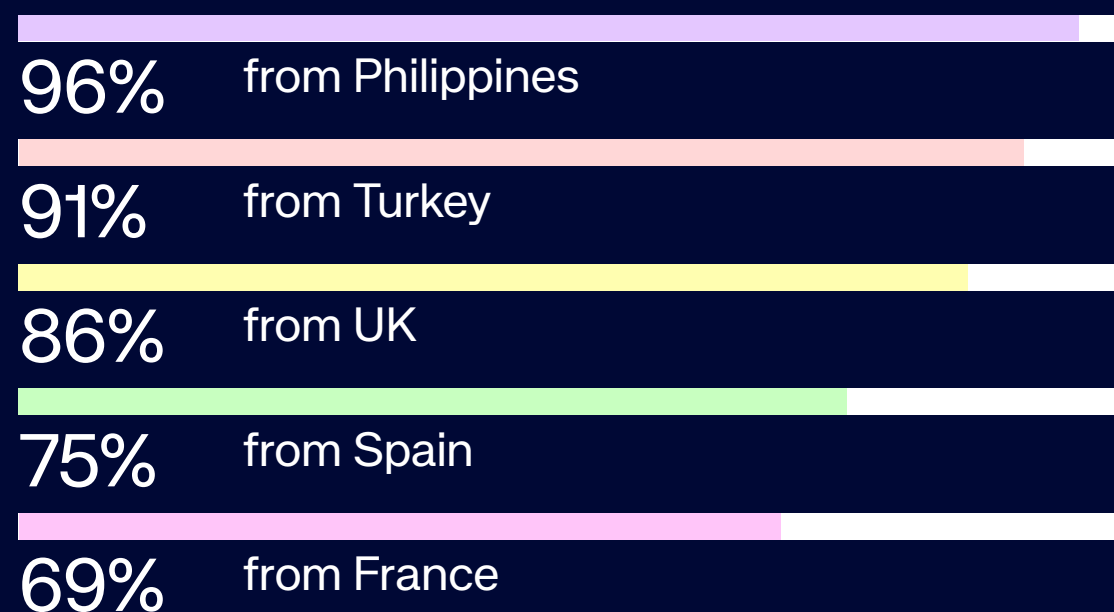
Founder of the UCL School of Management MBA program



Nurturing an innovative workplace: Experimentation, psychological safety and collaboration are paramount

Given the importance of innovation to technology professionals – and their willingness to move role in search of opportunity – it is perhaps surprising that nearly a fifth (18 per cent) felt they were not encouraged to be innovative at work. Moreover, some six per cent of respondents revealed ‘my employer actively discourages me to be innovative’.

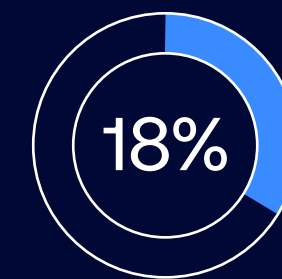
Professionals who feel encouraged to be innovative at work



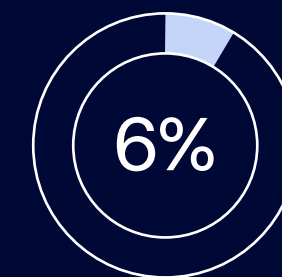
There were considerable market differences. Respondents from the Philippines (96 per cent), Turkey (91 per cent) and the UK (86 per cent) were most likely to feel they were encouraged to be innovative at work, whereas those from Spain (75 per cent) and France (69 per cent) were least likely.

When asked if they felt they ‘had the freedom to experiment with our ideas whether they fail or succeed’, 11 per cent of global technology professionals disagreed. Exploring this concept further by country, those from France (20 per cent) and Spain (19 per cent) did not feel they had the freedom to experiment with their ideas whether they fail or succeed.

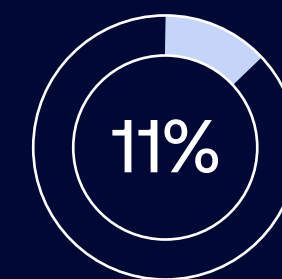
Similarly, nine per cent of *Innovating the Culture of Tomorrow* respondents felt that their current company did not support the view that ‘failing is all part of learning and getting the desired result’.



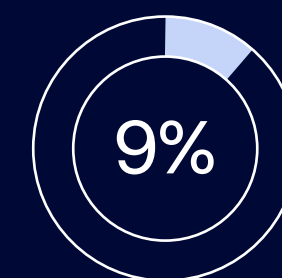
18% of respondents felt they **were not encouraged to be innovative at work**



6% of respondents revealed **‘my employer actively discourages me to be innovative’**



11% of respondents felt they **did not have the freedom to experiment with their ideas** whether they fail or succeed



9% of respondents felt that **their current company did not support the view that ‘failing is all part of learning and getting the desired result’**

What do technology workers want from their environment to be innovative? Alongside training, collaboration is key

Innovation is the lifeblood of any successful technology company, and a range of options are open to businesses looking to drive creativity among employees.

When questioned by *Innovating the Culture of Tomorrow* researchers, respondents emphasized the importance of continuous learning and professional development opportunities as crucial elements that can help them become more innovative. They suggested they would like to see investment from their employers in workshops, courses and conferences related to the latest technologies as this would not only keep them updated but also open new avenues for creativity.

Another significant theme was the need for a collaborative environment, one that encourages cross-departmental interaction. Some 48 per cent of workers said being able to brainstorm and test ideas would help them to be more creative and

innovative at work. Many technology professionals argue innovation thrives when there is a fusion of diverse perspectives. Respondents, therefore, proposed more regular brainstorming sessions and cross-functional team projects to facilitate this exchange.

Access to cutting-edge technology and tools was also frequently mentioned as a necessity for fostering innovation. Respondents highlighted that having the latest software, hardware and technology would streamline processes and free up time for creative problem-solving. They stressed that the company needs to invest in modern infrastructure and tools that would enable them to experiment and develop new ideas most effectively.

Research from Ernst & Young [↗](#) finds that nearly two thirds of workers in the United States (59 per cent) think that senior leadership is slow to embrace potentially game-changing technologies.



of workers said **being able to brainstorm and test ideas would help them to be more creative and innovative at work**



of workers in the United States think that **senior leadership is slow to embrace potentially game-changing technologies**

“Today’s workforce is anxiously awaiting tomorrow’s digital capabilities.

Though leaders acknowledge how new technologies can transform their business, they need to also be aware of employee perceptions around the slow pace of adoption, and the barriers and risks that could undermine efforts.”

Faisal Alam

EY Americas Consulting Emerging Technology Leader

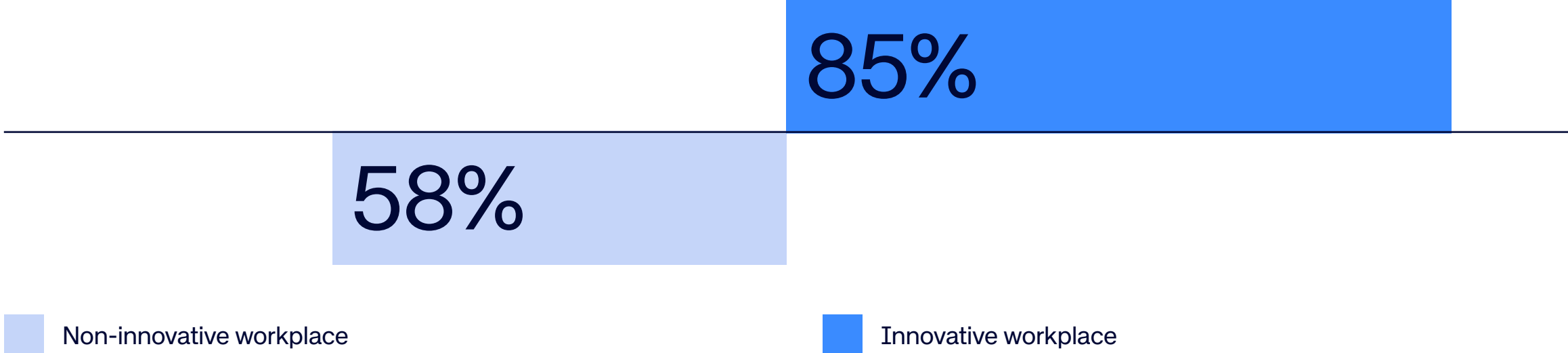
What would help you be more creative or innovative at work?



Finally, time allocated specifically for innovation was another critical aspect pointed out by many. It was argued that setting aside dedicated time for working on innovative projects – without the pressure of daily tasks or deadlines – would significantly boost creativity. This concept (similar to the well-known Google ‘20 per cent time’) allows employees to explore new ideas and experiment freely.



← Not happy at work | Happy at work →



Being at an innovative company could also be linked to happiness, as more than four-in-five (85 per cent) tech professionals who said their workplace is innovative say they are happy

at work. Conversely, in companies that tech professionals do not consider to be innovative, nearly two thirds of respondents (58 per cent) responded that they are not happy at work.

“An office environment needs to fulfil a range of functions. Quiet spaces allow professionals to contemplate on their own, to engage in deep work, which may need more concentration. We need space to consider ideas, their implications, the potential risks, to incubate them through to completion.

However, creativity can also be an iterative process, working through diverse ideas from a range of sources to see what works best. For this, we need community, we need communication, and we need a space and environment to facilitate that. Brainstorming with peers allows a group to coalesce ideas and move forward.

Creating a space that can fulfill both needs can be key to building a successful organization. Some employees will benefit from recreational elements, such as basketball hoops and beanbags, while other employees will value quiet spaces and other elements of the office.”

James Berry

Founder of the UCL School of Management MBA program



Addressing industry challenges: ESG and DE&I continue to rise in importance

While an opportunity to innovate, access to training and career flexibility are all important to technology professionals – these are not the only factors that influence the choice of employer. Workers in this sector also place significant value on issues related to the Environmental, Social, and Governance (ESG) credentials of an organization they would consider joining.



Young technology talent places Environmental, Social, and Governance credentials at front of employer search

Nine-in-ten (93 per cent) technology professionals believe it is important that the organization they work for is 'purpose led' and driving 'positive progress' in the world. Those aged 18-to-34 (95 per cent) are more likely to believe this is important when compared to older tech professionals aged between 35-and-54 (91 per cent) and aged 55+ (86 per cent).

In line with this, four-in-five (79 per cent) feel it is important a company can evidence that it promotes Diversity, Equity and Inclusion (DE&I) when they are interviewing for a new role. Younger

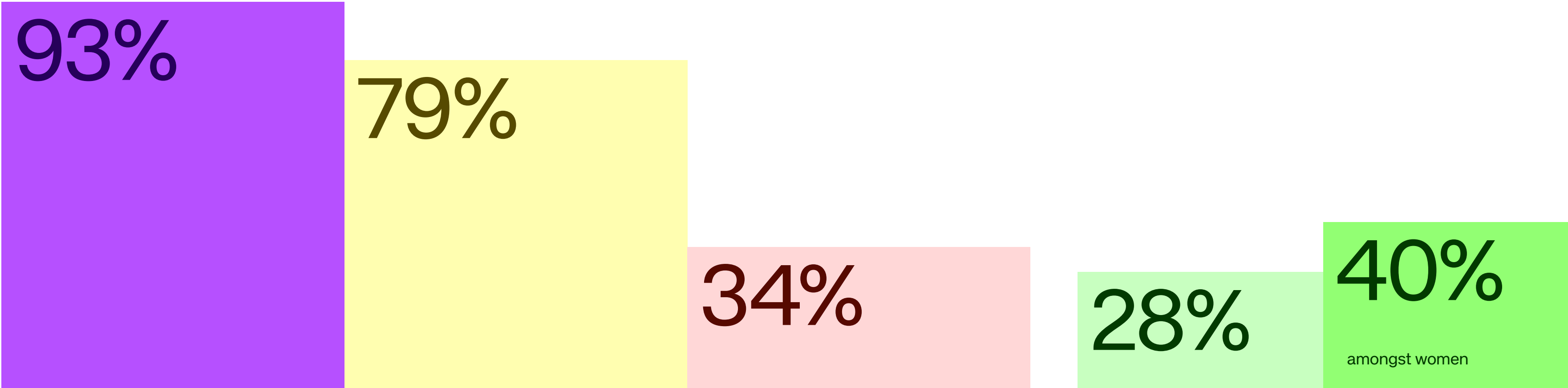
professionals aged 18-to-34 are more likely to feel this way compared to older professionals aged 55+ (81 versus 66 per cent respectively).

There is also a clear need for enhanced DE&I practices in technology workplaces.

More than a third of technology professionals (34 per cent) report being discriminated against at work for their age, making it the most experienced form of discrimination. This phenomenon occurs relatively equally across the age groups, with

33 per cent of those aged 18-34, 36 per cent of those aged 35-54 and 32 per cent of those 55+ having experienced discrimination based on age, suggesting this is a career-long issue.

In terms of gender, 28 per cent of respondents said that they had experienced discrimination due to their gender, with that figure rising to 40 per cent amongst women. On average, technology professionals surveyed estimate around 39 per cent of roles in their companies are held by women.



of technology professionals **believe it is important that the organization they work for is 'purpose led' and driving 'positive progress' in the world**

of technology professionals **feel it is important a company can evidence that it promotes Diversity, Equity and Inclusion (DE&I)**

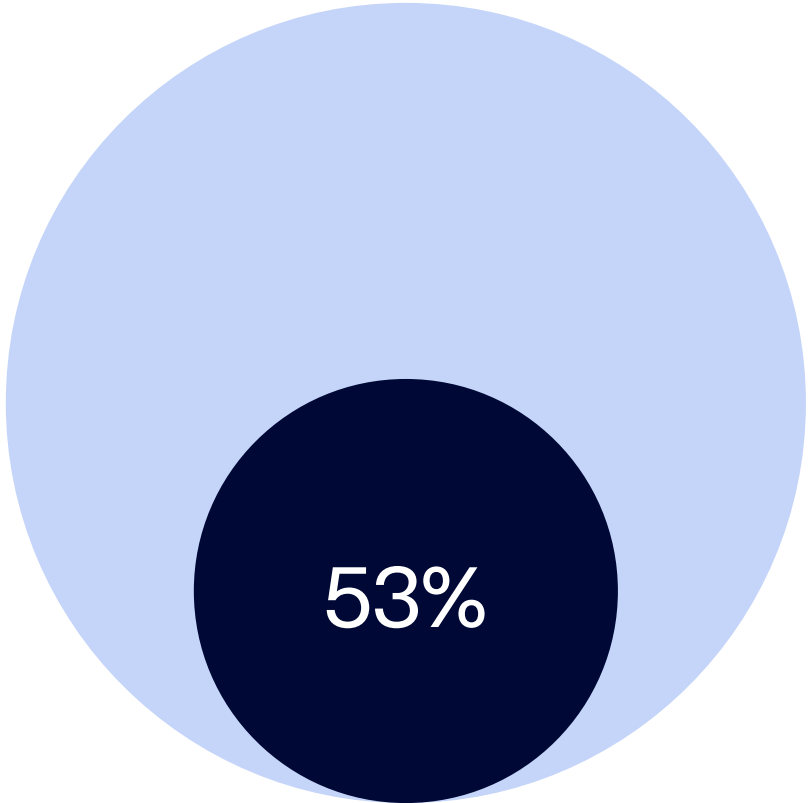
of technology professionals **report being discriminated against at work for their age**

of technology professionals **had experienced discrimination due to their gender**

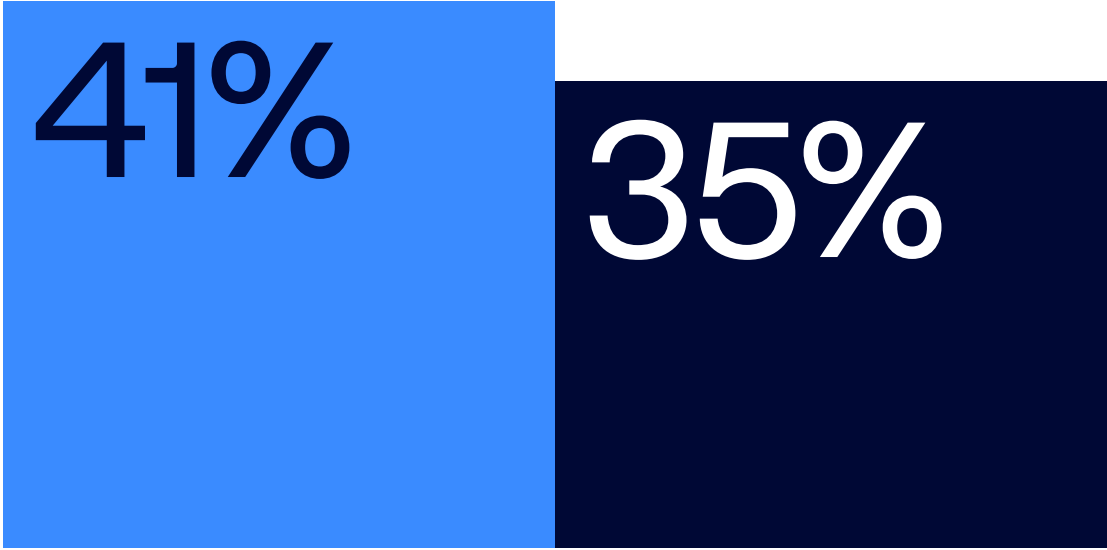
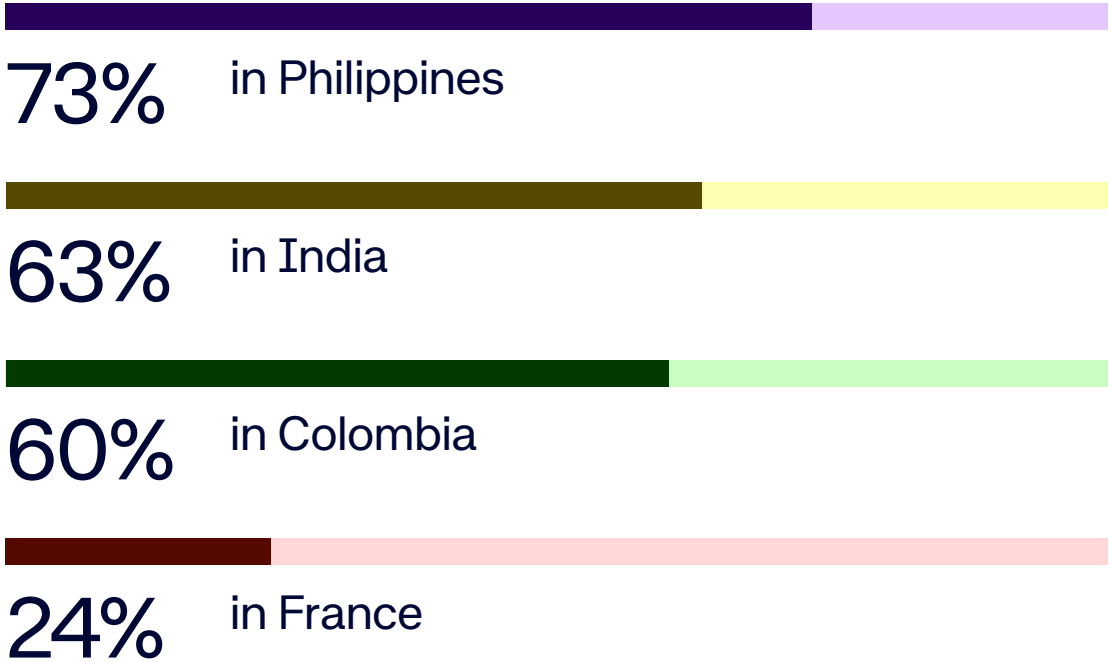
However, companies (those with 250+ employees) tended to have a higher percentage of women (41 per cent) compared to smaller companies in the study, where around 35 per cent of their staff are women.

Despite perceived existence of discrimination in the workplace, around half (53 per cent) of technology professionals believe their employer cares about them. This is highest in the Philippines (73 per cent), India (63 per cent) and Colombia (60 per cent), while those from France were the least likely to feel this way (24 per cent).

Interestingly, employees who feel their employer cares for them (55%) are four and a half times more likely to rank their company as innovative compared to those who feel their employer doesn't care (12%).



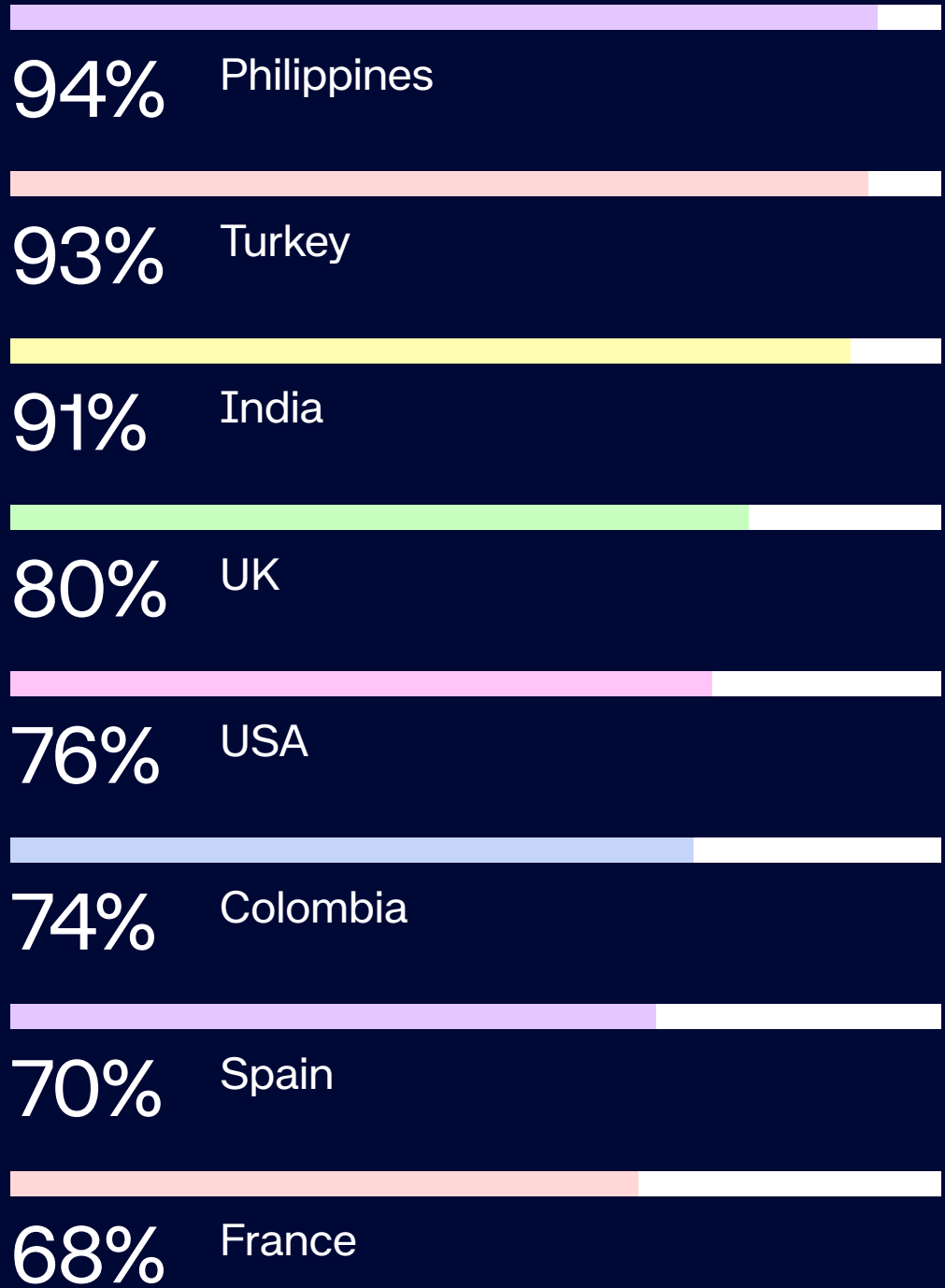
of technology professionals **believe their employer cares about them**



of technology professionals **are women in larger companies**

of technology professionals **are women in smaller companies**

Proportion that say it's important a company they are interviewing for can evidence that it promotes DE&I, by market



Tech workers



Positively, almost two in three (63 per cent net) technology professionals feel comfortable talking about their mental health at work – but work remains to be done. Nearly a fifth of those questioned said they would be actively uncomfortable (17 per cent) with a further 20 per cent of people undecided.



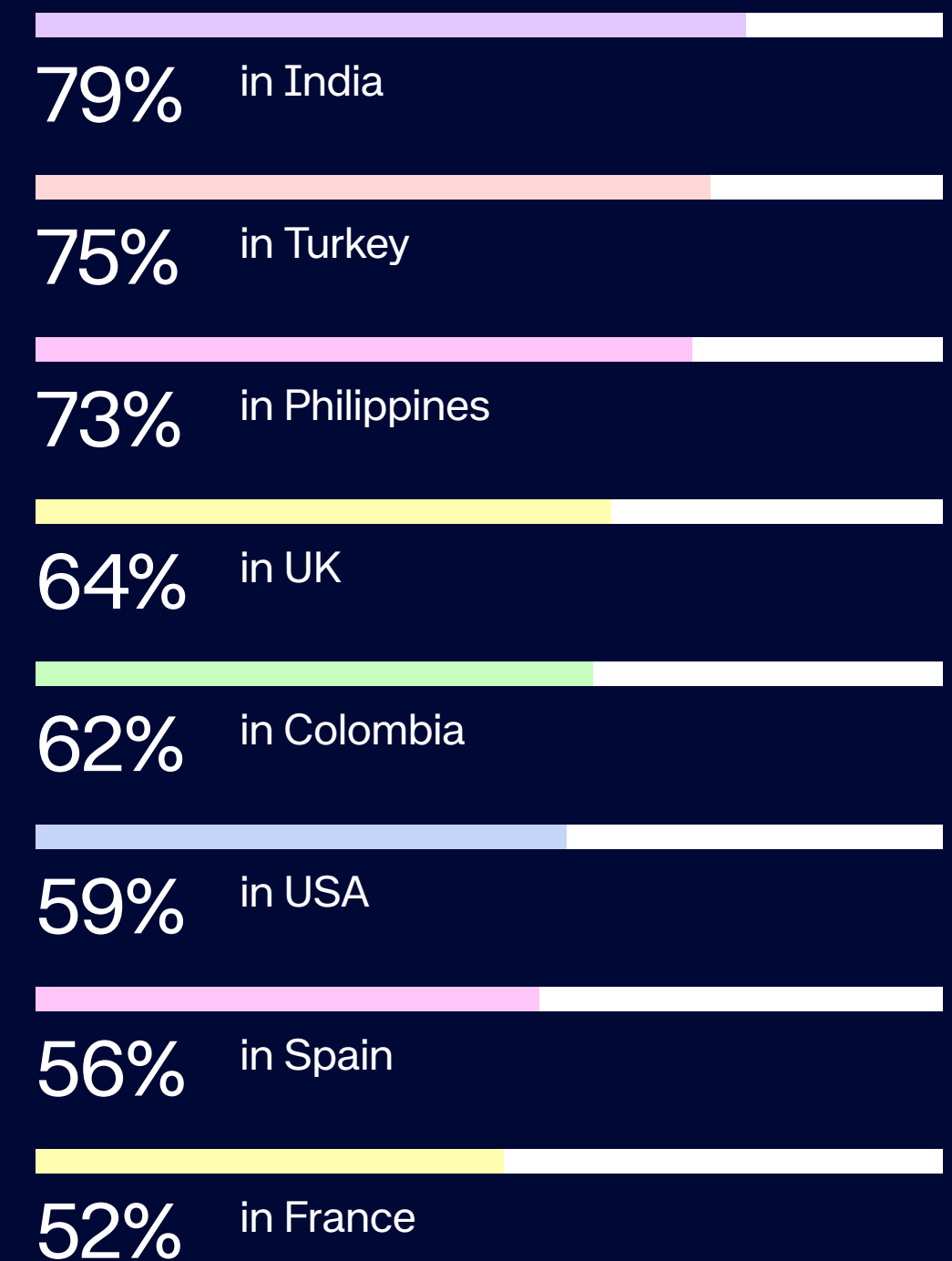
63%

of technology professionals
feel comfortable talking about
their mental health at work

17%

of technology professionals
said they would be actively
uncomfortable talking about their
mental health at work

Proportion that feel comfortable talking about mental health at work, by market



Tech workers



Where should technology companies focus to overcome DE&I concerns?

Amid a diverse landscape of opinions offered on where companies should focus DE&I energies, one overwhelming sentiment emerged. When asked to provide qualitative insight into their thinking, *Innovating the Culture of Tomorrow* respondents called for companies to be laser focused on qualifications and skills as key criteria for hiring. They voiced the need for a hiring process that prioritizes the capabilities of a candidate, as well as their experience and potential contribution to the goals of the company.

When asked ‘what would you like to see your company focus on when it comes to DE&I?’ respondents were vocal, advocating for the enhancement of diversity, particularly in gender representation within specific job roles. Such feedback underscores a broader recognition of the benefits that diverse perspectives bring to the workplace.

Creating an environment where all employees feel valued and included were recorded in the open comments as essential for maintaining morale and productivity. Suggestions from respondents for achieving this include providing regular training on unconscious bias and inclusive behaviors, encouraging open dialogues about DE&I issues, and establishing employee resource groups that represent different demographics.

Equitable opportunities, especially in career development, emerged as another critical area of focus. Ensuring that all employees have access to mentorship programs, training, and clear pathways for advancement is seen as crucial to fostering a fair work environment. Respondents also pointed to the importance of regular reviews of promotion and compensation practices to identify and address any disparities.

“Having diverse perspectives around the table is key to coming up with truly innovative ideas. This is especially true for organizations that work on an international basis, where local sensitivities become more important. Over the past three or four decades, technology has brought us closer together. So, understanding the culture of global customer bases has thus grown more important.

“When it comes to supporting different voices within an organization, leadership must play an active role. We cannot get away with just using platitudes. At the same time, formal mentoring programs have a large role to play, and those programs need to be sufficiently robust, based on how disadvantaged or underrepresented the groups being mentored have been in the past.

“According to the **Harvard Business Review** [↗](#), many professionals believe mentorship programs can be effective in growing professionals into future leaders, but also help build careers more generally, staying within organizations over longer periods. Those being mentored feel decisions taken around them by senior leaders are more just and valid, especially when they can talk through these decisions.”

James Berry

Founder of the UCL School of Management MBA program



How AI can help technology professional overcome DE&I concerns

AI has been one of the fastest growing areas of the technology sector over recent years, realizing its undoubted potential. However, this growth has been accompanied by concerns that tools such as AI-powered chatbots could manifest inherent biases, drawn from the data with which they are trained. If the training data reflects societal prejudices related to race, gender, or other characteristics, chatbots can unintentionally reproduce and amplify these biases in their interactions.

The use of AI and Generative AI should always be guided by the principles of fairness, reliability & safety, privacy & security, transparency, accountability and sustainability. All AI technology must also be designed to follow strict principles to ensure ethical, transparent, and responsible use.

The *Innovating the Culture of Tomorrow* research suggests the industry is taking this concern seriously. Among the technology job titles questioned, AI engineers were the most likely (53 per cent) to rank a company being able to prove its DEI credentials as 'very important' – 33 per cent above average.



Conclusion

Innovating the Culture of Tomorrow has allowed the voice of technology professionals to be heard, deepening understanding of what this community needs to succeed today. Professionals in this space are highly mobile, expecting to pivot numerous times during a career, while new technologies, such as AI, are coming to the fore.

This project has revealed just how important innovation, and a *reputation* for innovation, are when it comes to building a successful organization in the technology sector. This reputation is the single largest factor for employees when it comes to technology talent deciding whether to stay in a role – or leave.

Professionals are willing to take substantial pay cuts in order to secure positions with the leading firms. While this may have been anticipated, just *how* important this factor is, has been confirmed by *Innovating the Culture of Tomorrow*.

The research also reveals it is critical to listen to what technology professionals of different ages, cultures and levels of experience need in order to help them thrive.

“Overall, the *Innovating the Culture of Tomorrow* results reinforce trends and prior findings on a range of employee priorities – with career development opportunities and work-life balance central to professional concerns.

“Innovation is the lifeblood of companies, particularly in a field seeing seismic changes like technology. Creativity thrives when people are open to a range of ideas, and diversity in the workforce can help stimulate this productively. It also thrives when people have critical skills and are open to continuous learning.

“We know there is uncertainty in markets, as well over how technology will change our lives.

However, the most poignant thing I draw out of the research is the desire for a foundation of stability, with most technology professionals willing to trade pay for the benefit of working with a top branded company.

“Companies like Amadeus benefit from taking the time to understand what motivates their current and potentially future workforce. Understanding employee motivation is not a monolithic task, but may vary by country, age and personal circumstance, among many other factors. Companies with a strong, clear mission, and a willingness to address employees as individuals will win the battle for future technology talent.”

James Berry

Founder of the UCL School of Management MBA program

How can technology companies respond to these insights?

- 1 Technology leaders can be innovative, but if they do not communicate on their achievements and ambitions, it will undermine recruitment – successful businesses promote achievements and vision, and it clearly attracts ambitious talent.
- 2 Fostering an environment that provides the psychological safety for employees to take risks and try new things, without fear of reprisal, is a central ingredient to fostering innovation - and there is more to be done in this area.
- 3 Successful businesses are not merely training staff to advance their own interests – professionals want to be part of organizations doing interesting things. Technology talent wants to thrive over a career, not a single role. It is thus mutually beneficial for organizations to invest heavily in employees, providing interesting training that will stretch, continuously develop and improve the skills of employees.
- 4 The physical working environment is important. Creating an office that enables collaboration, but also quiet, deep work is called for. Flexibility – both in terms of schedule and location - will also be vital to success.
- 5 DE&I remains an important challenge. Companies must listen frequently and sensitively to acquire a nuanced understanding of the types of discrimination happening, while working on an ongoing program to address challenges.

Methodology



Opinium Research questioned 2,200 technology professionals from eight markets – India, France, Spain, Turkey, Colombia, Philippines, USA, and the UK – in the third quarter of 2024. Respondents were aged from 18-55+ and are employed in a representative cross-section of technology professions.

The results were further analyzed by Mercury Analytics, who used its proprietary platform to synthesize and develop insights around the answers to open questions asked in the survey.

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