

employer
brand research
2020



united kingdom.

content.

- 1 introduction
- 2 results
- 3 sector insights
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- 5 deep dive
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introduction.



why employer branding matters.



Companies are overpaying on salaries by 10% if they don't have a strong brand.¹

50%

of candidates say they wouldn't work for a company with a bad reputation – even with a pay increase.²

96%

agree that alignment of personal values with a company's culture is a key factor in their satisfaction working there.³

80%

of workforce leaders agree that a strong employer brand has a significant impact on their ability to hire great workforce.⁴ As people work for cultures, not companies, their perception of you as an employer is of paramount importance. Both recruiters and candidates cite company culture as one of the most important determinants in employer choice. Also, if your culture is transparent: candidates actively research the culture of companies to understand if they'll fit. If candidates see positive employee and candidate experiences on review sites, they feel more confident submitting their resume and making a career move.

19%

Only 19% of employees globally perceive a strong alignment between what their employer says about itself and their experience working there.⁵

52%

52 % of candidates first seek out the company's website and social media to learn more about an employer.⁶

#1

#1 obstacle to candidates in the application process is not knowing what it's like to work at an organization.⁷

1-2x

Companies with a strong employer brand have a 1- 2 x faster time to hire.⁸

76%

Employees who experience a strong alignment between what their employer says about itself and their experience working there are more likely to recommend their employer as a place to work.⁹

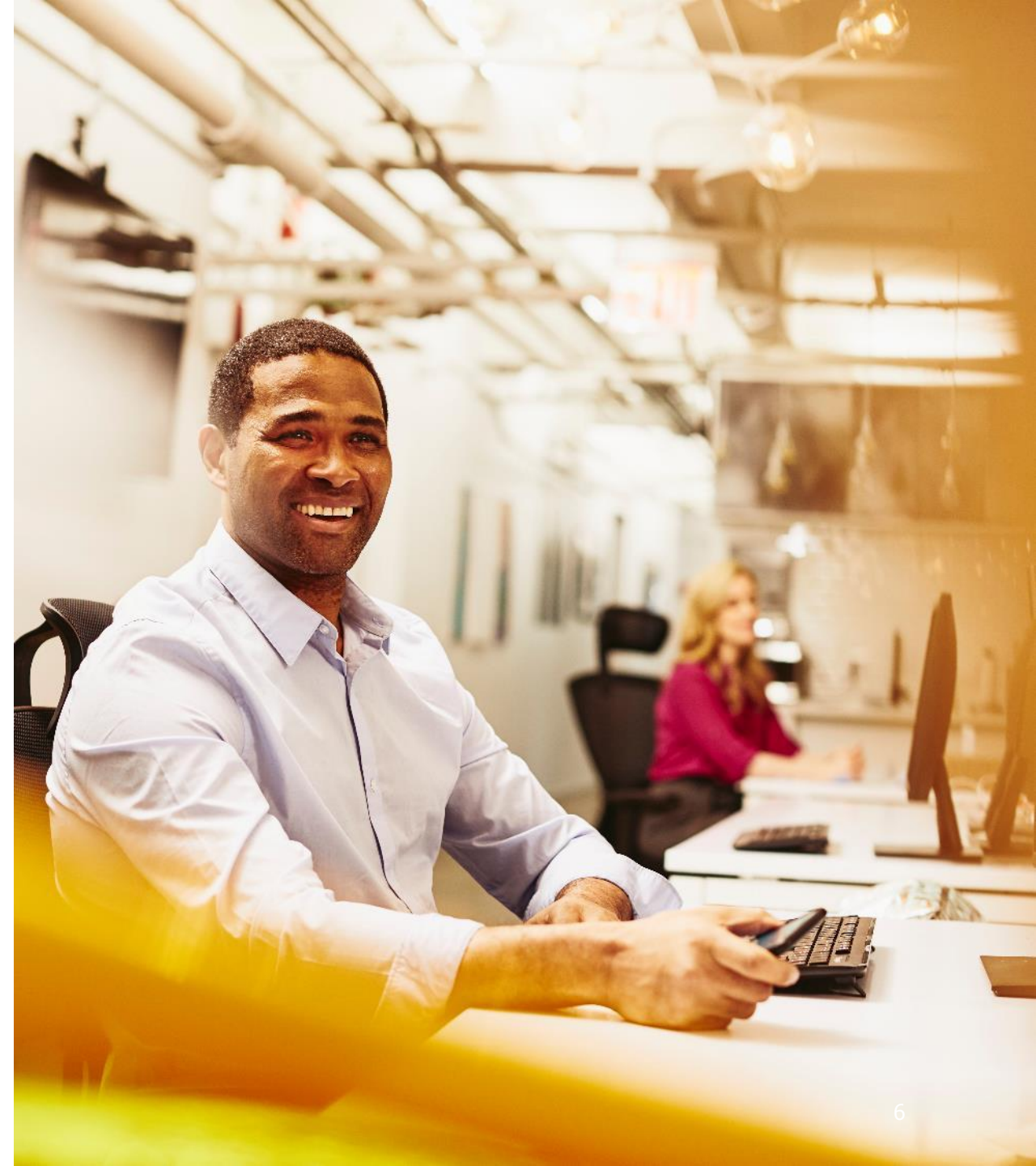


the employer brand roadmap.



what is the randstad employer brand research?

- a representative employer brand research based on perceptions of the general audience. Optimizing over 20 years of successful employer branding insights.
- an independent survey with nearly 185,000 respondents in 33 markets worldwide.
- the market's 150 largest employers known by a reflection of employer attractiveness for at least 10% of the population.
- provides valuable insights to help employers shape their employer brand.



33 markets surveyed covering more than 75% of the global economy.

Austria
Australia
Argentina
Belgium
Brazil
Canada
China
Czech Republic
France
Germany
Greece
Hong Kong
Hungary
Italy
India
Japan
Kazakhstan
Luxembourg
Malaysia
New Zealand
Netherlands
Norway
Poland
Portugal
Romania
Russia
Singapore
Spain
Sweden
Switzerland
UK
Ukraine
USA



worldwide

- nearly 185,000 respondents
- 6,136 companies surveyed

sample

- aged 18 to 64
- representative on gender
- overrepresentation of age 25 – 44
- comprised of students, employed and unemployed workforce
- 7,264 respondents

country

- online interviews
- between 30 december 2019 and 20 january 2020

- 16 minutes



employer brand research set up.

30 companies per respondent

'do you know this company?':
determines awareness.

for each company known

'would you like to work for this company?':
determines attractiveness.

each company known

rating on a set of drivers:
determines reason for attractiveness.

smart sampling

Each respondent is shown 30 companies. Each company is evaluated only by respondents who are aware of that particular brand.

In order to make sure that the less well known brands are assessed by a sufficient number of respondents, we make use of a smart sampling method.

This method ensures that the lesser known companies are shown to more respondents in order to realize a sufficient robust sample. That way the Randstad Employer Brand Research assures dependable insights for both well known and lesser known employer brands.

drivers

each company is evaluated on:

- 01 financially healthy
 - 02 uses latest technology
 - 03 very good reputation
 - 04 job security
 - 05 career progression
 - 06 gives back to society
 - 07 interesting job content
 - 08 pleasant work atmosphere
 - 09 work-life balance
 - 10 attractive salary & benefits
-

KANTAR

For this research, Randstad partners with Kantar, one of the world's largest insight, information and consultancy networks.



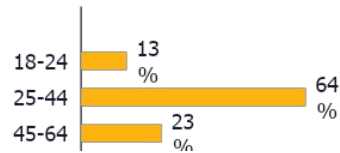
sample composition in the united kingdom

socio-demographics, employment status, region.

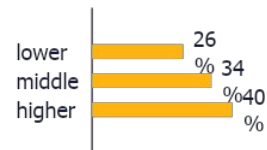
gender



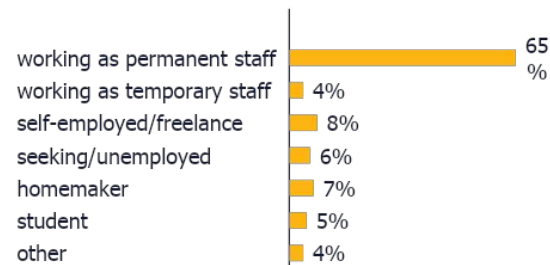
age



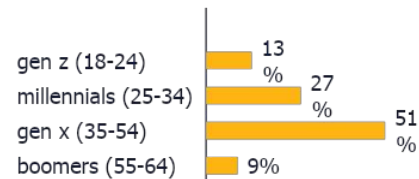
education



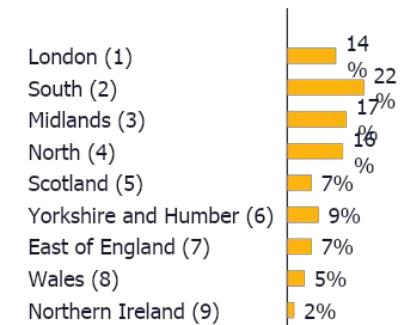
employment status



generation



region



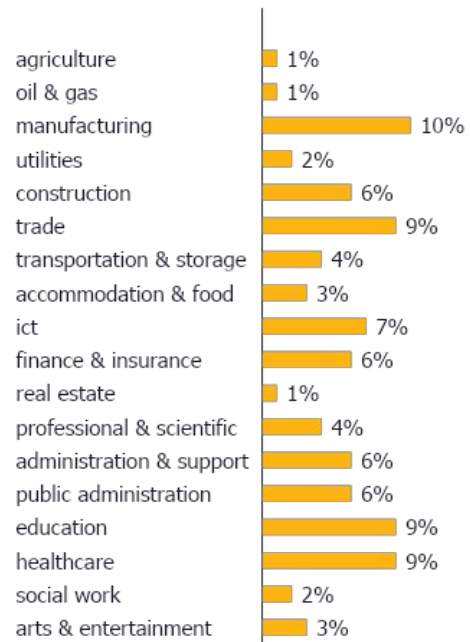
1. London
2. South East, East Of England
3. South West, Wales
4. East Midlands, North West
5. Yorkshire and Humber
6. West Midlands
7. North East
8. Scotland
9. Northern Ireland

total sample: 7,264
fieldwork: between 30 december 2019 and 20 january 2020



sample composition in the united kingdom.

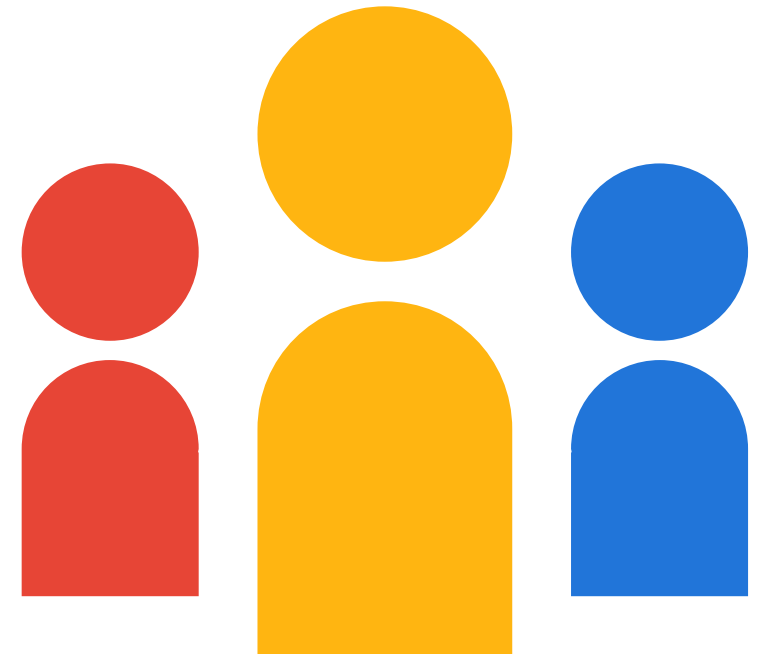
sector



function



base: currently employed (n=5,632)



united
kingdom

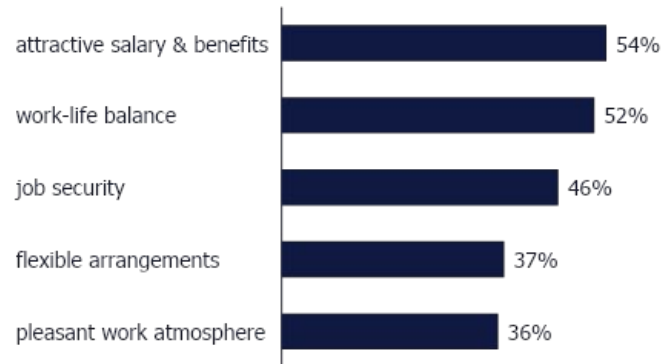
EVP drivers.



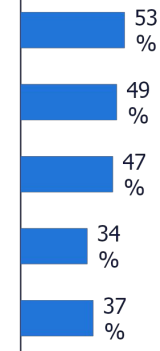
what potential employees want when choosing an employer.

most important criteria

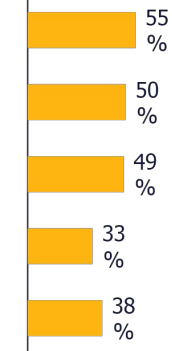
united kingdom 2020



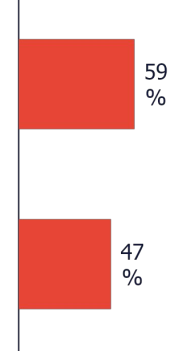
united kingdom 2019



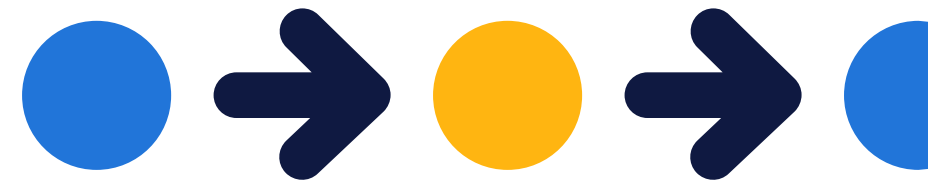
united kingdom 2018



europa 2020



[click here](#) for a breakdown of all results by socio-demographic profile and trends for the last 5 years.



perception of employer offer in the united kingdom.

Understanding the gap between what employees want and what they think employers offer provides valuable insights into building an employer brand. Furthermore, benchmarking against what employees perceive being offered by their current employer gives more context to the gaps that need to be bridged.

evaluation of current employer.	general perception of employers in the uk.	profile of ideal employer.
1 job security	1 financially healthy	1 attractive salary & benefits
2 very good reputation	2 uses latest technologies	2 work-life balance
3 financially healthy	3 career progression	3 job security
4 pleasant work atmosphere	4 job security	4 pleasant work atmosphere
5 work-life balance	5 very good reputation	5 career progression
6 interesting job content	6 attractive salary & benefits	6 interesting job content
7 attractive salary & benefits	7 pleasant work atmosphere	7 financially healthy
8 career progression	8 interesting job content	8 very good reputation
9 gives back to society	9 work-life balance	9 gives back to society
10 uses latest technologies	10 gives back to society	10 uses latest technologies



gap between what (potential) employees seek and what employees perceive employers to offer in the uk.

Employers in a market may not always be perceived to be offering what (potential) employees are looking for. Below you see the 3 main attributes employees look for but which they believe employers do not sufficiently offer.

gap top 3

attractive salary & benefits

work-life balance

job security



what do potential employees want by generational profile.

gen z (18-24)

40%

of the gen z's are looking for good training from their employer. This is higher when compared to millennials (35%), gen x (32%) and boomers (31%).

millennials (25-34)

39%

of the millennials seek career progression opportunities. Gen z and boomers are less interested in this offering from their employer (36% and 21%, respectively).

gen x (35-54)

55%

of the gen x's find a good work-life balance a very important pull factor towards an employer. Among other generations, this factor is deemed less important (gen z – 46%, millennials – 50% and boomers – 49%).

boomers (55-64)

48%

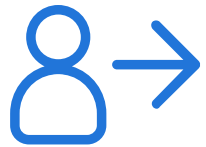
of the boomers are attracted to companies in a convenient location. This is less so among the other cohorts (gen z - 26%, millennials – 31%, gen x – 38%).



[click here](#) for a breakdown of all results by socio-demographic profile and trends for the last 5 years.



important attributes by type of contract.

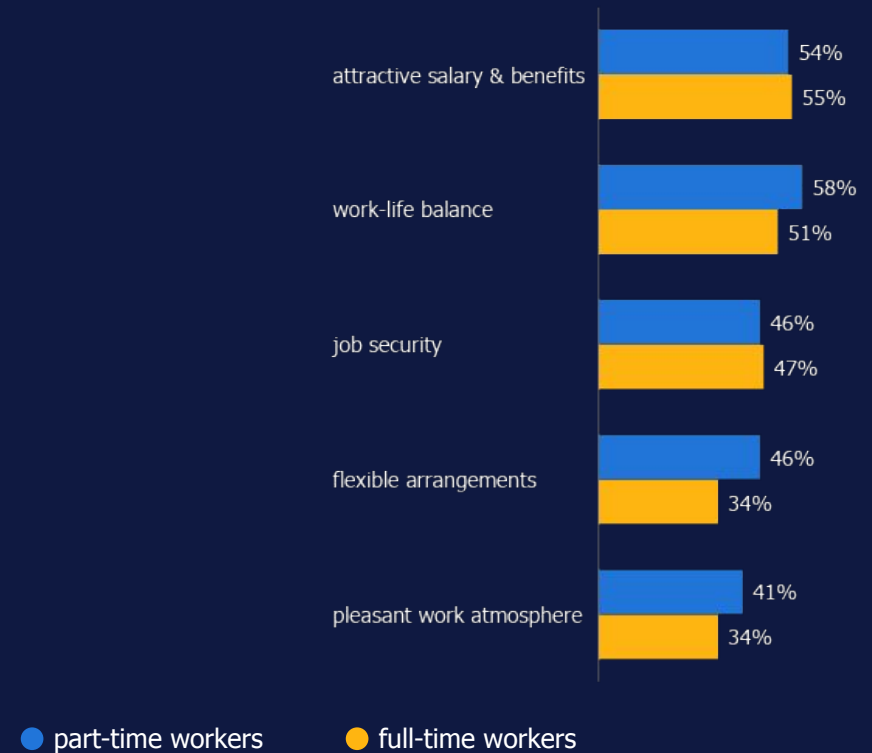


23%

of today's workforce
works part-time.
(less than 30 hours per week)



most important attributes



switchers
and stayers

in focus.

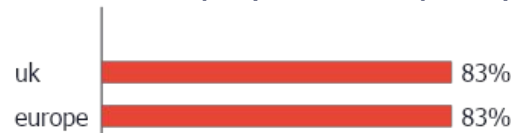


changing employer united kingdom vs europe.

switchers: changed employer in the past year.



stayers: stayed with their employer in the past year.



intenders: plan to change employer within the next year.



most important attributes switchers vs stayers.

switchers

2019

21%



2020

17%

changed employer in the past year.

stayers

2019

79%

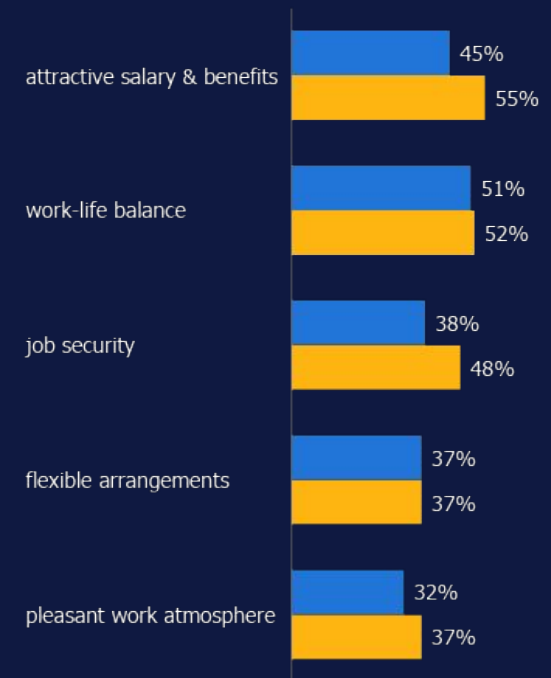


2020

83%

stayed with their employer in the past year.

most important attributes



● switchers

● stayers



most important attributes intenders.

intenders

2019

27%

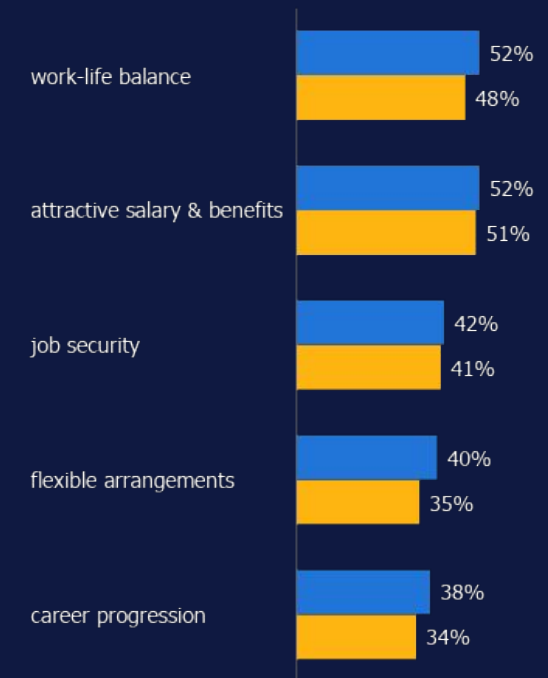
→

2020

26%

plan to change employer
within the next year.

most important attributes among intenders



● 2020

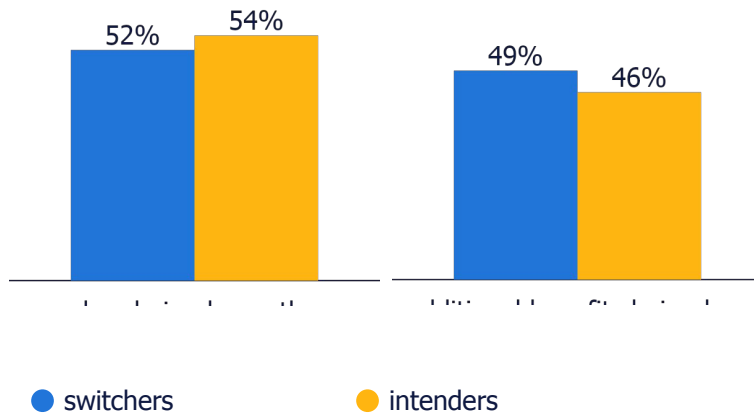
● 2019



switchers vs intenders

financial reasons.

% (completely) agrees with the statement
 "I changed my job or plan to do so" because of:



united kingdom

52%

is leaving or planning to do so because of a lower salary compared to elsewhere.

europa

52%

is leaving or planning to do so because of a lower salary compared to elsewhere.

46%

is leaving or planning to do so because of less attractive additional benefits compared to elsewhere.

45%

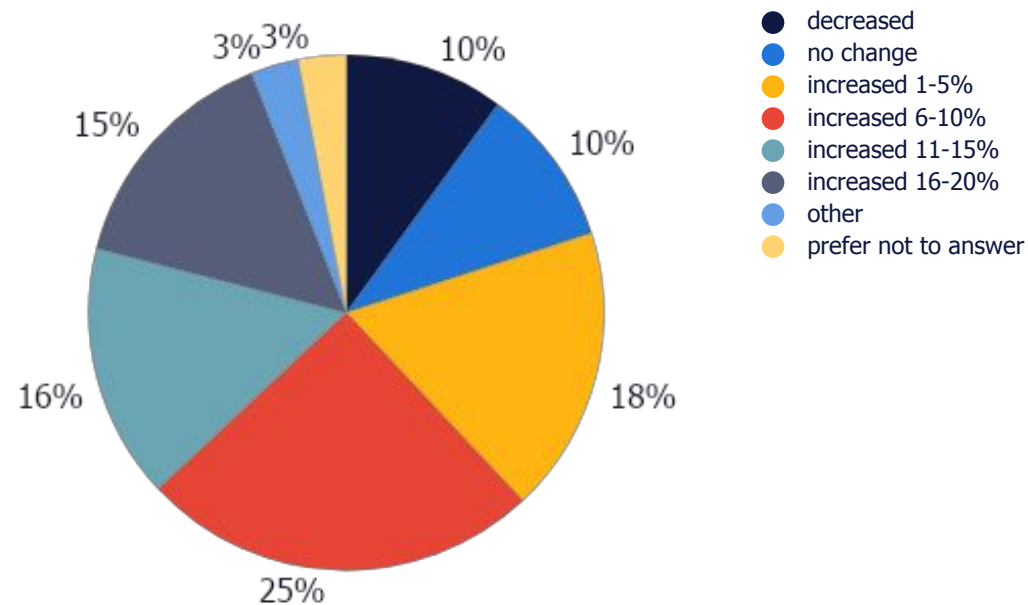
is leaving or planning to do so because of less attractive additional benefits compared to elsewhere.



switching for higher salary

nearly 1 in 2 switchers gets a 1 to 10% pay increase.

salary change after switch



uk

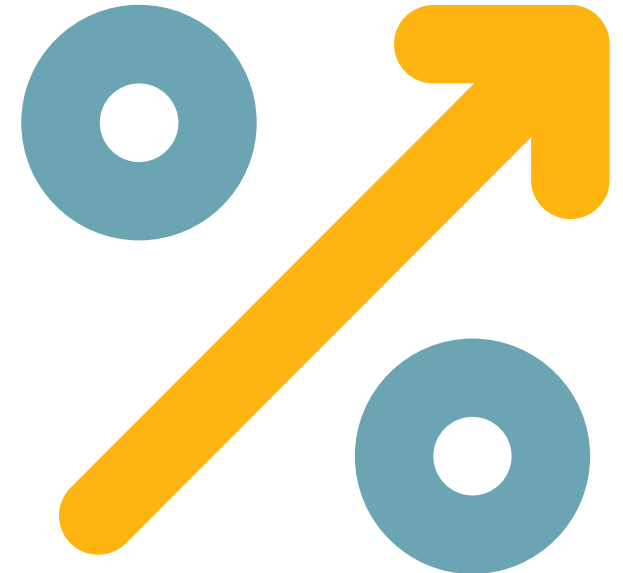
43%

employees who left previous employer for a higher salary elsewhere saw a salary increase between 1% and 10%.

europe

39%

employees who left previous employer for a higher salary elsewhere saw a salary increase between 1% and 10%.



switchers vs intenders

emotional reasons.

% (completely) agrees with the statement
"I changed my job or plan to do so" because of:

uk

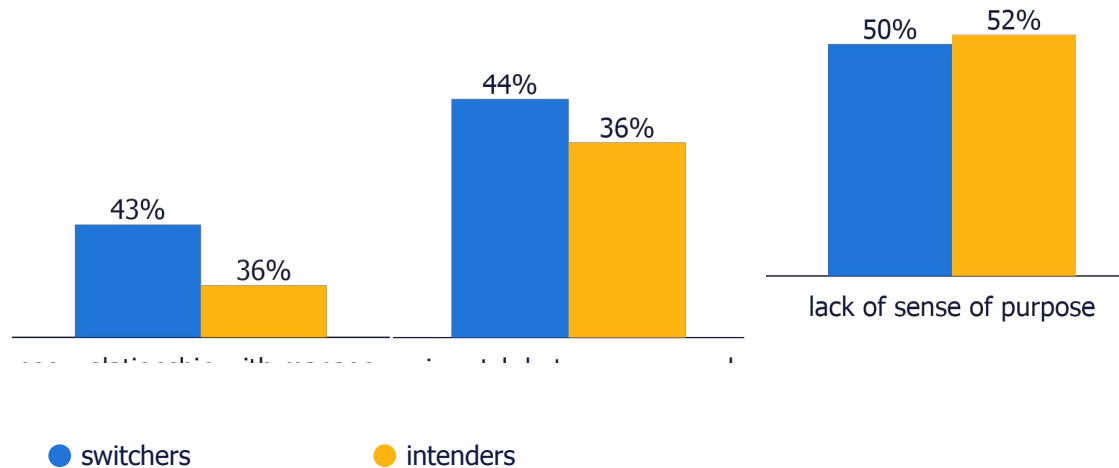
57%

find non-monetary benefits important.

europa

62%

find non-monetary benefits important.



reasons to leave by profile.

salary being lower than elsewhere

55%

of the **millennials** are likely to leave an employer if they receive a higher salary elsewhere. This is higher when compared to boomers (39%).

poor relationship with manager

39%

of the **millennials** agree that a poor relationship with their manager is a serious reason to consider working elsewhere. This is higher when compared to gen z (30%) and boomers (27%).

additional benefits being less attractive

51%

of the **millennials** are likely to leave their employer if additional benefits offered by other employers are more attractive. This is higher when compared to gen x (42%) and boomers (30%).

mismatch between personal and organizational values

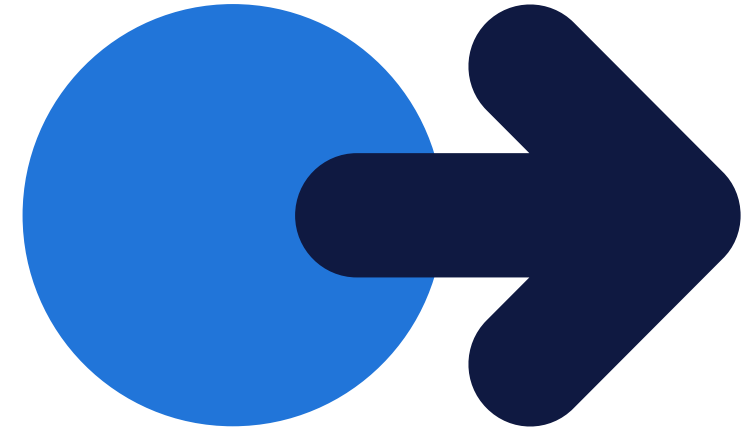
41%

of the **millennials** would leave their employer if the organizational values do not match their personal values. This is higher when compared to gen z and boomers (30%, respectively).

lack of sense of purpose

54%

of the **millennials** may leave or have left their employer if they lack a sense of purpose in their job. This is higher when compared to gen z (46%), gen x (50%) and boomers (42%).



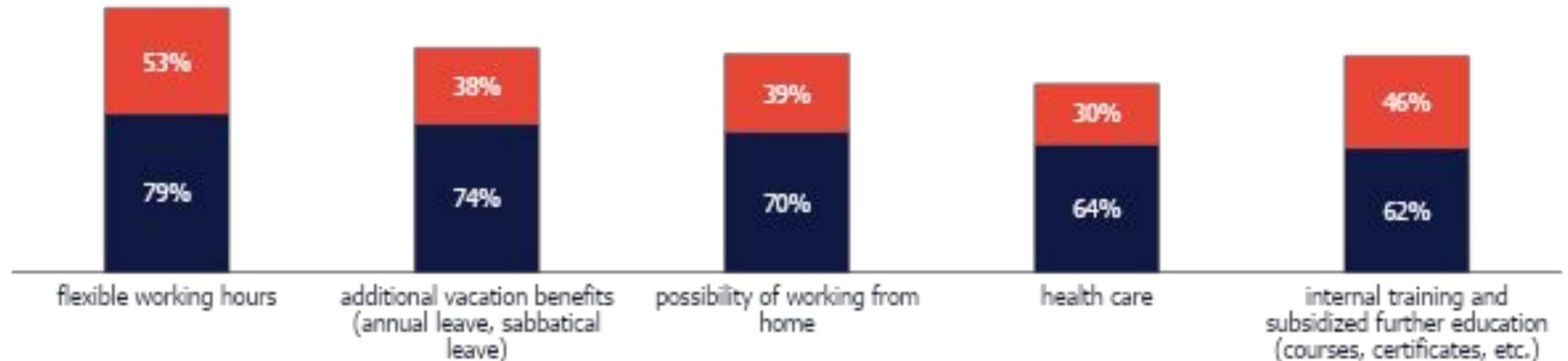
additional
benefits

in focus.



employee benefits that workforce in the uk finds attractive and are received.

top 5 most attractive benefits & received



● attractive ● attractive & received

[click here](#) for full results.



most attractive benefits by profile.

gen z (18-24)

51%

of the gen z's find travel insurance attractive as an employment benefit. This is higher when compared to millennials, gen x and boomers 44%, 33% and 32% respectively).

gen x (35-54)

81%

of the gen x's find flexible working hours attractive as an employment benefit. This is higher when compared to gen z (72%).

millennials (25-34)

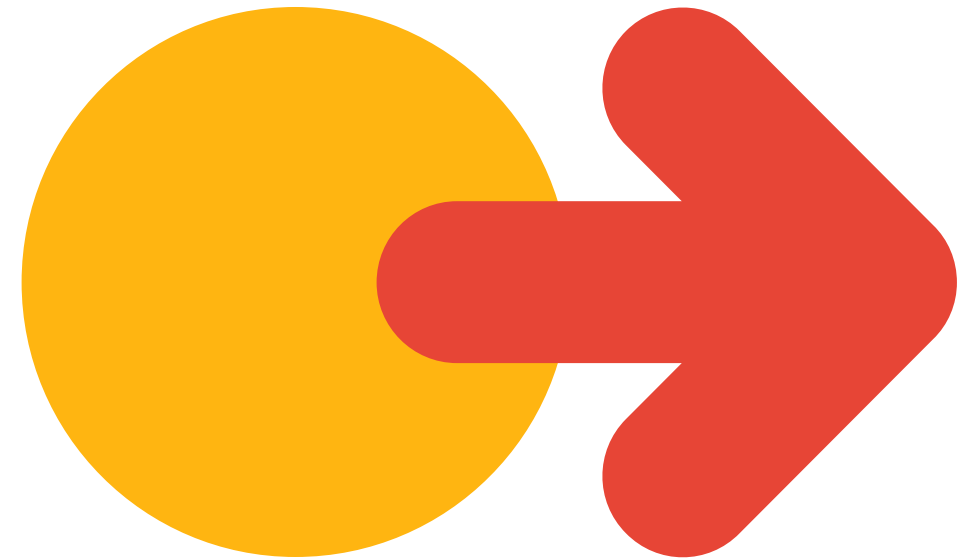
75%

of the millennials find the possibility of working from home attractive as an employment benefit. This is higher when compared to gen z (68%), gen x (70%) and boomers (58%).

boomers (55-64)

80%

of the boomers find flexible working hours attractive as an employment benefit. This is higher when compared to gen z (72%).

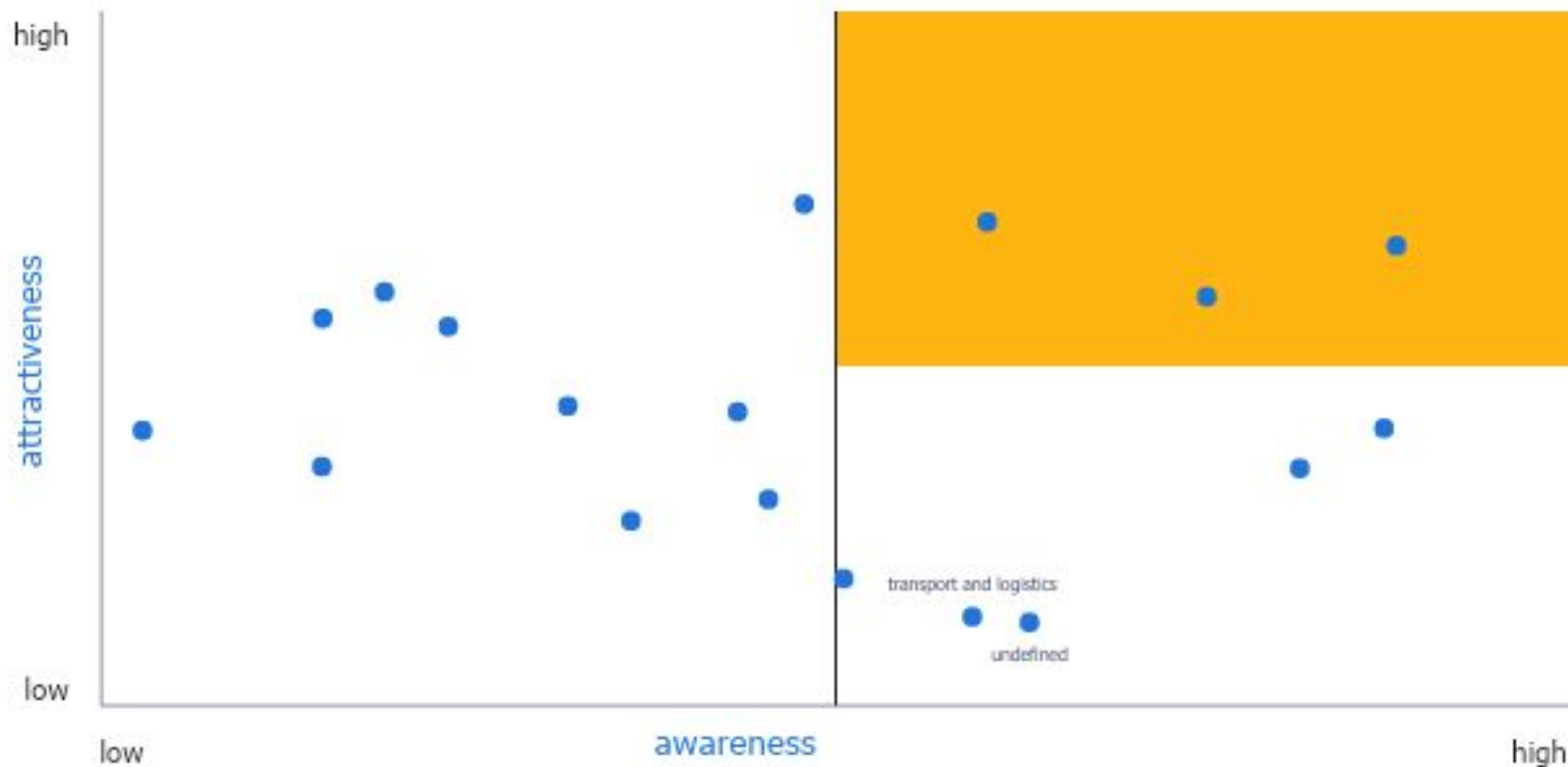


sector



insights.

top performing sectors in the united kingdom by awareness and attractiveness.



high awareness

Having a high awareness means that employers in the sector are widely known.

high attractiveness

A sector with high attractiveness contains more highly attractive companies than other sectors.

united kingdom's best performing companies by sector.

1/2

top 3 companies

sector	1	2	3
01 marketing & media	Pearson	British Sky Broadcasting Group	Virgin Media
02 automotive aerospace	Rolls-Royce Group	Jaguar Land Rover	BMW
03 electronic engineering	Philips	Siemens	Hitachi
04 professional services	IBM	Deloitte	Accenture
05 it & telecom	IBM	Amazon	Oracle
06 engineering	Rolls-Royce Group	BAE Systems	CATERPILLAR
07 pharma life science	GlaxoSmithkline	Merck	AstraZeneca
08 investment banking	OLD MUTUAL Global Investors	Barclays Investment Bank	Deutsche Bank
09 fmcg	SABMiller	Mondelēz International	Procter & Gamble
10 retail banking	HSBC	Barclays Bank	Nationwide Building Society



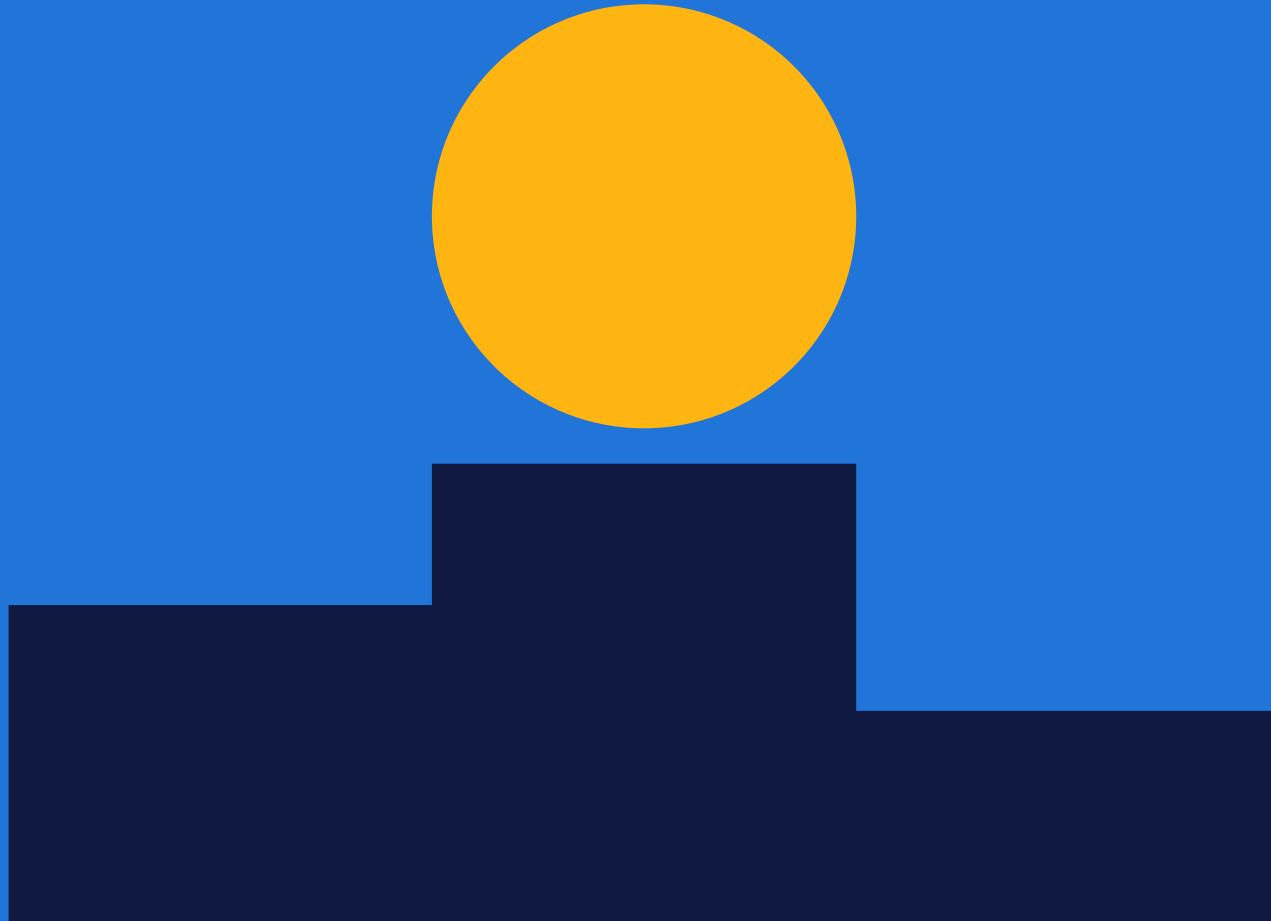
united kingdom's best performing companies by sector.

2/2

sector	top 3 companies		
	1	2	3
11 construction	Vinci	Laing O'Rourke	Kier Group
12 business services	Royal Mail	SSP Group	Accenture
13 retail	Marks & Spencer	John Lewis	Boots
14 insurance	AXA Group	Zurich Insurance	Aon
15 mineral fuel	Glencore International	Tata Steel Europe	BP
16 utilities and energy	GE	National Grid	Severn Trent
17 leisure	Carnival UK	Merlin Entertainments	TUI Group
18 transport and logistics	Royal Mail	Network Rail	First Group



top



employers.

top employers to work for in the united kingdom.

top 10 employers 2020

- 01 Rolls-Royce Group
- 02 Marks & Spencer
- 03 Jaguar Land Rover
- 04 Carnival UK
- 05 John Lewis
- 06 BMW
- 07 IBM
- 08 British Airways
- 09 Ford
- 10 Royal Mail

top 10 employers 2019

- 01 John Lewis
- 02 TI Automotive
- 03 Credit Suisse
- 04 SSP Group
- 05 Jaguar Land Rover
- 06 PwC
- 07 BMW
- 08 British Airways
- 09 Marks & Spencer
- 10 Rolls-Royce Group

united kingdom's top 3 EVP drivers of the top 5 companies.

top 5 companies	1	2	3
1 Rolls-Royce Group	uses latest technologies	financially healthy	very good reputation
2 Marks & Spencer	very good reputation	pleasant work atmosphere	financially healthy
3 Jaguar Land Rover	uses latest technologies	financially healthy	attractive salary & benefits
4 Carnival UK	uses latest technologies	financially healthy	very good reputation
5 John Lewis	very good reputation	financially healthy	pleasant work atmosphere

uk's top employers by EVP driver.

EVP driver	1	2	3
attractive salary & benefits	Goldman Sachs	Rolls-Royce Group	IBM
career progression	BAE Systems	Deloitte	Barclays Investment Bank
financially healthy	Amazon	Goldman Sachs	Mondelēz International
gives back to society	Co-op Food	Southern Cross Healthcare Group	SSP Group
interesting job content	BAE Systems	British Airways	IBM
job security	IBM	Barclays Investment Bank	BMW
pleasant work atmosphere	John Lewis	BAE Systems	Rolls-Royce Group
uses latest technologies	BAE Systems	IBM	Rolls-Royce Group
very good reputation	Rolls-Royce Group	John Lewis	BMW
work-life balance	OLD MUTUAL Global Investors	SSP Group	Merck

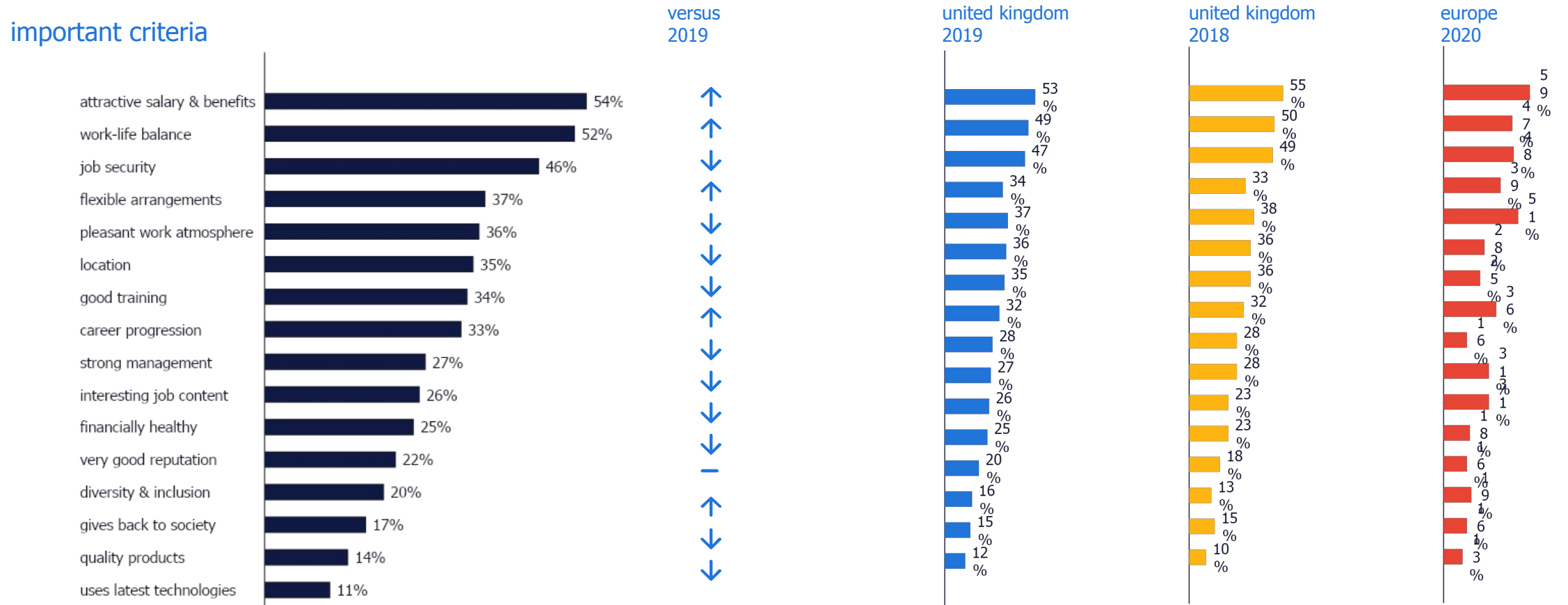


deep dive
EVP drivers

2020 employer
brand research.



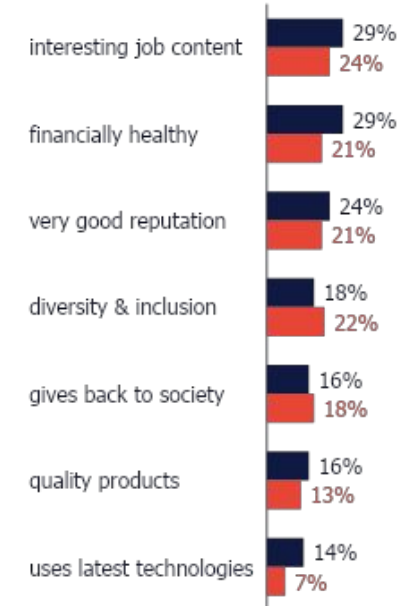
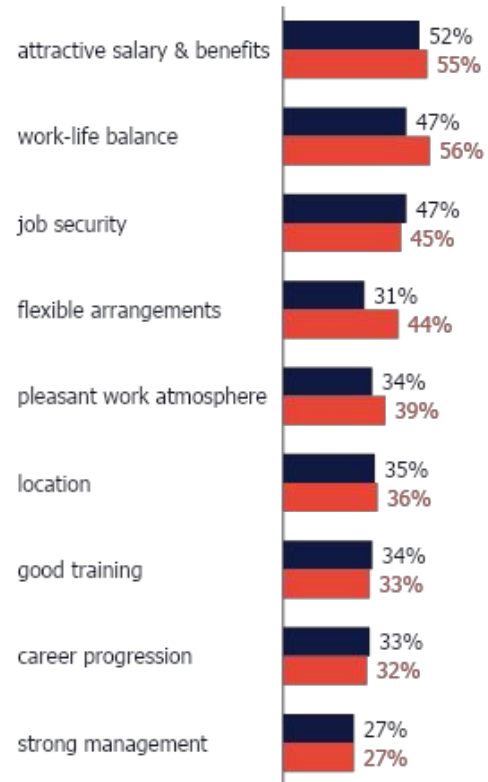
what potential employees want the most important criteria when choosing an employer.



Characteristics highest rated by the labor force. Stressing these elements or improving them is critical for your EVP because they contribute most to the strength of your employer brand.



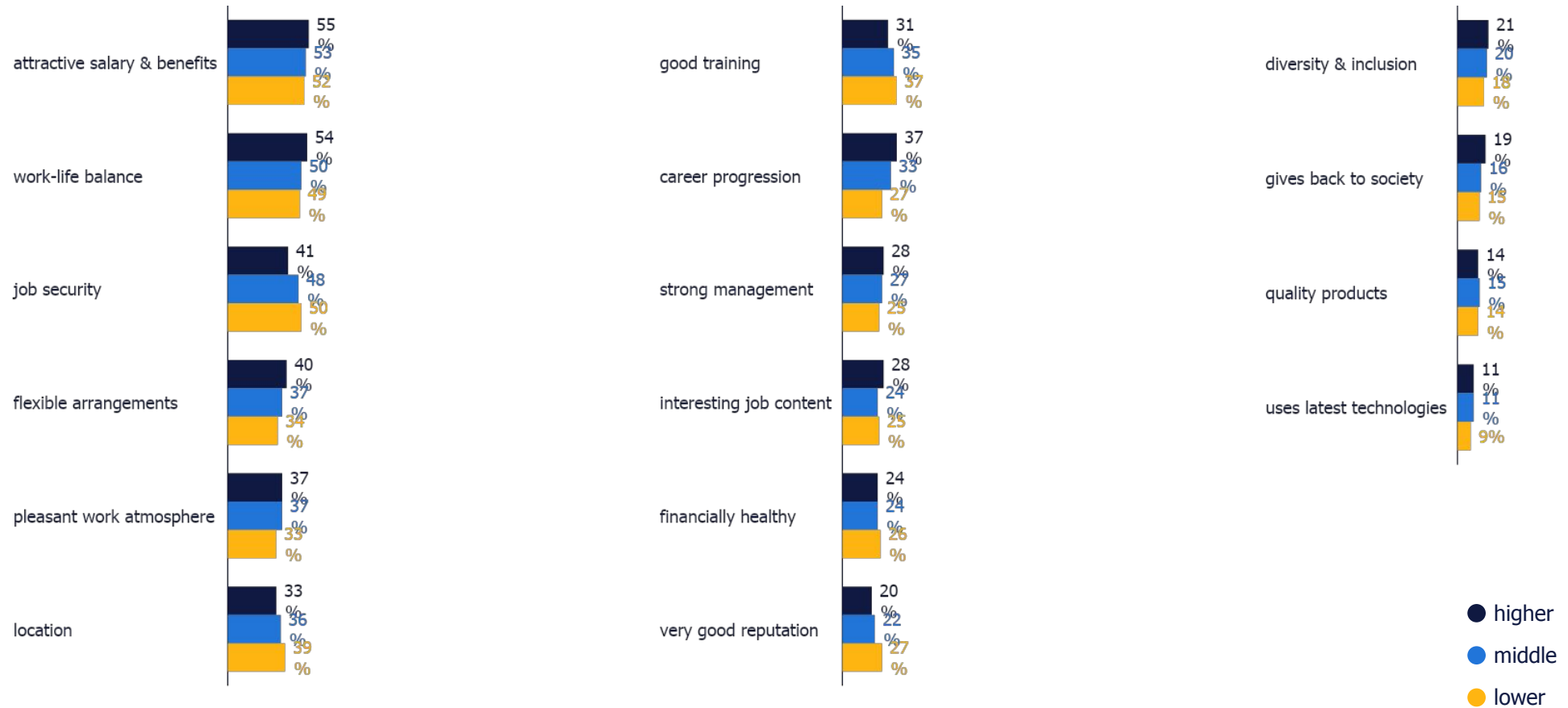
EVP driver importance by gender.



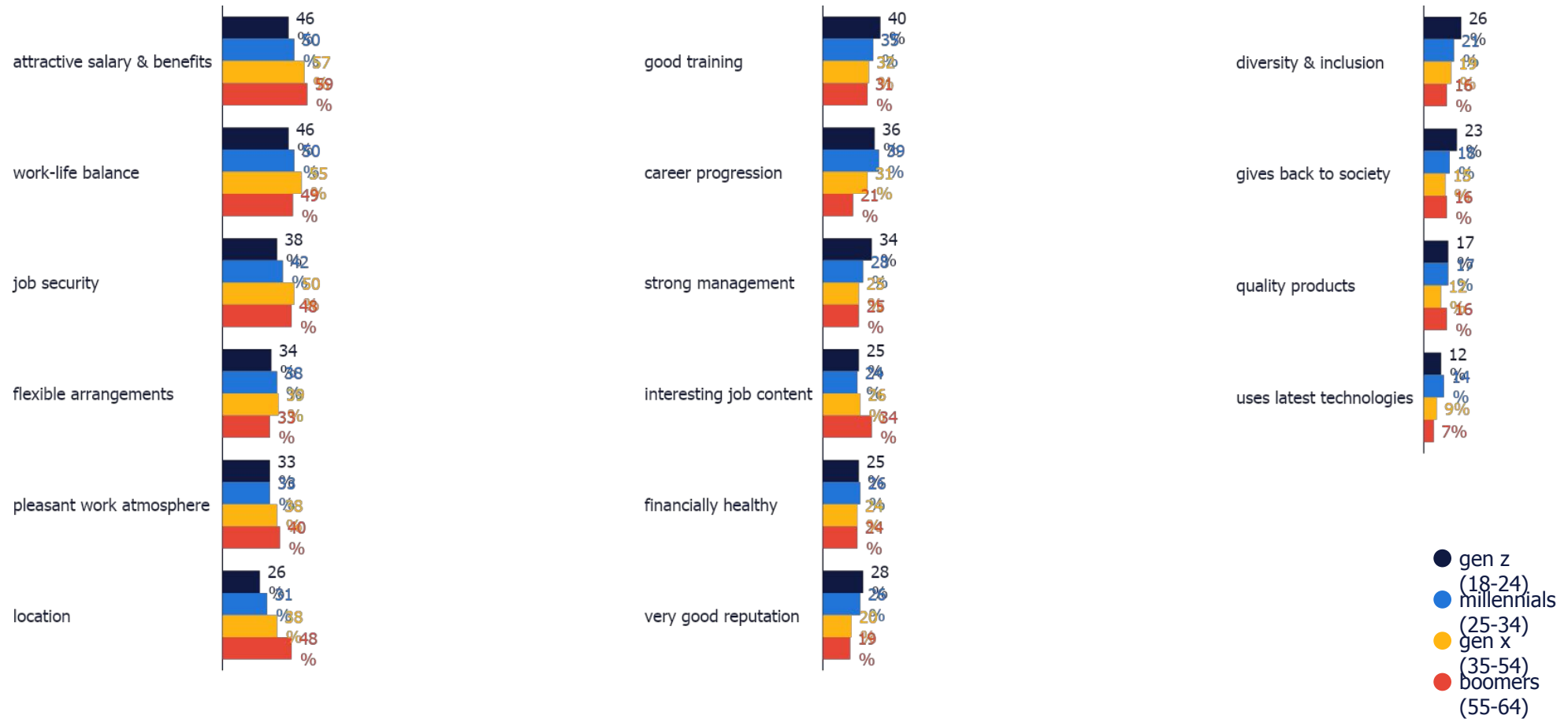
● male
● female



EVP driver importance by education.

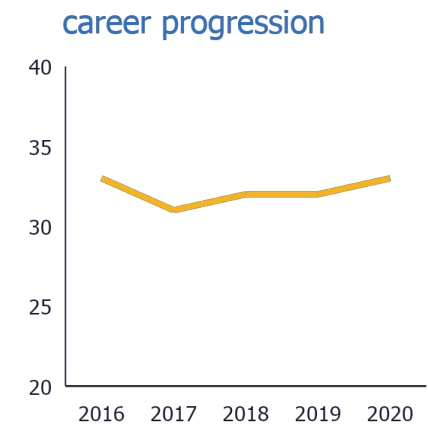
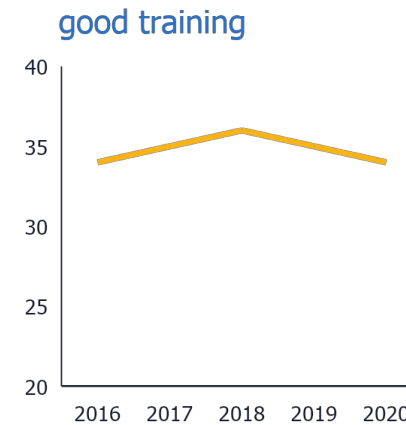
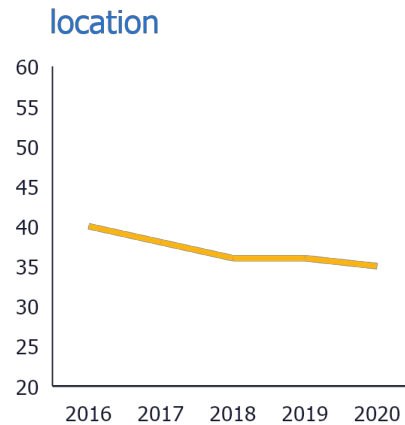
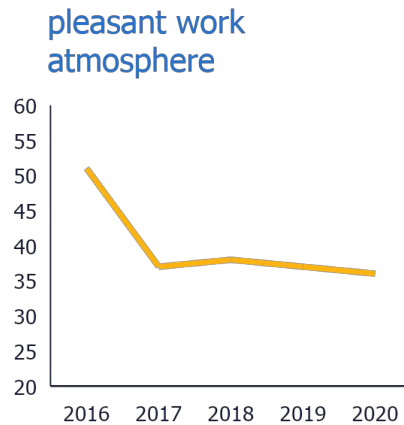
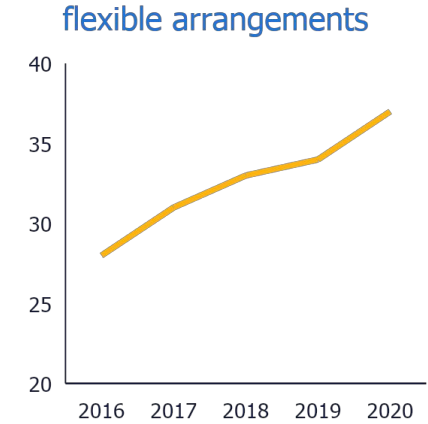
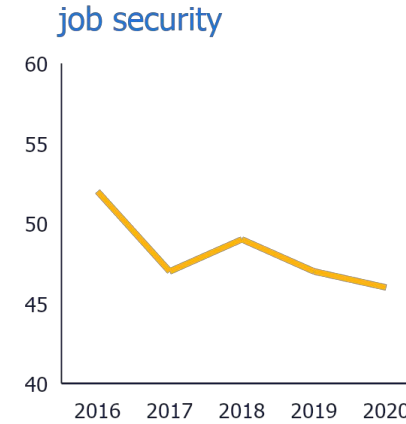
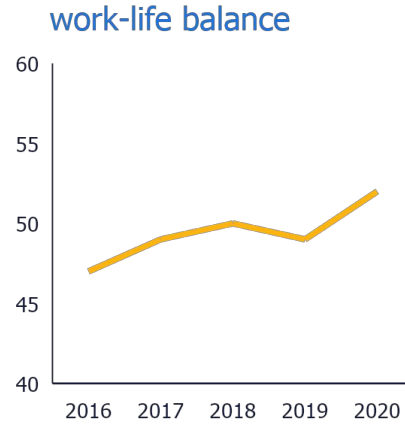
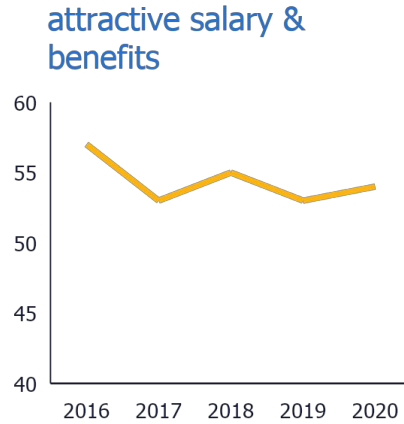


EVP driver importance by age.



EVP driver importance trends, total.

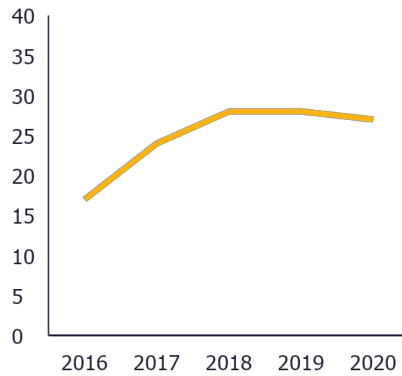
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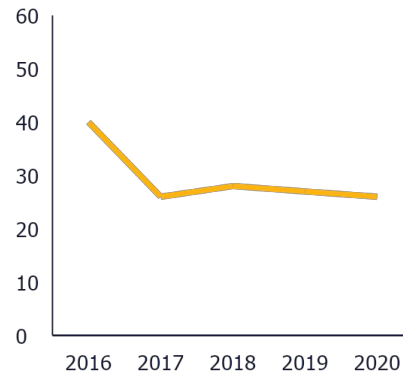
EVP driver importance trends, total.

2/2

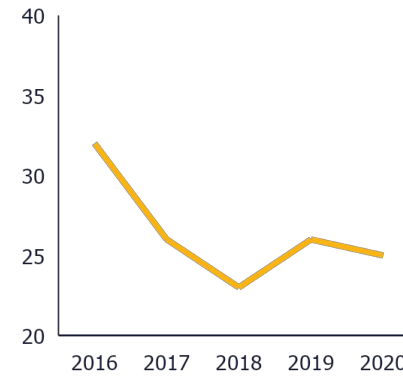
strong management



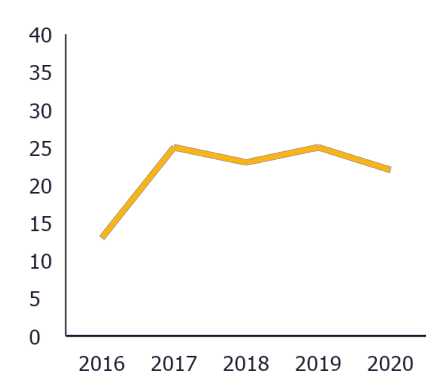
interesting job content*



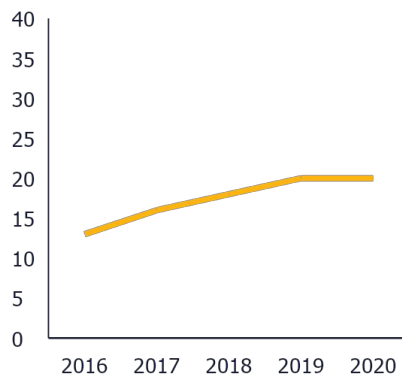
financially healthy



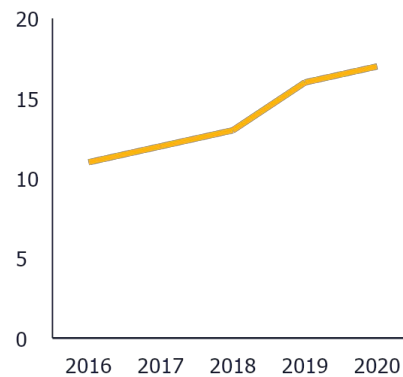
very good reputation**



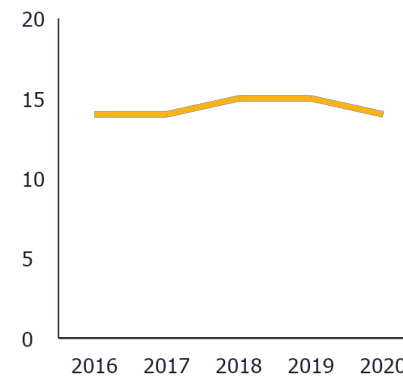
diversity & inclusion



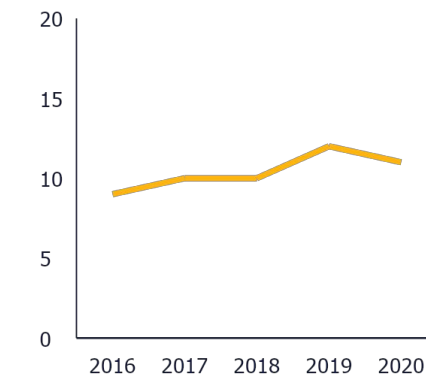
gives back to society



quality products



uses latest technologies



*2017: work that is stimulating and challenging
 **previous to 2017: strong image/strong values



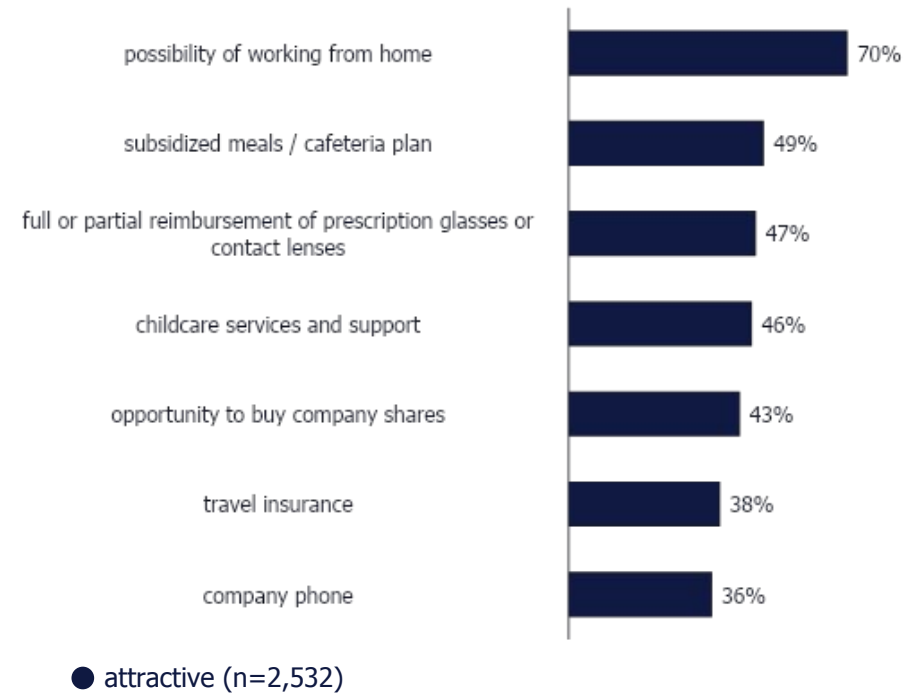
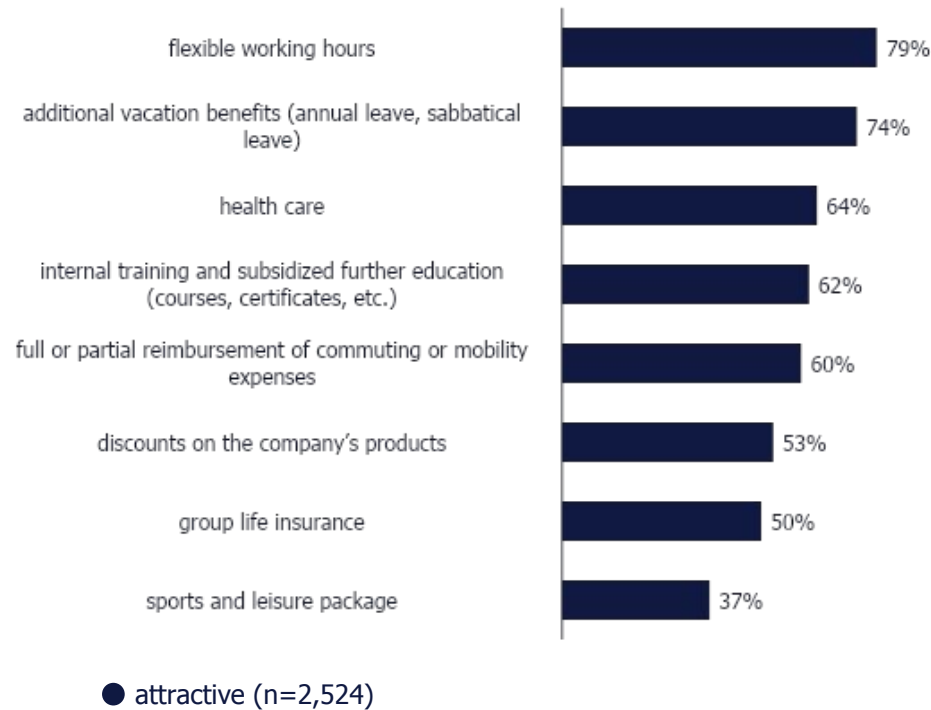
deep dive
employers



2020 employer
brand research.

employee benefits that british find attractive.

attractive benefits

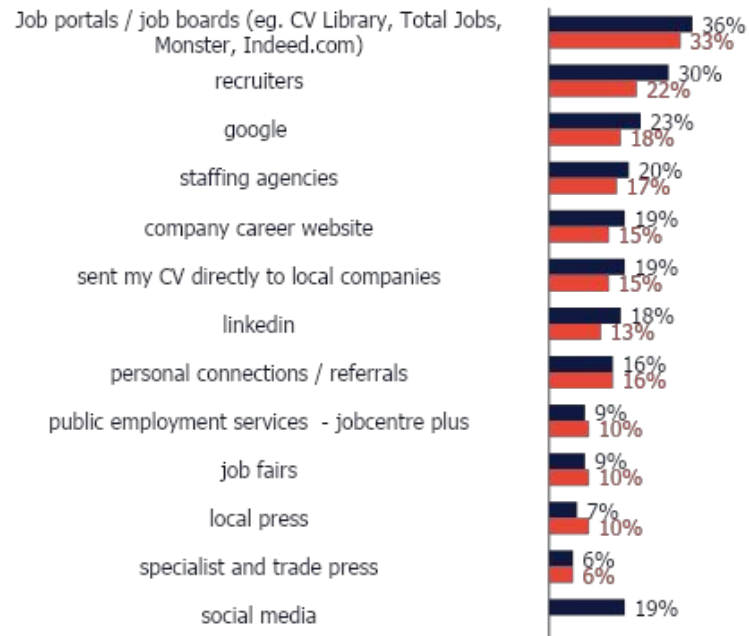


*the 15 benefits were shown randomly in two sets of 8 and 7 benefits, respectively, each set shown to 50% of the sample. For each bar chart, the base is respondents who are employed and received that particular set on the screen.

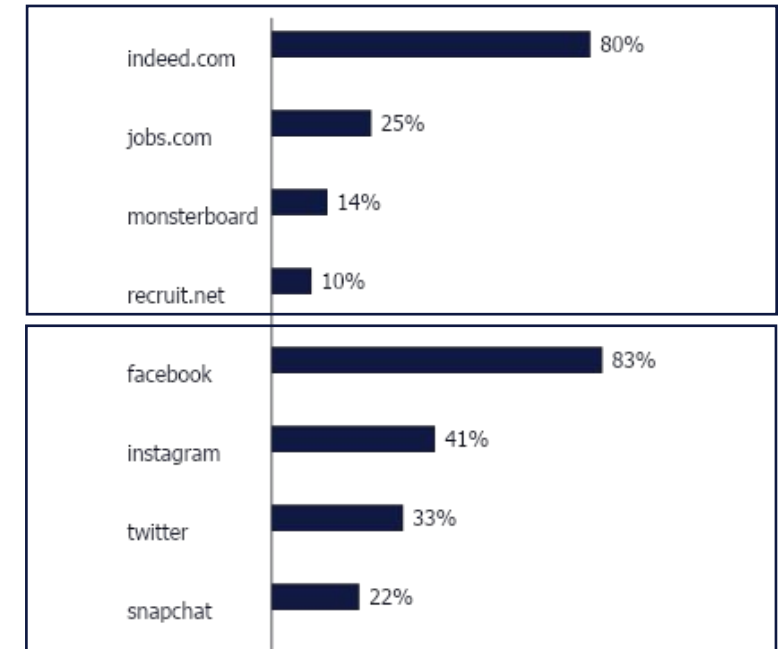


how do workers in the united kingdom find new job opportunities.

channels used to find new job opportunities



channels used to find new job opportunities deep dive social media & job portals

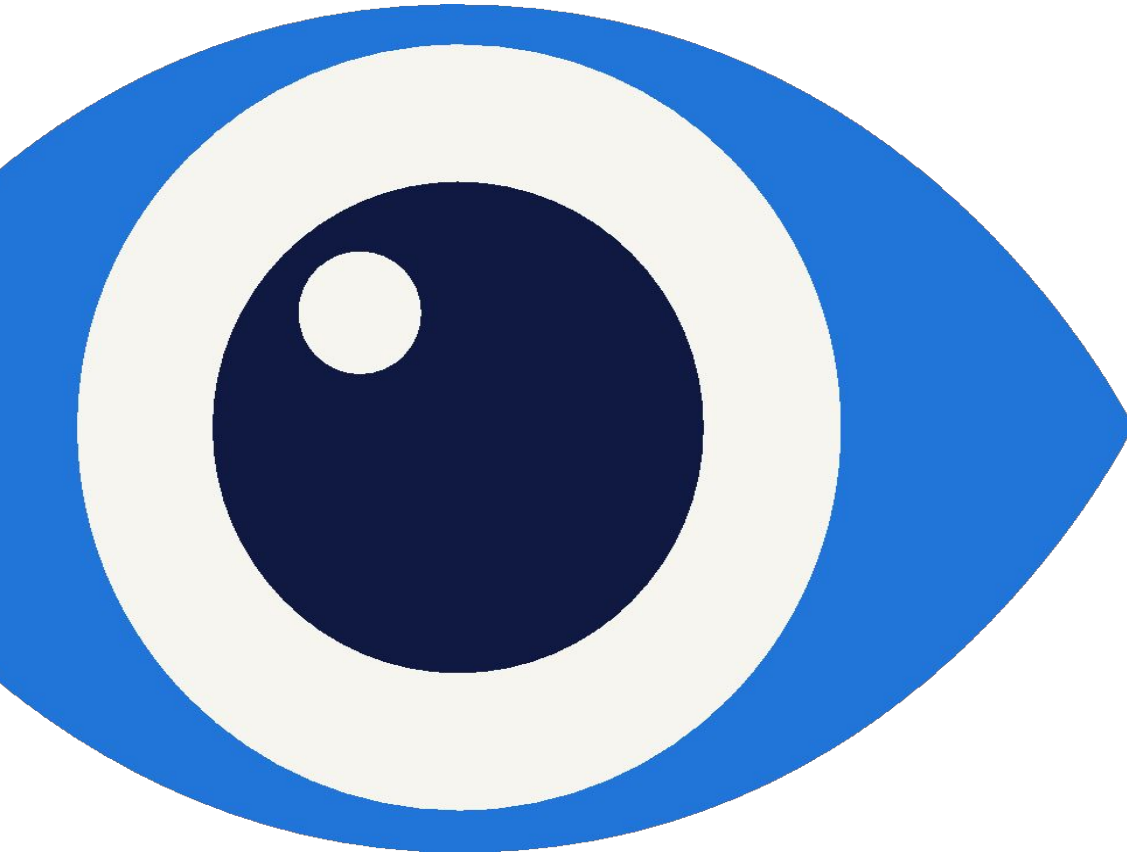


● 2020

● 2019



perception of employer offer in the uk and the region.



Understanding the gap between what employees want and what they think employers offer in the united kingdom and in the region provides valuable insights into building an employer brand.

employers in the uk are perceived to offer.

- 1 financially healthy
- 2 uses latest technologies
- 3 career progression
- 4 long-term job security
- 5 very good reputation
- 6 attractive salary & benefits
- 7 pleasant work atmosphere
- 8 work-life balance
- 9 interesting job content
- 10 gives back to society

employers in europe are perceived to offer.

- 1 financially healthy
- 2 uses latest technologies
- 3 job security
- 4 very good reputation
- 5 career progression
- 6 attractive salary & benefits
- 7 pleasant work atmosphere
- 8 interesting job content
- 9 work-life balance
- 10 gives back to society

uk's sectors score best on these 3 EVP drivers.

1/2

	top 3 EVP drivers		
sector	1	2	3
01 marketing & media	financially healthy	uses latest technologies	attractive salary & benefits
02 automotive aerospace	uses latest technologies	financially healthy	very good reputation
03 electronic engineering	uses latest technologies	financially healthy	very good reputation
04 professional services	financially healthy	uses latest technologies	career progression
05 IT & telecom	uses latest technologies	financially healthy	attractive salary & benefits
06 engineering	uses latest technologies	financially healthy	attractive salary & benefits
07 pharma life science	financially healthy	uses latest technologies	job security
08 investment banking	financially healthy	attractive salary & benefits	uses latest technologies
09 FMCG	financially healthy	job security	very good reputation
10 retail banking	financially healthy	uses latest technologies	career progression



uk's sectors score best on these 3 EVP drivers.

2/2

	top 3 EVP drivers		
sector	1	2	3
11 construction	financially healthy	uses latest technologies	career progression
12 business services	financially healthy	uses latest technologies	career progression
13 retail	financially healthy	very good reputation	uses latest technologies
14 insurance	financially healthy	uses latest technologies	job security
15 mineral fuel	uses latest technologies	financially healthy	career progression
16 utilities and energy	financially healthy	uses latest technologies	job security
17 leisure	financially healthy	uses latest technologies	career progression
18 transport and logistics	financially healthy	job security	uses latest technologies



methodology

2020 employer
brand research.

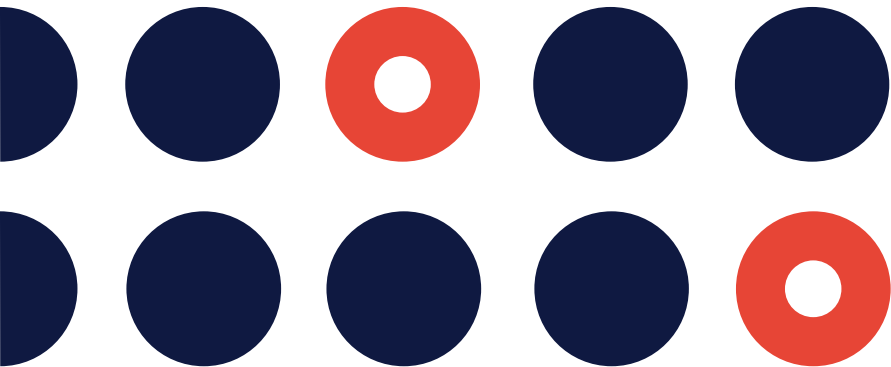


methodology

why smart sampling?

Since REBR 2017 companies are evaluated between 140 and 400 respondents. The actual number of evaluations per company depends on the awareness of the company.

The error margin is determined by the % of respondents giving a certain answer and the sample size to which the question has been asked. The highest error margin occurs when 50% of the respondents give a certain answer. The error margin is lower when 30% (or 70%) of the respondents give a certain answer.



example

140 respondents have evaluated company X. Of these 140, 50% find the company nice to work for. Taking the error margin at $n=140/50\%$ into account, the real answer lies between 42% and 58%.

400 respondents have evaluated company Y and of these 400, 50% finds the company nice to work for. Taking the error margin at $n=400/50\%$ into account, the real answer lies between 45% and 55%.

1200 respondents have evaluated company Z and of these 1200, 50% finds the company nice to work for. Taking into account the error margin at $n=1200/50\%$, the real answer lies between 47% and 53%.

Therefore, the difference in error margin is very small between $n=1200$ and $n=400$ evaluations per company (5% margin vs 3% margin at the most). As such it can be concluded that maximum 400 evaluations per company are sufficient in order to determine a reliable attractiveness per company.

In practice, this means that every company with an awareness over 35% will have max 400 respondents evaluating the company. Companies with an awareness below 35% will be evaluated by 140 to 400 people (depending on awareness).



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let's talk.

Our research has many insightful, but complex insights so we'd love the opportunity to walk you through this document, share our thoughts and answer any questions you might have.

[randstad uk](#)

James Robinson

james.robinson@randstad.co.uk



randstad

human forward.

