

employer
brand research
2018



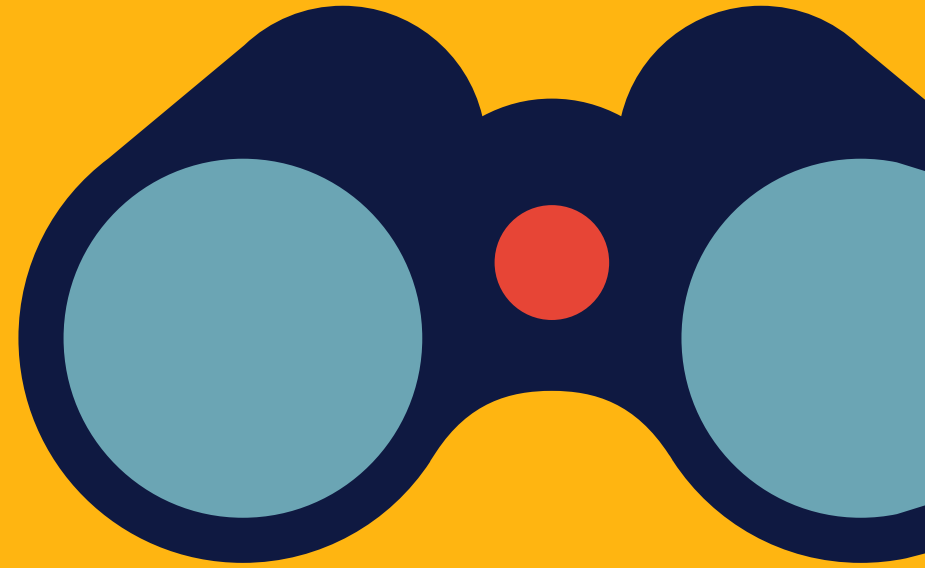
country report
uk.

 randstad

human forward.

content.

- 1 introduction
- 2 country results
- 3 sector insights
- 4 top employers
- 5 deep dive
- 6 methodology



introduction.



why employer branding matters.



Companies with positive brands get twice as many applications as companies with negative brands, and they spend less money on employees.¹

50%

of candidates say they wouldn't work for a company with a bad reputation – even with a pay increase.¹

80%

of workforce leaders agree that a strong employer brand has a significant impact on their ability to hire a great workforce.² 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.

96%

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

62%

of candidates research companies on social media before applying.⁵

88%

millennials and minorities agree that being part of the right company culture really matters to them.³



companies with bad reputations pay 10% more per hire.⁴

87%

joined a company specifically because of cultural fit.³

80%

have left a company specifically because of its culture.³

the employer brand roadmap.



what is the randstad employer brand research?

- **representative employer brand research** based on perceptions of the general audience. Optimizing 17 years of successful employer branding insights.
- **independent survey** with over 175,000 respondents in 30 countries worldwide.
- **reflection of employer attractiveness** for the country's 150 largest employers known by at least 10% of the population.
- **valuable insights** to help employers shape their employer brand.



30 countries surveyed covering more than 75% of the global economy.

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



worldwide

- over 175,000 respondents
- 5,755 companies surveyed

sample

- aged 18 to 65
- representative on gender
- overrepresented on age 25 – 44
- comprised of students, employed and unemployed workforce

country

- 5703 respondents

fieldwork

- online interviews
- between 15 november and 12 december 2017

length of interview

- 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.

randomly assigned

the 30 companies shown to respondents are assigned randomly based on their awareness level registered in the previous year.

companies with a higher awareness are shown less often while companies with a lower awareness are shown more often. New companies are shown 1400 times for the first time they are researched.

number of evaluations

the smart sampling method ensures a mix between more and lesser known companies and also that the number of evaluations per company is between n=140 and n=400. This base is statistically robust for being able to draw generalized conclusions about the findings.

drivers

each company is evaluated on:

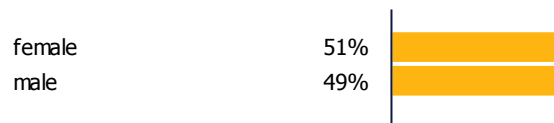
- 01 financially healthy
 - 02 uses latest technology
 - 03 very good reputation
 - 04 job security
 - 05 career progression
 - 06 gives back to society
 - 07 interesting job content
 - 08 pleasant work atmosphere
 - 09 work-life balance
 - 10 attractive salary and benefits
-



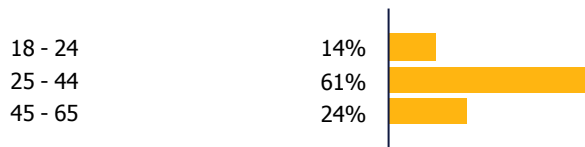
sample composition

socio-demographics, employment situation, region.

gender



age

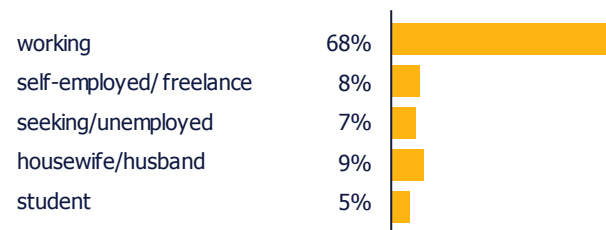


education

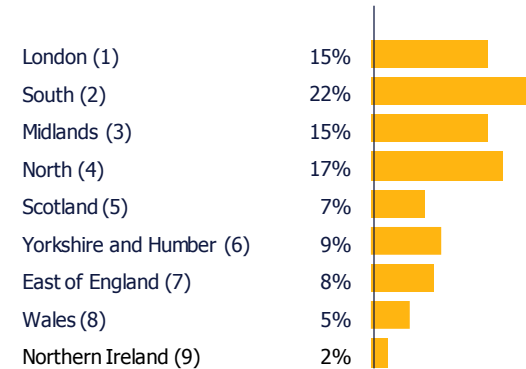


total sample: n=5703
fieldwork: 15 november and 12 december 2017

situation



region



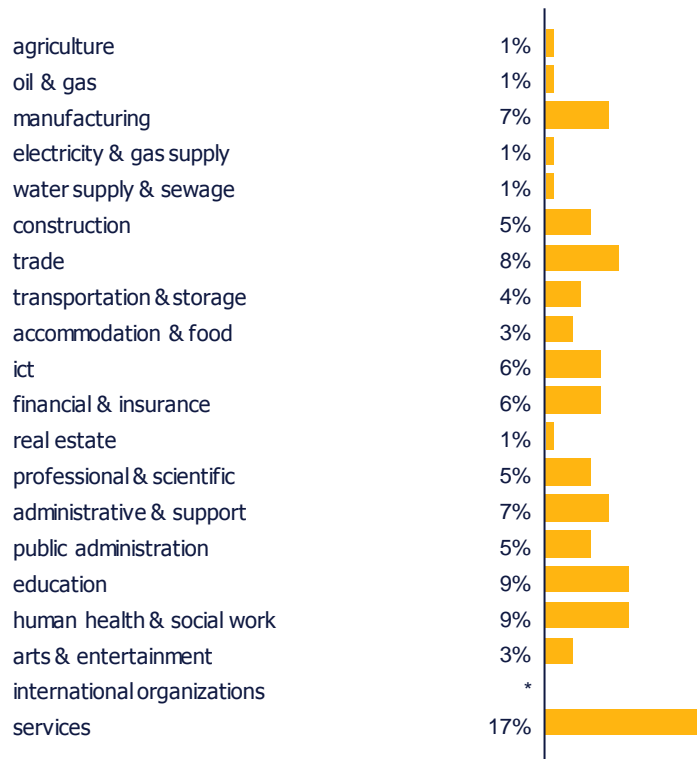
1. London
2. South East, South West
3. East Midlands, West Midlands
4. North West, North East
5. Scotland
6. Yorkshire and Humber
7. East of England
8. Wales
9. Northern Ireland



sample composition

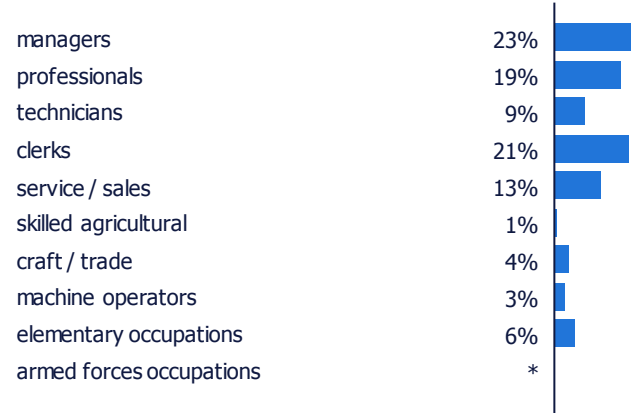
sector, function.

sector



* subgroup not present in sample

function

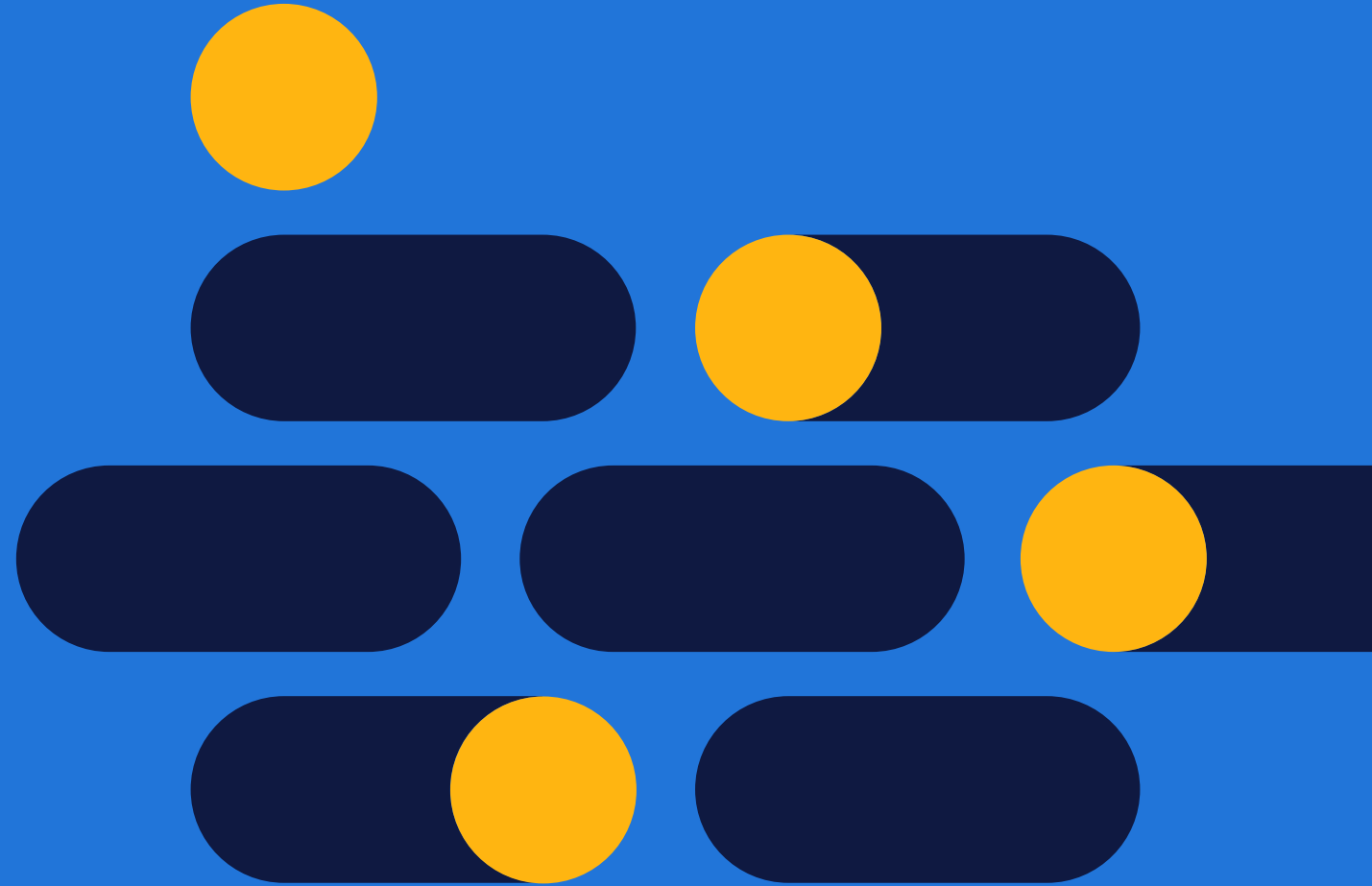


base: currently employed (n= 4297)



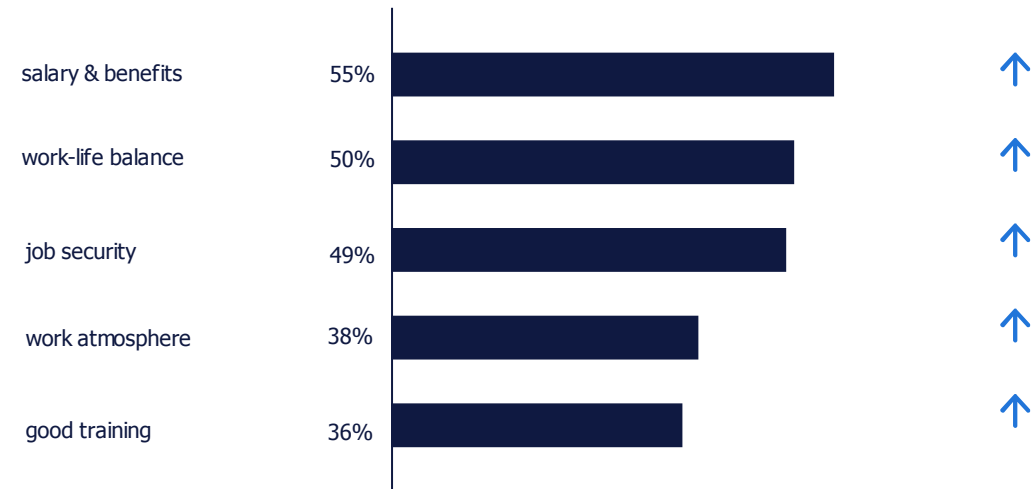
country

results.



what potential employees want when choosing an employer.

5 most important criteria

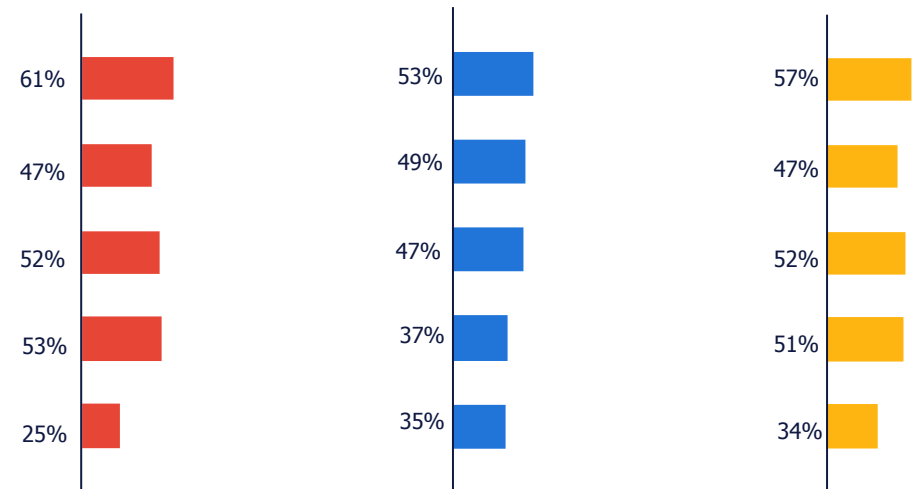


versus 2017

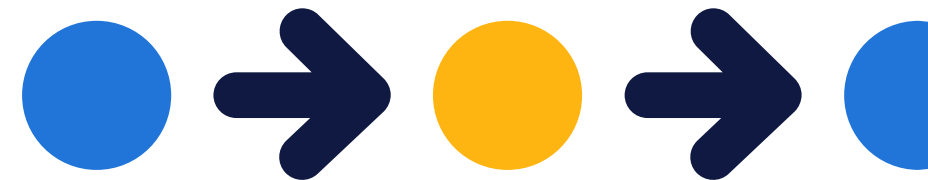
EMEA

2017

2016



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



what do potential employees want by socio-demographic profile.



men

30%

men find interesting job content more important than women do.

age 18 – 24

41%

workforce aged 18-24 finds good training more important than workforce over 24 does.

age 25 – 44

35%

workforce aged 25-44 finds flexible working arrangements more important than workforce under 25 and over 44 does.

age 45 – 64

61%

workforce aged 45-64 believes attractive salary and benefits are more important than workforce under 45.

women

58%

women place more value than men on attractive salary and benefits.

higher educated

52%

higher educated workforce finds a good work-life balance more important than middle or lower educated workforce does.

middle educated

52%

middle educated workforce finds long-term job security more important than the higher educated do.

lower educated

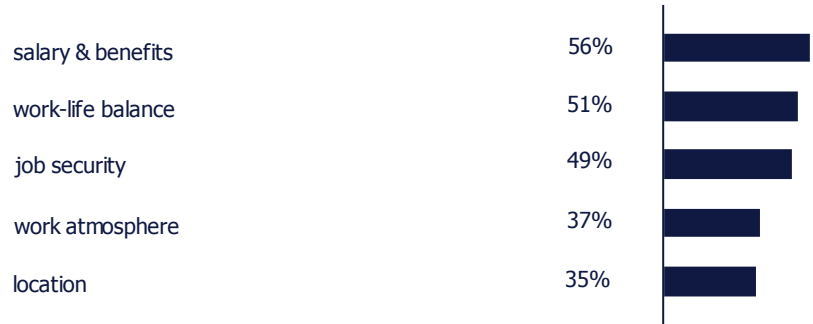
28%

lower educated workforce finds an employer with a good reputation more important than the middle and higher educated do.

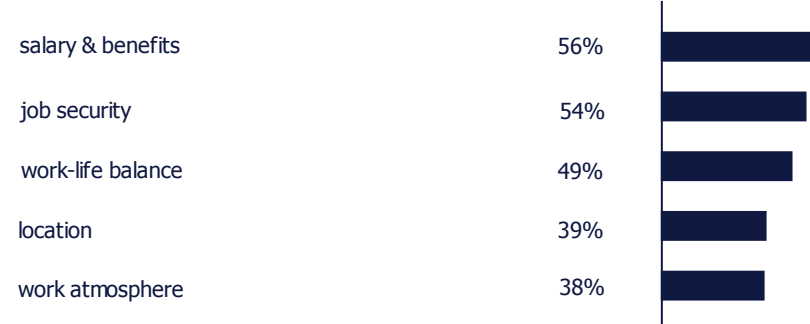
[click here](#) for a breakdown of all results by socio-demographic profile and trends for the last 5 years.

what do potential employees want top 5 by job category and industry.

white collar workers



blue collar workers

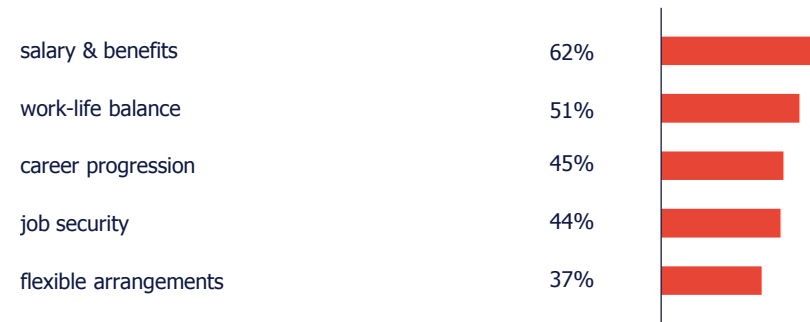


construction



base: n=210

financial and insurance activities



base: n=238



employee - employer exchange in the uk and the region.

a gap between what employees seek and what employers offer is a valuable opportunity for your EVP.

employees in uk seek

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

employers in uk offer

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

employers in EMEA offer

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

gap top 3

- 1 salary & benefits
 - 2 work-life balance
 - 3 work atmosphere
-



how do the british look for jobs.



18%

changed employer in the last year.

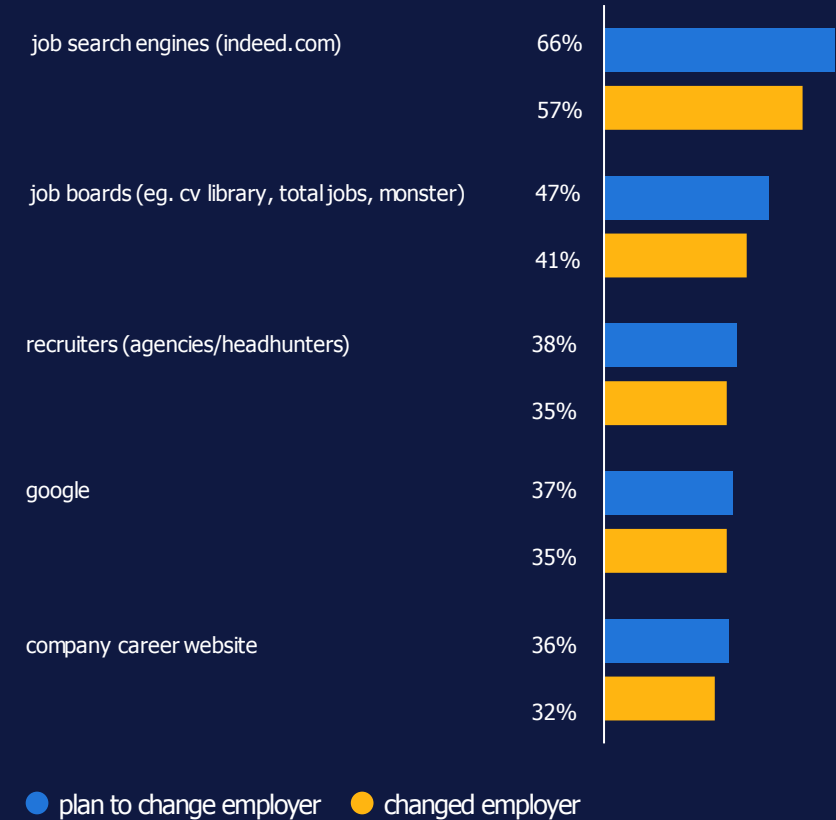


25%

plan to change employer within the next year.



top 5 channels used to look for a job



how do the british look for jobs

channels used to find new job opportunities, by profile.

men

23%

men are more likely than women to look for jobs through LinkedIn.

age 18 – 24

50%

workforce aged 18-24 is more likely to use google when looking for a job compared to workforce over 24.

age 25 – 44

41%

workforce aged 25-44 is more likely to use job boards when looking for a job compared to workforce under 25 or over 44.

age 45 – 64

31%

workforce aged 45-64 is more likely to use personal connections or referrals when looking for a job compared to workforce under 45.

women

59%

women are more likely than men to use job search engines when looking for a job.

higher educated

42%

higher educated workforce is more likely than the lower and middle educated to look for a job through job boards.

middle educated

30%

middle educated workforce is more likely than the lower educated to use company career sites when looking for a job.

lower educated

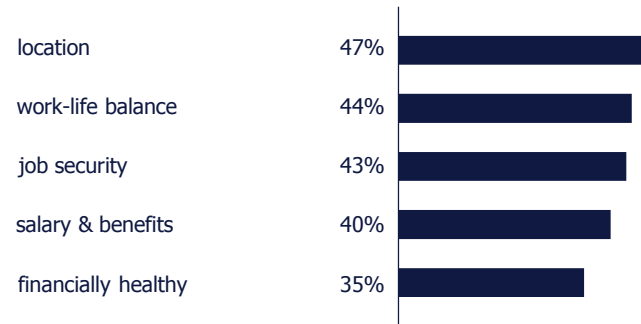
27%

lower educated workforce is more likely than the higher educated to use public employment services when looking for a job.

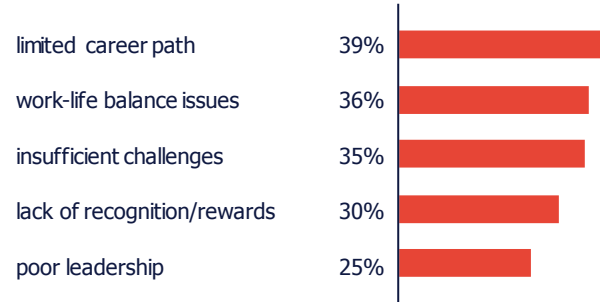


what factors do the british stay or leave for.

top 5 reasons to stay*



top 5 reasons to leave**



*of the respondents who said they stayed with the same employer for the past year and who do not plan to leave in the coming year

** of the respondents who said they changed employers in the past year or plan to do so in the coming year



what factors do the british stay for reasons to stay, by profile.

men

42%

men are more likely than women to stay with their current employer for attractive salary and benefits.

age 18 – 24

33%

workforce aged 18-24 is more likely to stay for good training, compared to workforce over 24.

age 25 – 44

33%

workforce aged 25-44 is more likely to stay for flexible working arrangements, when compared to workforce under 25 or over 44.

age 45 – 64

53%

workforce aged 45-64 is more likely than workforce under 45 to stay with an employer if the location is convenient.

women

48%

women are more likely than men to stay with their employer if the location is convenient.

higher educated

39%

higher educated workforce is more likely than the middle and lower educated to stay if their employer offers interesting job content.

middle educated

44%

middle educated workforce is more likely than the lower educated to stay with their employer for a good work-life balance.

lower educated

45%

lower educated workforce is more likely than the higher educated to stay with their employer for long-term job security.



what factors do the british leave for reasons to leave, by profile.

men

26%

men are more likely than women to leave if their compensation is too low compared to other companies.

age 18 – 24

45%

workforce aged 18-24 is more likely to leave compared to workforce over 24 because they lack career opportunities.

age 25 – 44

25%

workforce aged 25-44 is more likely to leave than workforce over 44 because the lack of flexible work options.

age 45 – 64

40%

workforce aged 45-64 is more likely than workforce aged under 45 to leave due to a lack of recognition or rewards.

women

26%

women are more likely than men to leave their employer due to insufficient flexible work options.

higher educated

27%

higher educated workforce is more likely to leave than middle or lower educated workforce if their compensation is too low compared to other companies.

middle educated

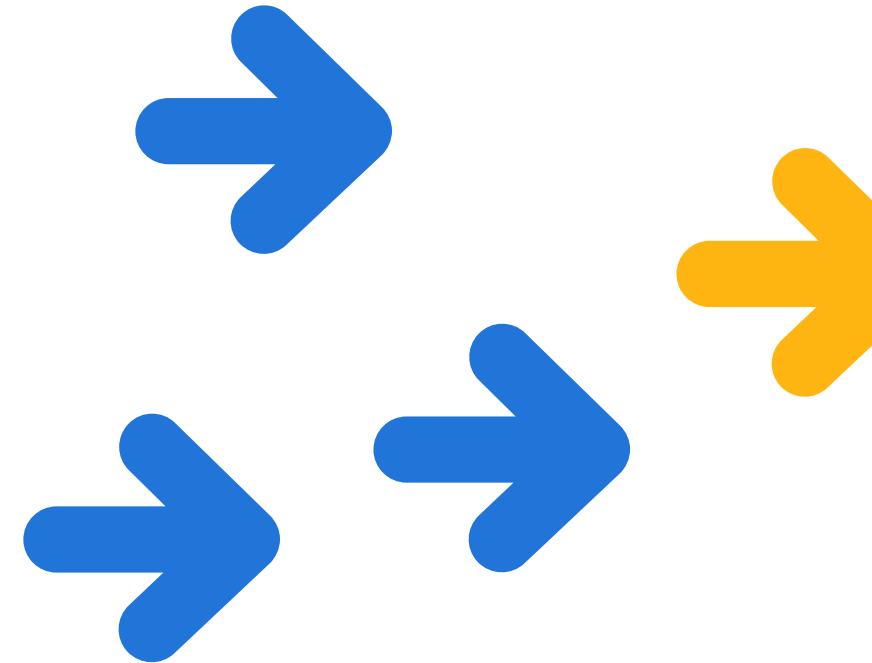
24%

middle educated workforce is more likely than higher educated workforce to leave due to a poor relationship with their direct manager.

lower educated

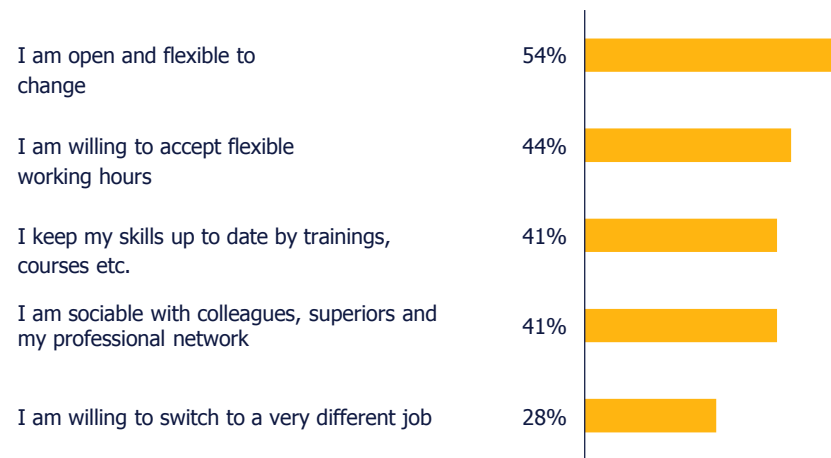
36%

lower educated workforce is most likely to leave because of work-life balance issues.



actions the british take in order to stay employable.

top 5



actions the british take in order to stay employable staying engaged as an employee, by profile.



men

31%

men are more likely than women to adopt the latest techniques and technologies.

age 18 – 24

16%

workforce aged 18-24 is more likely to move to another part of the country, when compared to workforce over 24.

age 25 – 44

29%

workforce aged 25-44 is more likely to switch to a very different job when compared to workforce over 44.

age 45 – 64

57%

workforce aged 45-64 is more likely than workforce under 45 to be open and flexible to change.

women

56%

women are more likely than men to be open and flexible to change.

higher educated

35%

higher educated workforce is more likely than the lower or middle educated workforce to bring fresh ideas and new suggestions.

middle educated

47%

middle educated workforce is more likely than lower educated workforce to accept flexible working hours.

lower educated

17%

lower educated workforce is least likely to undertake actions to stay employed, when compared to middle or higher educated.

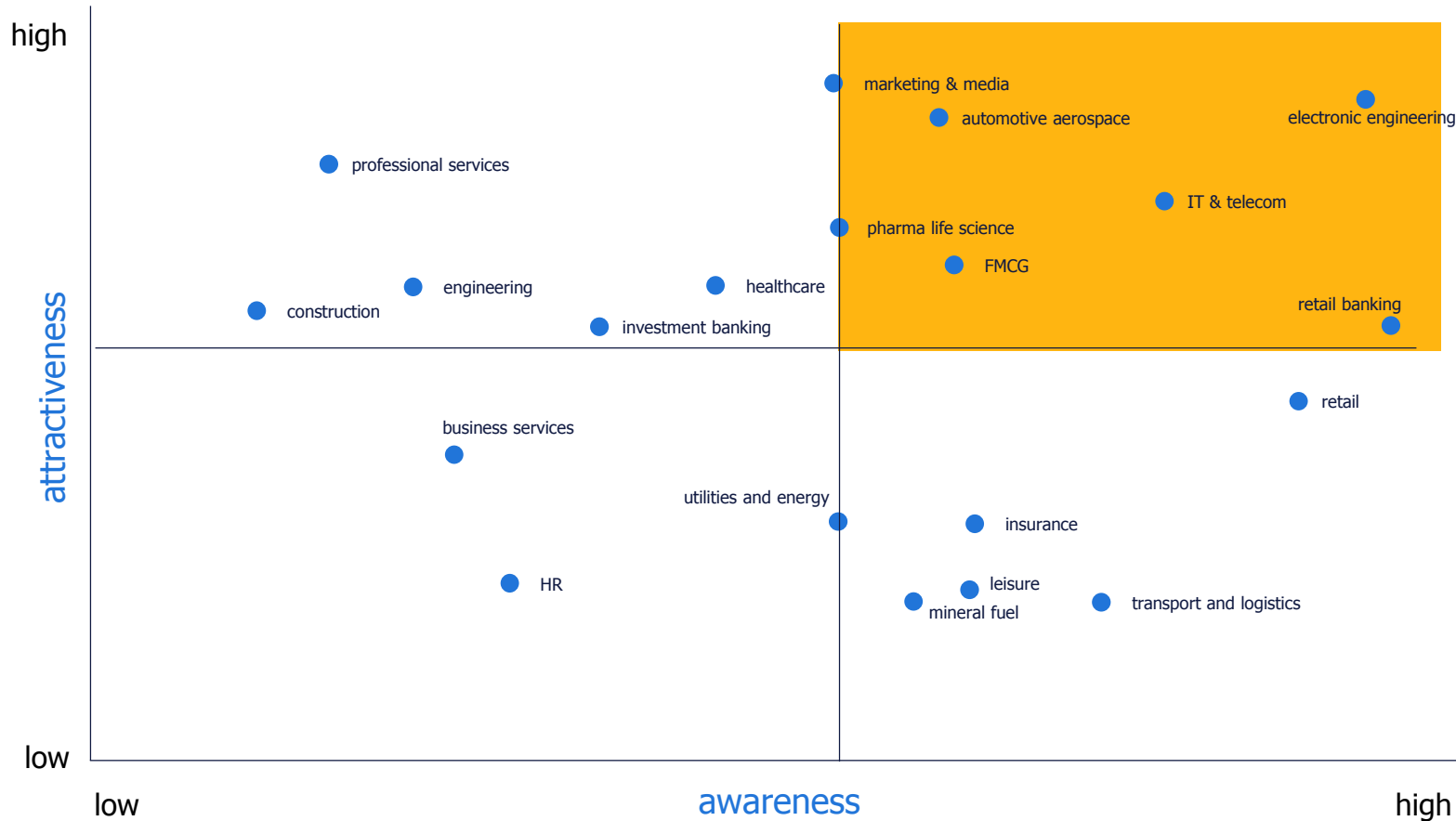
sector



insights.



top performing sectors in the uk 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.

top 3 sectors in the uk by EVP driver.

EVP driver	1	2	3
salary & benefits	professional services	investment banking	automotive aerospace
career progression	professional services	investment banking	IT & telecom
financially healthy	IT & telecom	FMCG	pharma life science
gives back to society	healthcare	construction	marketing & media
interesting job content	marketing & media	electronic engineering	engineering
job security	IT & telecom	pharma life science	electronic engineering
work atmosphere	marketing & media	IT & telecom	automotive aerospace
uses latest technologies	electronic engineering	IT & telecom	marketing & media
very good reputation	automotive aerospace	electronic engineering	marketing & media
work-life balance	marketing & media	construction	IT & telecom

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	very good reputation
02 electronic engineering	uses latest technologies	financially healthy	very good reputation
03 automotive aerospace	financially healthy	uses latest technologies	very good reputation
04 professional services	financially healthy	salary & benefits	career progression
05 IT & telecom	uses latest technologies	financially healthy	career progression
06 pharma life science	financially healthy	uses latest technologies	job security
07 FMCG	financially healthy	job security	uses latest technologies
08 healthcare	financially healthy	job security	uses latest technologies
09 engineering	financially healthy	uses latest technologies	very good reputation
10 construction	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 retail banking	financially healthy	uses latest technologies	career progression
12 investment banking	financially healthy	uses latest technologies	salary & benefits
13 retail	financially healthy	very good reputation	uses latest technologies
14 business services	financially healthy	uses latest technologies	career progression
15 utilities and energy	financially healthy	uses latest technologies	job security
16 insurance	financially healthy	uses latest technologies	job security
17 HR	financially healthy	uses latest technologies	career progression
18 leisure	financially healthy	uses latest technologies	job security
19 mineral fuel	financially healthy	uses latest technologies	career progression
20 transport and logistics	financially healthy	uses latest technologies	job security



top



employers.

top employers in the uk.

top 10 employers 2018

- 01 John Lewis
- 02 Rolls-Royce Group
- 03 British Airways
- 04 British Sky Broadcasting Group (Sky TV)
- 05 Marks & Spencer
- 06 Jaguar Land Rover
- 07 Unilever (Dove, Persil, Bovril...)
- 08 Deloitte
- 09 BAE Systems
- 10 BMW

top 10 employers 2017

- 01 British Airways
 - 02 Johnson Controls
 - 03 TUI Group
 - 04 Marks & Spencer
 - 05 BMW
 - 06 Philips
 - 07 PwC
 - 08 Intertek Group
 - 09 Rolls-Royce Group
 - 10 Jaguar Land Rover
-

uk's top companies

top 3 EVP drivers for the top 5 companies.

	top 3 EVP drivers		
top 5 companies	1	2	3
1 John Lewis	financially healthy	very good reputation	job security
2 Rolls-Royce Group	uses latest technologies	financially healthy	very good reputation
3 British Airways	uses latest technologies	financially healthy	interesting job content
4 British Sky Broadcasting Group (Sky TV)	financially healthy	uses latest technologies	job security
5 Marks & Spencer	very good reputation	financially healthy	job security

top employers by EVP driver.

EVP driver	1	2	3
salary & benefits	Dentsu Aegis Group	Rolls-Royce Group	PwC
career progression	Wood Group (John)	Deloitte	Dentsu Aegis Group
financially healthy	Amazon	British Sky Broadcasting Group (Sky TV)	Unilever (Dove, Persil, Bovril...)
gives back to society	Dentsu Aegis Group	Swire	Wood Group (John)
interesting job content	British Airways	BAE Systems	British Sky Broadcasting Group (Sky TV)
job security	John Lewis	Deloitte	Reckitt Benckiser (Nurofen, Dettol, Harpic...)
work atmosphere	John Lewis	Swire	Dentsu Aegis Group
uses latest technologies	IBM	British Sky Broadcasting Group (Sky TV)	BAE Systems
very good reputation	John Lewis	Rolls-Royce Group	Marks & Spencer
work-life balance	Swire	Wood Group (John)	Dentsu Aegis Group

deep dive

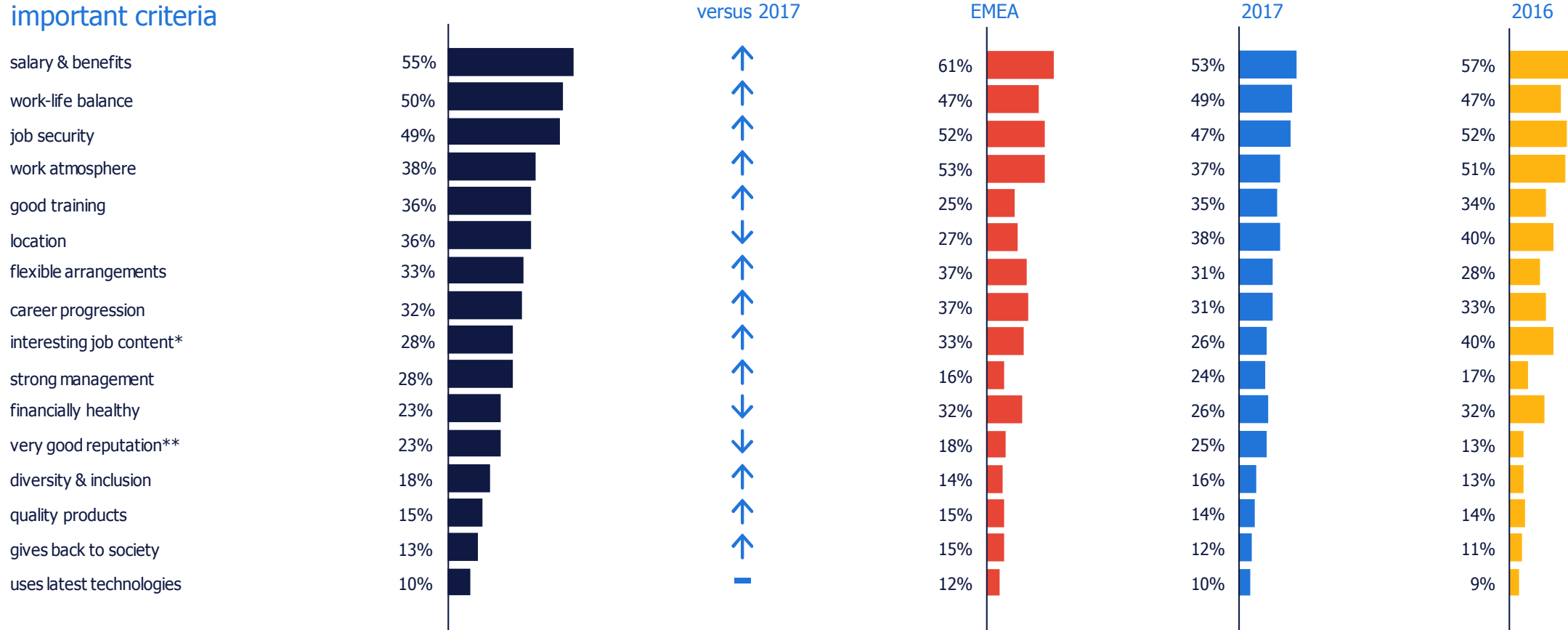
appendix 1.



what potential employees want

the most important criteria when choosing an employer.

important criteria

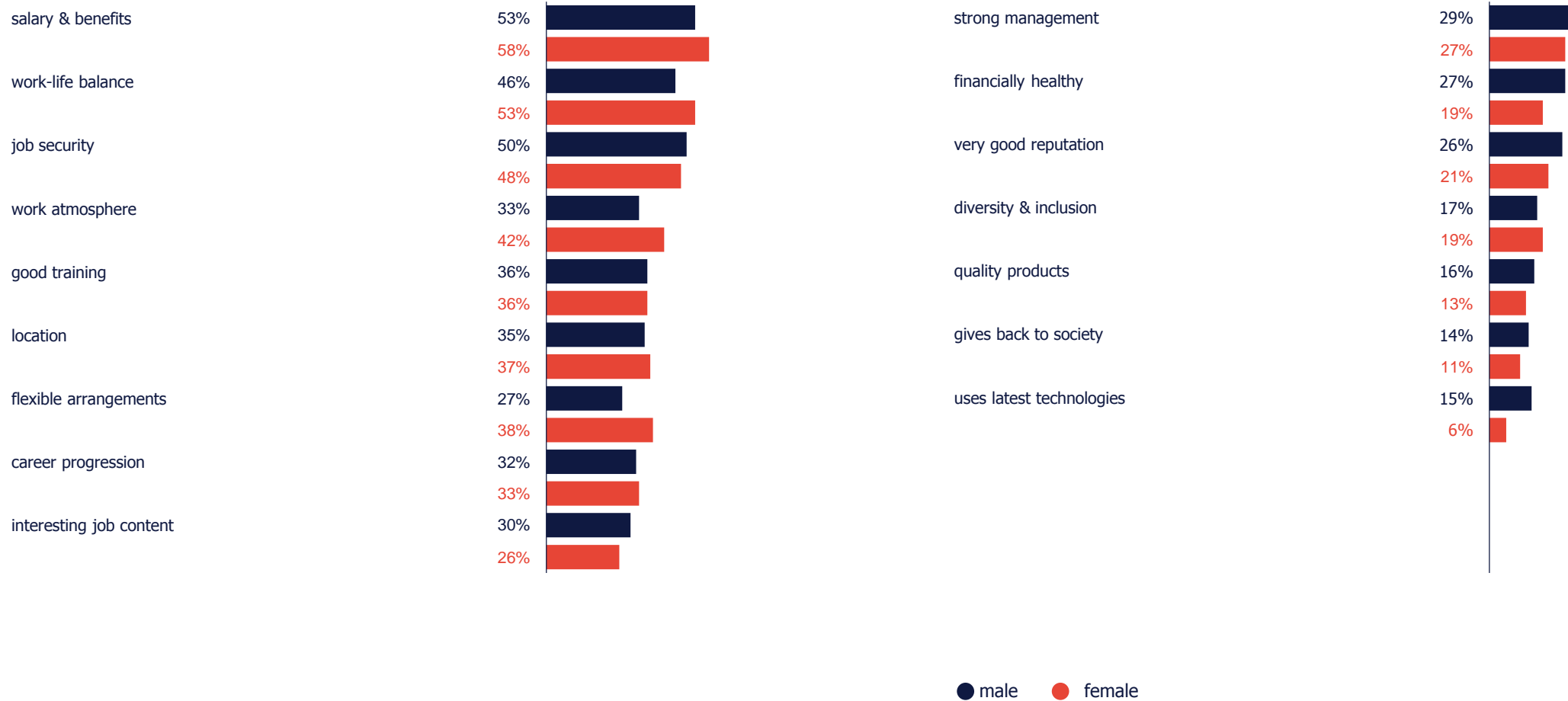


characteristics highest rated by the labor force. stressing these elements or improving them is critical for your EVP because they contribute most to the strength of your employer brand.

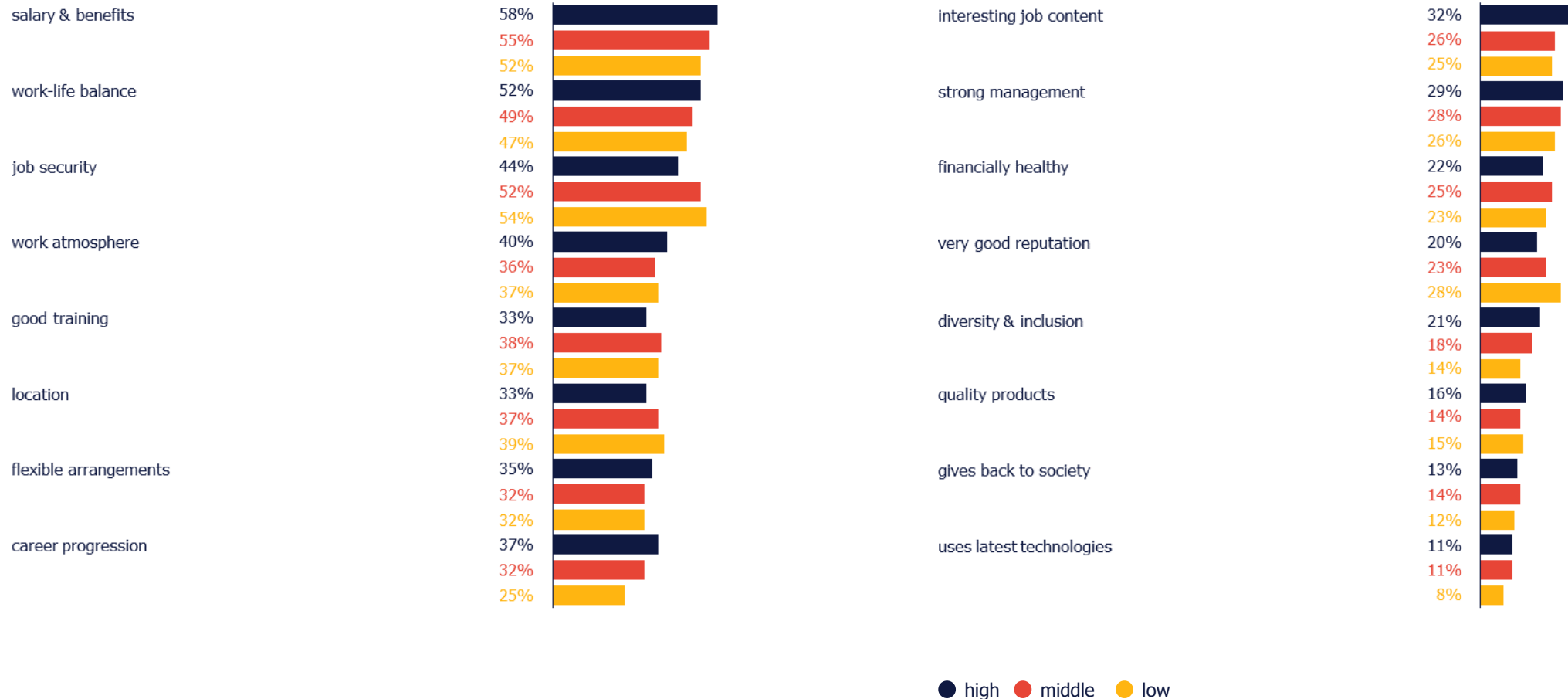
*2017: work that is stimulating and challenging/ **previous years: strong image/strong values



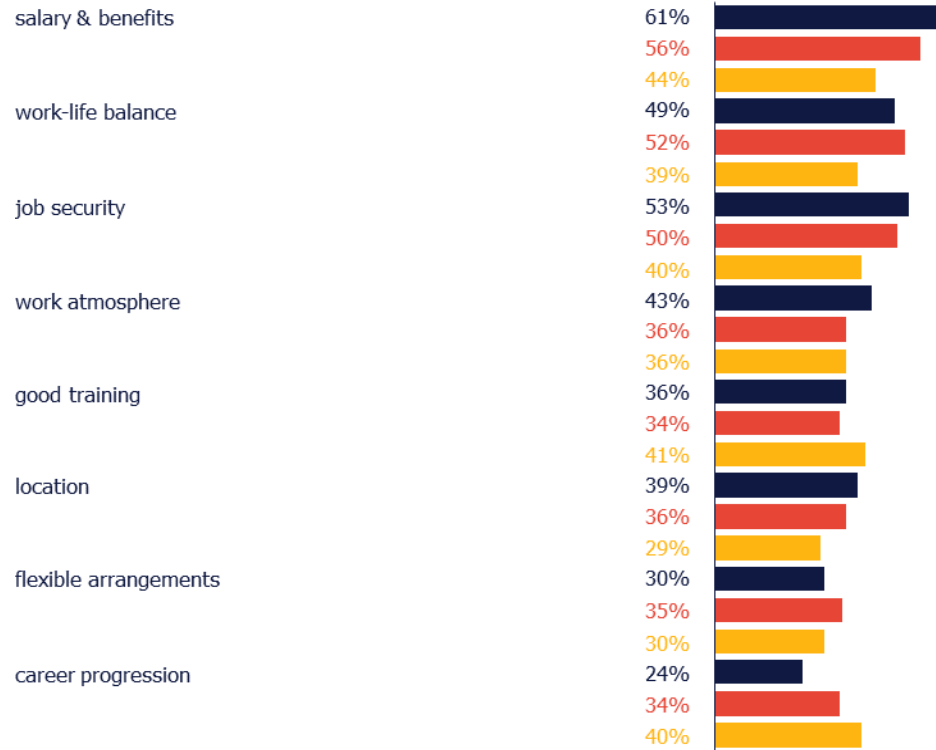
EVP driver importance by gender.



EVP driver importance by education.



EVP driver importance by age.



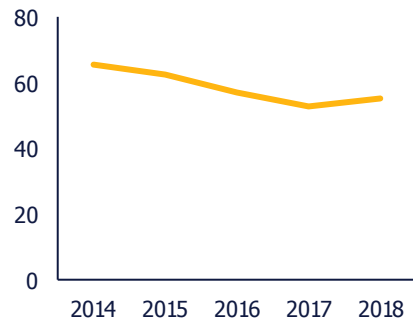
● 45+ ● 25 - 44 ● 18 - 24



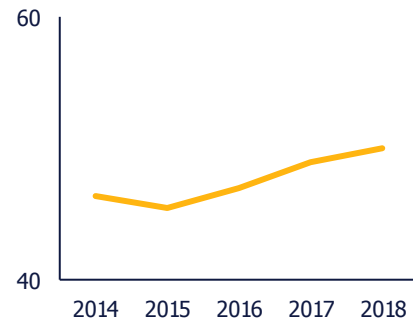
EVP driver importance trends, total.

1/2

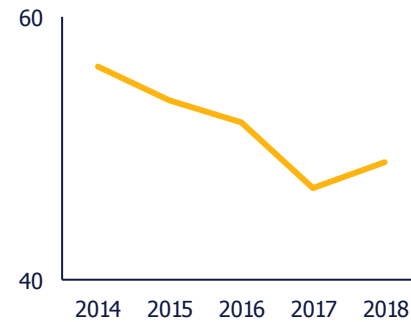
salary & benefits



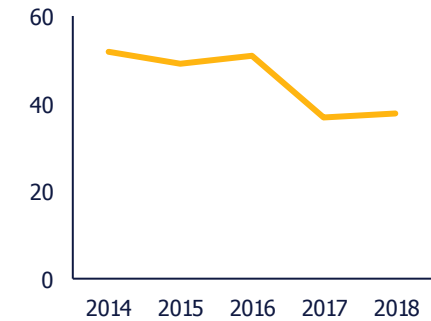
work-life balance



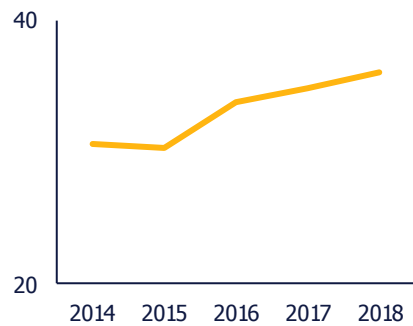
job security



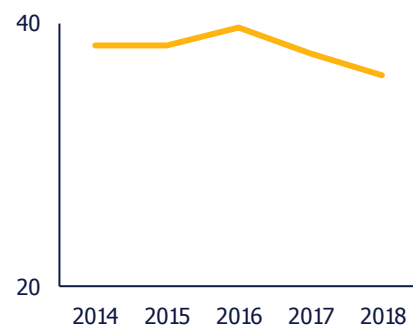
work atmosphere



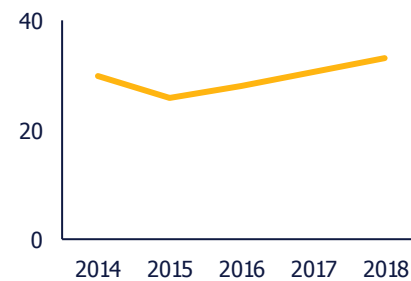
good training



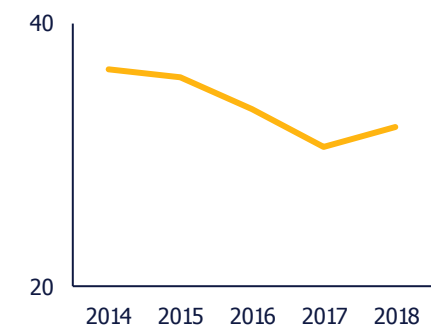
location



flexible arrangements



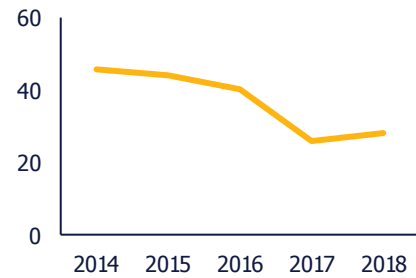
career progression



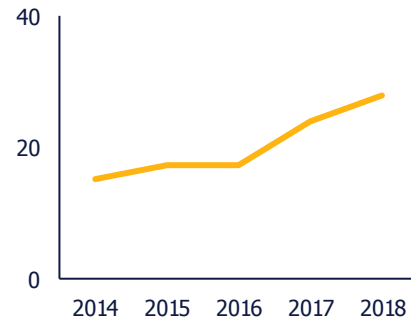
EVP driver importance trends, total.

2/2

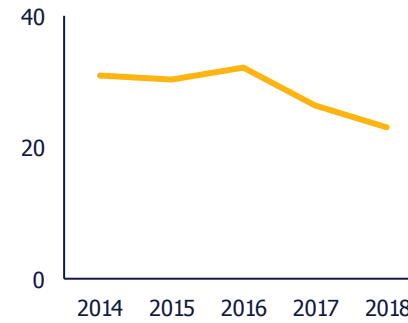
interesting job content



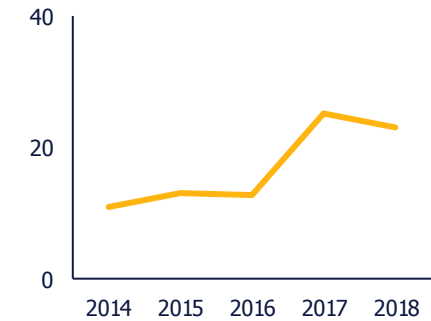
strong management



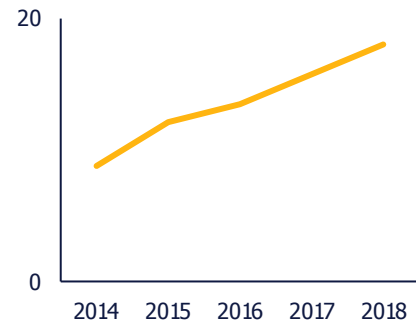
financially healthy



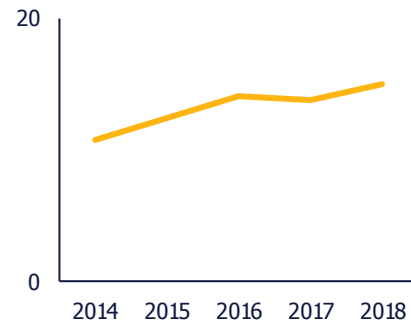
very good reputation



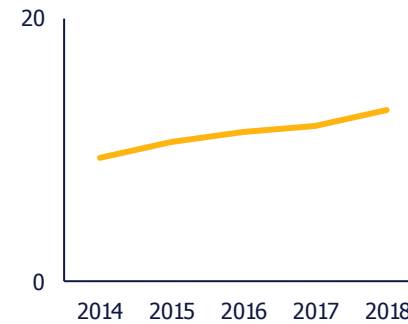
diversity & inclusion



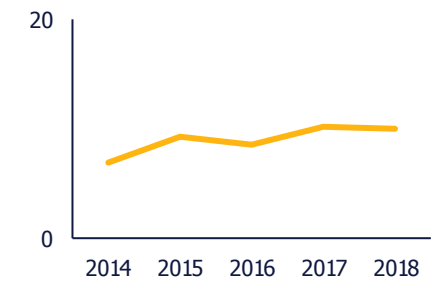
quality products



gives back to society



uses latest technologies



methodology



appendix 2.

methodology

why smart sampling?

In the past, companies were evaluated by 140 to 1400 respondents. Having analysed the data and error margins, it was concluded that a large sample was not necessary when reliable data can also be obtained with a smaller sample size. Therefore, 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).



source bibliography.

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3 JWTInside, "The Evolving Culture-scape and Employee Expectation" Research Study 2014, High Performance Employees

<https://www.slideshare.net/JWTINSIDE/culture-scape-1028-sm>

4 Harvard Business Review, A Bad Reputation Costs a Company at Least 10% More Per Hire

<https://hbr.org/2016/03/a-bad-reputation-costs-company-at-least-10-more-per-hire>

5 HR in Asia, Do You Think Your Employer Brand Can Be Ruined by Social Media?

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company specific slide.

your company

- What does it do/ what is it known for
- Active in x countries: name countries

few facts about their EVP (if any)

- Abc
- Abc

how can the RS consultant help them

- Ipienit re laceatu riateni temquis coraectem volorro totasi ipsam dis sum quissinvenis enisti ut faccae.
- Obita qui qui as modisque pos est re, officataque dem ut atur sum nis assi nimo vollab ilit ratus, vid ut volo rem la idebis etur ressi deri dolo bearum remporenis.
- Alita ex ellupta tecusam que non repuda nimpe solum am dolecti re il ipsam fugiam volorum quam.



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.



name organization
name contact
person



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person



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person



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person



randstad

human forward.

