

employer branding

perception is reality

Canada

Randstad Award results 2016

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Randstad Award results 2016: Canada





introduction

what is the Randstad Award?

what is the Randstad Award?

the world's
largest survey on
employer
branding

independently
conducted survey
with more than
200,000
respondents
worldwide

truest reflection of
employer
attractiveness for
each country's
largest employers

valuable insights
to help
companies shape
their brand



25 countries

covering 75% of the global economy



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

representative
sample
aged 18 to 65
based on region,
age and gender

sample comprised
of students,
employed and
unemployed
workforce

interviews
conducted online
between
September 23
and December 8,
2015



employer branding



why employer branding matters

10%

lower payroll costs for companies with good employer brand

28%

lower staff turnover at companies with a strong employer brand

indexed cost-per-hire is

46%

lower at companies with good/strong branding

84%

would leave their current job to work for a company with a better corporate reputation

'Countries, companies, and employees all have slightly different needs. The employer brand should therefore seek to articulate and convey the rich and varied traits that make an organization unique.'

Jacques van den Broek,
CEO Randstad

Speaker notes

4 steps to get the most of your employer brand



step #1

measure what you offer vs. what your employees really want



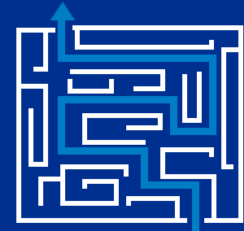
step #2

specify your EVP - take target audience into account



step #3

communicate your offerings to your (potential) employees - reflect the reality



step #4

look ahead - 3 year plan to anticipate future needs of your employees

for a strong Employer Brand, create a credible Employee Value Proposition (EVP) and maximize its effect on the attraction, retention and engagement of talent in 4 steps



global insights

The background of the slide features a collage of silhouettes of business professionals in various poses, some holding documents or devices. These silhouettes are layered over a background image of a city skyline, with the Chrysler Building being a prominent feature. The entire scene is reflected on a glossy surface below. A large, semi-transparent blue rectangle is positioned on the left side of the slide, containing the main title and subtitle in white text.

Canada results

what do Canadian
workers want?

what do Canadian workers want?

most important factors looked for in an employer

67%

point at salary as
important within
their top 5

54%

seek long-term job
security

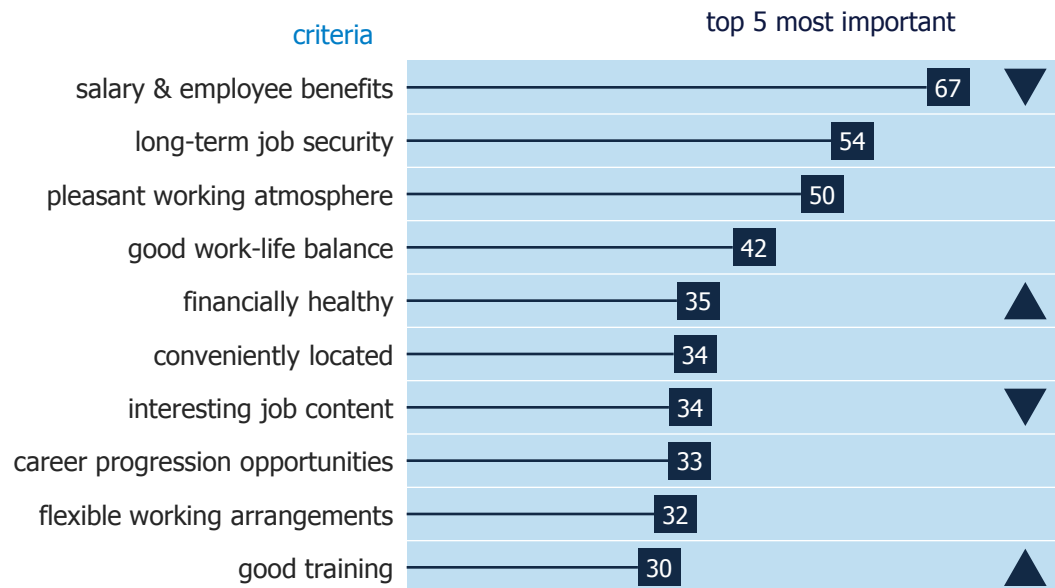
50%

look for a pleasant
working atmosphere

salary primary
factor determining
the Canadian
market's preference
for a particular firm
– but its importance
has decreased

**financial
health and
training** have
gained importance
in the past year

**job security
and
atmosphere**
remain fairly stable
compared to last
year



different profiles, different needs

demographic differences

women

more looking for flexible working arrangements, atmosphere, high salary and good workplace accessibility

VS

men

look more for financial stability, innovation, strong management and international career opportunities



young

talent more oriented towards global career prospects, diversity at work, strong management and innovation

VS

older

workforce aged 45+ more looking for good salary, job security and financial stability



higher educated

more driven by job content, (global) career opportunities and social awareness

VS

lower educated

look more for job security, atmosphere, training and workplace accessibility



function

flexible working arrangements more valued by employees with economist, government, legal functions or social service workers

job content more important to people with a function in consulting, education, health, production or social services

work-life balance less important among people with economist or consulting function

how do employers perform on important attributes?

what candidates are seeking versus what employers score best on

potential talent in Canada seek...

- 1. salary & employee benefits**
- 2. long-term job security**
- 3. pleasant working atmosphere**
4. good work-life balance
5. financially healthy
6. interesting job content
7. career progression opportunities
8. good training
9. strong management
10. environmentally & socially aware

employers in Canada score best on...

1. financially healthy
2. strong management
3. good training
- 4. salary & employee benefits**
5. career progression opportunities
- 6. long-term job security**
7. interesting job content
- 8. pleasant working atmosphere**
9. good work-life balance
10. environmentally & socially aware

understand
what candidates/
employees want

reinforce the
priorities of the
talent you are
seeking

validate the
assumptions and
articulate the
attributes of your
organization

Randstad Award

most attractive
employers



WestJet Airlines Ltd. in the Randstad Award Hall of Fame

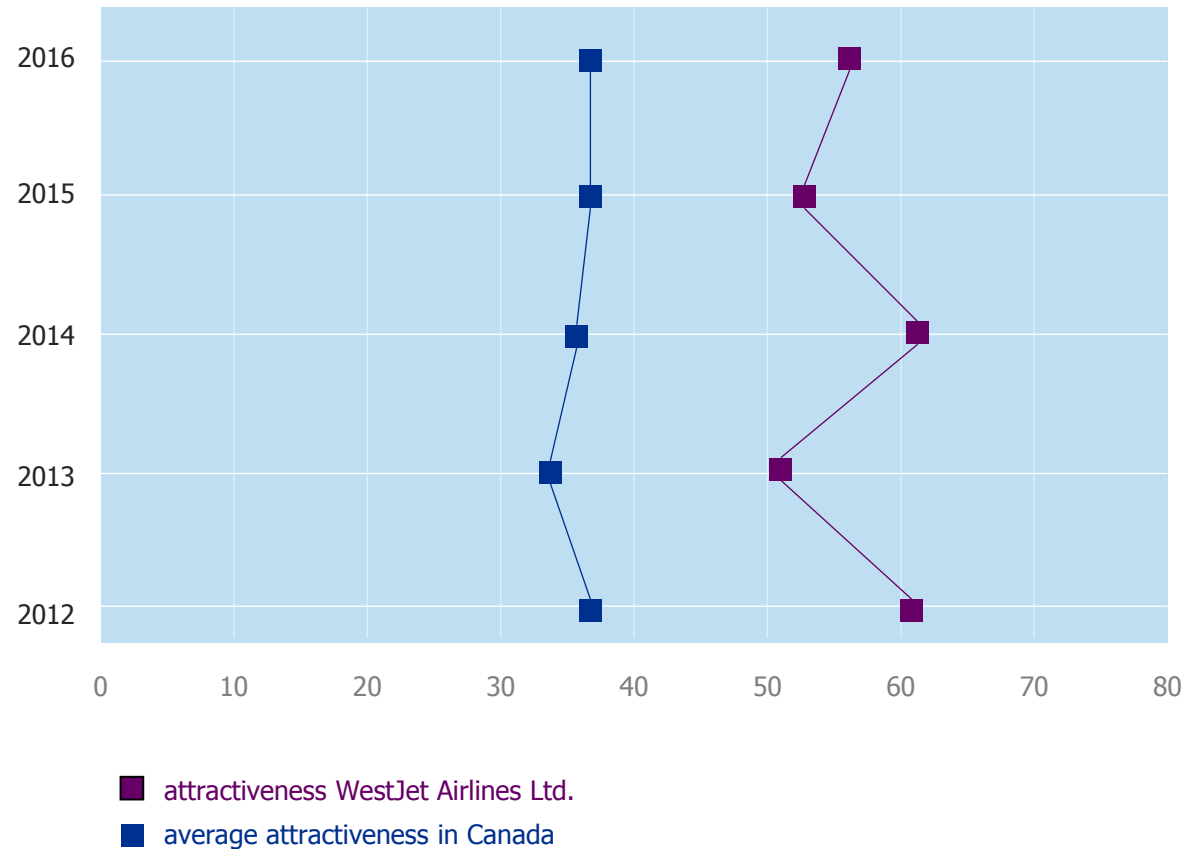
entered the Hall of Fame in 2016 as most attractive employer 2012, 2013 and 2014 in Canada

the
**Randstad
Award Hall
of Fame**
celebrates
outstanding
employer brand
achievement
amongst the
largest
employers in
your country

it is the greatest
honor in
Employer
Branding as the
honoree has
repeatedly been
elected as the
most attractive
employer by a
large audience,
from all
demographics, in
your country

is a distinction
granted only to x
companies
worldwide up to
2016 – these
employers
merited a
distinction
beyond the
annual Randstad
Award as they
won three times
in five years

WestJet Airlines Ltd. is Hall of Fame Honoree from 2016 to 2017



with 78% name awareness and 56% attractiveness, **WestJet Airlines Ltd.** maintains highest attractiveness among Canada's largest employers

WestJet Airlines Ltd. will be eligible again in the **2018** Randstad Award edition

top 20 most attractive companies

attractiveness: among respondents who know the company (minimum 10% name awareness), percentage who would like to work for the company

1.	Canadian Solar Inc.	54.38%	2.	IBM Canada Ltd.	51.77%	3.	Air Canada	50.89%
4.	Indigo Books & Music Inc. (Indigo, Chapters and Coles)	49.08%	10.	Costco Wholesale Canada Ltd.	45.71%	16.	Canadian Pacific Railway Limited (CP Railway)	43.97%
5.	Fairmont Hotels & Resorts Inc	47.87%	11.	Pratt & Whitney Canada Corporation	45.34%	17.	Transat A.T. Inc. (AirTransat)	43.54%
6.	Bombardier Inc.	47.55%	12.	Toyota Motor Manufacturing Canada	44.54%	18.	PricewaterhouseCoopers LLP (PwC)	43.54%
7.	Coca-Cola Refreshments Canada Company	47.50%	13.	The Toronto-Dominion Bank (TD Bank)	44.52%	19.	Honda Canada Inc.	43.45%
8.	Thomson Reuters Canada Limited	46.99%	14.	Royal Bank of Canada	44.05%	20.	Kraft Canada Inc	43.24%
9.	Canadian National Railway Company (CN)	45.97%	15.	Molson Coors	43.99%			

top 20 best known companies

name awareness: to know the company enough to have an opinion/perception about it

1.	Wal-Mart Canada Corp.	91.52%	2.	Air Canada	91.35%	3.	McDonald's Restaurants Of Canada Limited	89.27%
4.	Sears Canada Inc.	88.05%	10.	Canadian Tire Corporation, Limited (Canadian Tire)	84.63%	16.	Shell Canada Limited	83.07%
5.	Best Buy Canada Ltd.	85.99%	11.	Dollarama Inc.	84.35%	17.	Costco Wholesale Canada Ltd.	83.06%
6.	Kraft Canada Inc	85.52%	12.	Coca-Cola Refreshments Canada Company	84.00%	18.	Bell Media	82.77%
7.	Royal Bank of Canada	84.94%	13.	Home Depot of Canada Inc. (Home Depot)	83.89%	19.	Rogers Communications Inc.	81.81%
8.	Bank of Montreal (BMO)	84.85%	14.	Cineplex Inc.	83.31%	20.	Maple Leaf Foods Inc.	79.58%
9.	TELUS Corporation	84.66%	15.	RONA inc.	83.22%			

top 3 most attractive companies by attribute

	1 st position	2 nd position	3 rd position
financially healthy	The Toronto-Dominion Bank (TD Bank)	Coca-Cola Refreshments Canada Company	Royal Bank of Canada
good training	IBM Canada Ltd.	Air Canada	Bruce Power L.P.
long-term job security	Royal Bank of Canada	Bank of Montreal (BMO)	Canadian Imperial Bank of Commerce (CIBC)
career progression opportunities	IBM Canada Ltd.	Ernst & Young LLP	The Toronto-Dominion Bank (TD Bank)
strong management	Coca-Cola Refreshments Canada Company	The Toronto-Dominion Bank (TD Bank)	Ernst & Young LLP
interesting job content	Air Canada	IBM Canada Ltd.	Bombardier Inc.
pleasant working atmosphere	Indigo Books & Music Inc. (Indigo, Chapters and Coles)	Canadian Solar Inc.	Fairmont Hotels & Resorts Inc
salary & employee benefits	Ernst & Young LLP	IBM Canada Ltd.	Bombardier Inc.
good work-life balance	Canadian Solar Inc.	Bank of Montreal (BMO)	Canadian Imperial Bank of Commerce (CIBC)
environmentally & socially aware (CSR)	Canadian Solar Inc.	Agropur Coopérative	Progressive Waste Solutions Ltd.

top 3 most attractive companies by gender, age and education

	1 st position	2 nd position	3 rd position
men	Canadian Solar Inc.	IBM Canada Ltd.	Bombardier Inc.
women	Indigo Books & Music Inc. (Indigo, Chapters and Coles)	Fairmont Hotels & Resorts Inc	Air Canada
18 - 24 years	Air Canada	The Toronto-Dominion Bank (TD Bank)	Indigo Books & Music Inc. (Indigo, Chapters and Coles)
25 - 44 years	Canadian Solar Inc.	IBM Canada Ltd.	Air Canada
45 - 65 years	Canadian Solar Inc.	IBM Canada Ltd.	Stantec Inc.
high school and lower	Canadian Solar Inc.	Air Canada	Pratt & Whitney Canada Corporation
post-secondary	IBM Canada Ltd.	Canadian Solar Inc.	Air Canada
graduate studies	IBM Canada Ltd.	Cargill Limited	Fairmont Hotels & Resorts Inc

top 3 most attractive companies by geography

	1 st position	2 nd position	3 rd position
Eastern Canada	Canadian Solar Inc.	IBM Canada Ltd.	Air Canada
Western Canada	Stantec Inc.	Canadian Solar Inc.	Suncor Energy Inc.

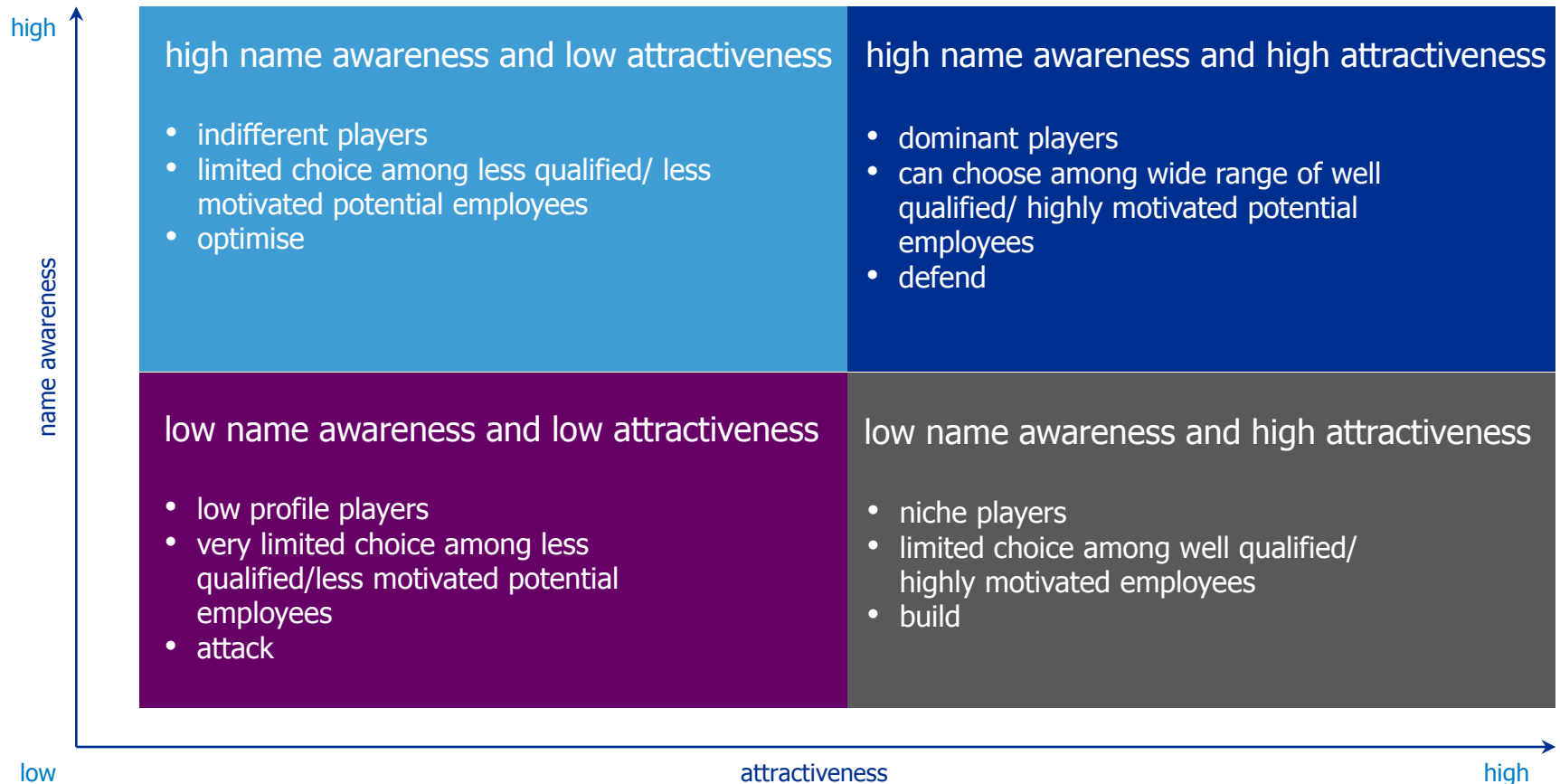
Randstad Award

most attractive
sectors



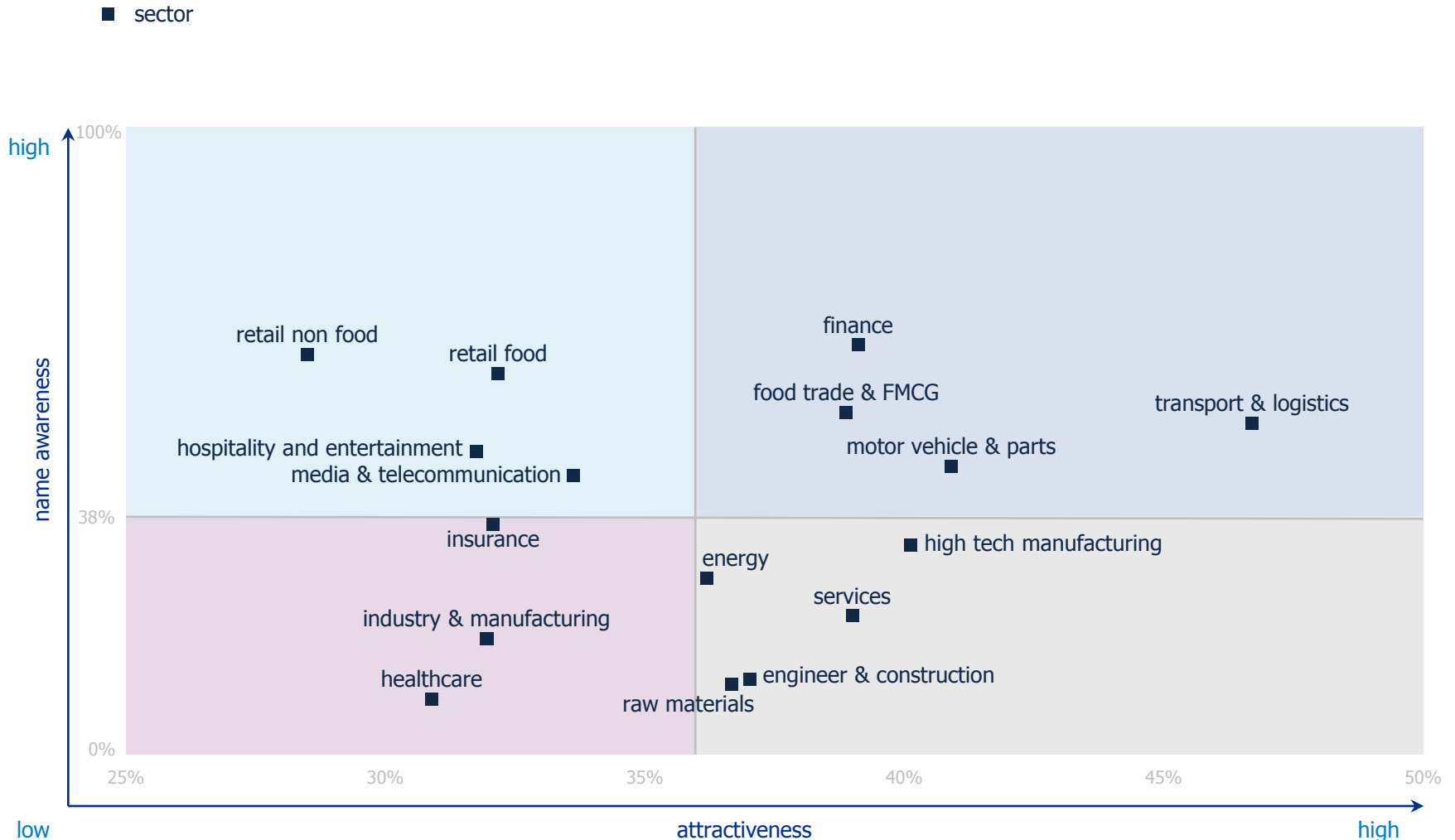
Randstad Award attractiveness grid

attractiveness by name awareness



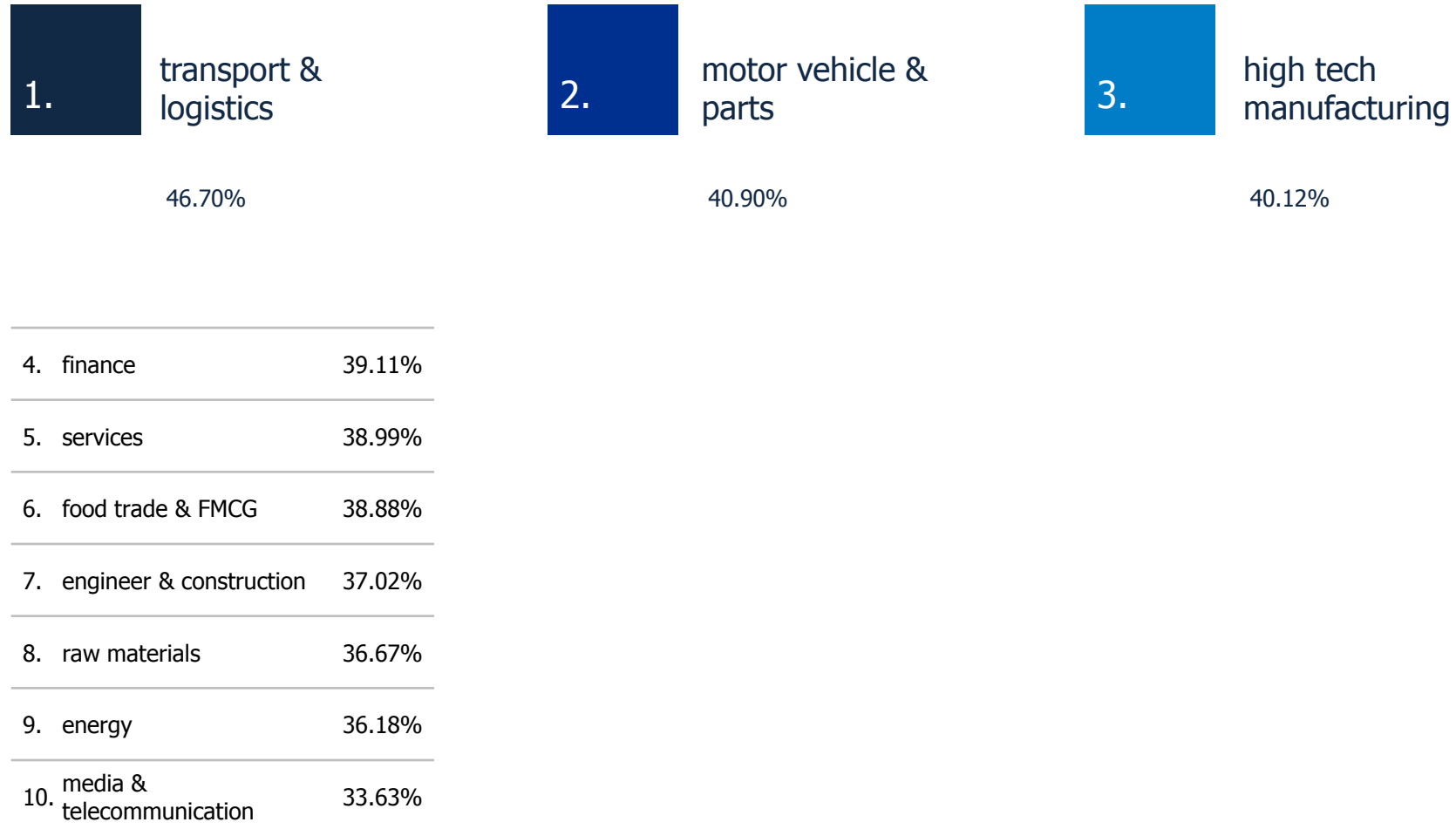
attractiveness local sector

respondents who know one or more companies operating in a particular sector



top 10 most attractive sectors

attractiveness: among respondents who know one or more companies operating in a particular sector, percentage who would like to work for the companies within the sector



top 3 most attractive sectors by attribute

	1 st position	2 nd position	3 rd position
financially healthy	finance	food trade & FMCG	retail food
good training	transport & logistics	finance	motor vehicle & parts
long-term job security	finance	transport & logistics	services
career progression opportunities	finance	services	engineer & construction
strong management	finance	motor vehicle & parts	food trade & FMCG
interesting job content	transport & logistics	high tech manufacturing	engineer & construction
pleasant working atmosphere	finance	transport & logistics	motor vehicle & parts
salary & employee benefits	motor vehicle & parts	transport & logistics	energy
good work-life balance	finance	motor vehicle & parts	food trade & FMCG
environmentally & socially aware (CSR)	finance	food trade & FMCG	motor vehicle & parts

top 3 most attractive sectors by gender, age and education

	1 st position	2 nd position	3 rd position
men	transport & logistics	motor vehicle & parts	high tech manufacturing
women	transport & logistics	finance	services
18 - 24 years	transport & logistics	finance	high tech manufacturing
25 - 44 years	transport & logistics	finance	motor vehicle & parts
45 - 65 years	transport & logistics	motor vehicle & parts	high tech manufacturing
high school and lower	transport & logistics	motor vehicle & parts	food trade & FMCG
post-secondary	transport & logistics	motor vehicle & parts	finance
graduate studies	raw materials	transport & logistics	engineer & construction

top 3 most attractive sectors by geography

	1 st position	2 nd position	3 rd position
Eastern Canada	transport & logistics	motor vehicle & parts	finance
Western Canada	transport & logistics	energy	high tech manufacturing

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Randstad Award results 2016: Canada



01

survey design >



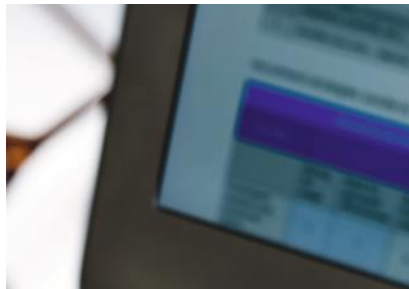
02

sample description >



03

country insights >



04

additional insights >



05

REMAS >



06

employer branding >

survey design

main survey

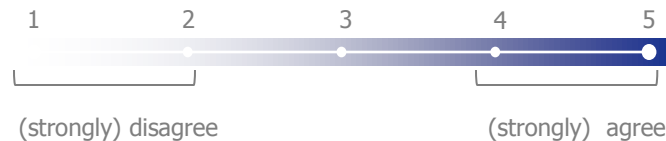
01 what attributes are important to you when choosing to work for a company?

respondents rank their top 5 attributes, in order of most to least important, from a list of 17 choices

02 which of the following companies do you know?

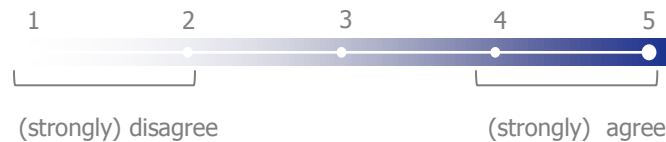
respondents select companies they know from a random list of 30 companies per respondent

03 based on your perception of this company, would you like to work for it?



04 do you think this company performs well on these attributes?

financially healthy
good training
long-term job security
career progression opportunities
strong management
job content
work atmosphere
salary & employee benefits
work-life balance
environment and society (CSR)



a random list of companies is shown to all respondents with the question: 'do you know this company?'

next, only those who know the company are asked: 'would you like to work for this company?' = question that determines the most attractive employer

next, the respondents rate each company on 10 functional attributes

an annual award is granted to recognize the most attractive employer

survey design

additional insights

- 01 how many hours per week do you have to work according to your current employment contract/agreement?
- 02 how many hours per week do you actually work, any type of overtime included?
- 03 how do you feel about your current work schedule?
 - I am happy with the work schedule I currently have
 - I am willing to work more hours if I receive additional pay
 - I am willing to work more hours even if I do not receive additional pay
 - I am willing to work fewer hours, but also earn less
- 04 for what reasons would you like to work less hours per week?
respondents select multiple options from a list
- 05 for what reasons would you like to work more hours per week?
respondents select multiple options from a list
- 06 how do you feel about flexible hours and the ability to choose your working hours yourself?
 - standard workweek with the same work hours every day
 - work different hours every workday at my convenience
 - work less days in a week and more hours in a day
 - work more days in a week and have more time off another week
- 07 how do you feel about working remotely?
 - work in the office
 - work remotely occasionally when more convenient
 - work remotely a fixed number of days per week
 - work remotely all the time

description of online respondents

6th edition of the Randstad Award Canada

gender

men	3,550
women	3,851



age

18 - 24 years	985
25 - 44 years	3,970
45 - 65 years	2,446



7,401 potential employees
aged between 18 and 65

based on respondents'
perceptions of the 150 largest
employers

interviews conducted online
between September and
December 2015

study

high school and lower	1,876
post-secondary	4,831
graduate studies	587



level

production	862
office	2,364
manager	1,157



description of online respondents

details

sector

agriculture, forestry, fishing	82
automotive/vehicles	127
construction	267
banking/finance/insurance	289
FMCG (fast-moving consumer goods)	40
human resources	58
industrial/manufacturing	244
IT	327
consulting	106
mining / resources	52
non-profit (NGO/public services)	126
healthcare	437
public administration (government)	233
education	412
pharmaceutical	62
chemical	36
power/utilities	54
telecommunications	107
real estate or rental	66
retail trade	372
services/business	89
services/cleaning/entertainment/recreation	278
media	61
transport/logistics/warehousing	148
travel/leisure/hospitality	147
other	431

total 4,651



function

commercial, marketing	343
economist, consultant	63
education	343
engineer, architect	162
finance, insurance, accounting	336
government worker	255
HR, recruitment officer	86
IT specialist	417
legal	24
life science professional	81
logistics worker	94
health occupations	330
production, manufacturing	390
purchasing	77
administrative	399
services	577
social, community service	138
other	536

total 4,651



region

Eastern Canada	5,233
Western Canada	2,168

total 7,401



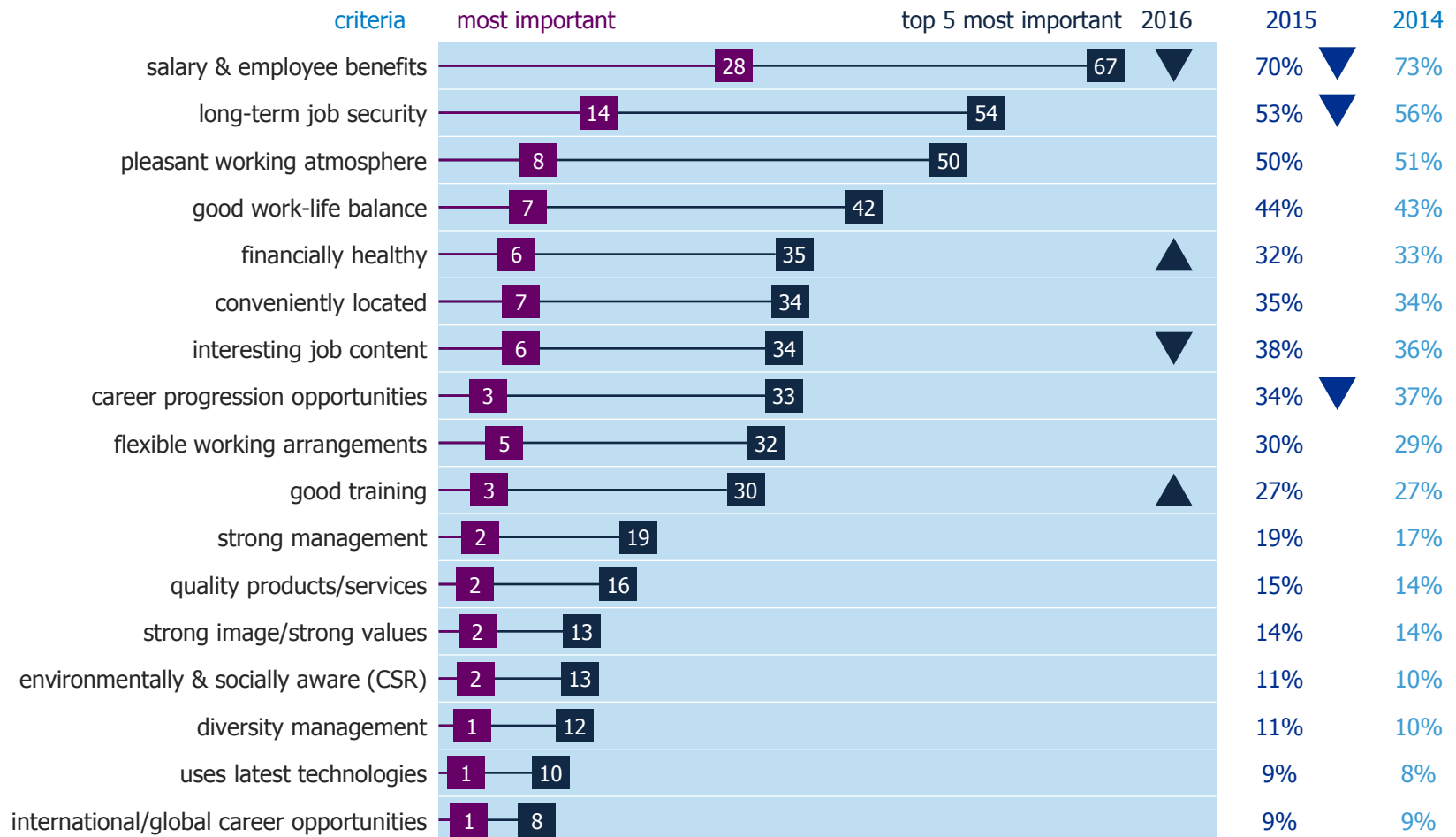


country insights

what do Canadian workers want?

most important job attributes viewed by potential employees in Canada

what are the most important criteria to potential employees when choosing an employer?



attributes viewed by gender

what are the most important criteria to potential employees when choosing an employer?

criteria viewed by gender – ranked by occurrence in top 5



attributes viewed by age

what are the most important criteria to potential employees when choosing an employer?

criteria viewed by age – ranked by occurrence in top 5



attributes viewed by education level

what are the most important criteria to potential employees when choosing an employer?

criteria viewed by education level – ranked by occurrence in top 5





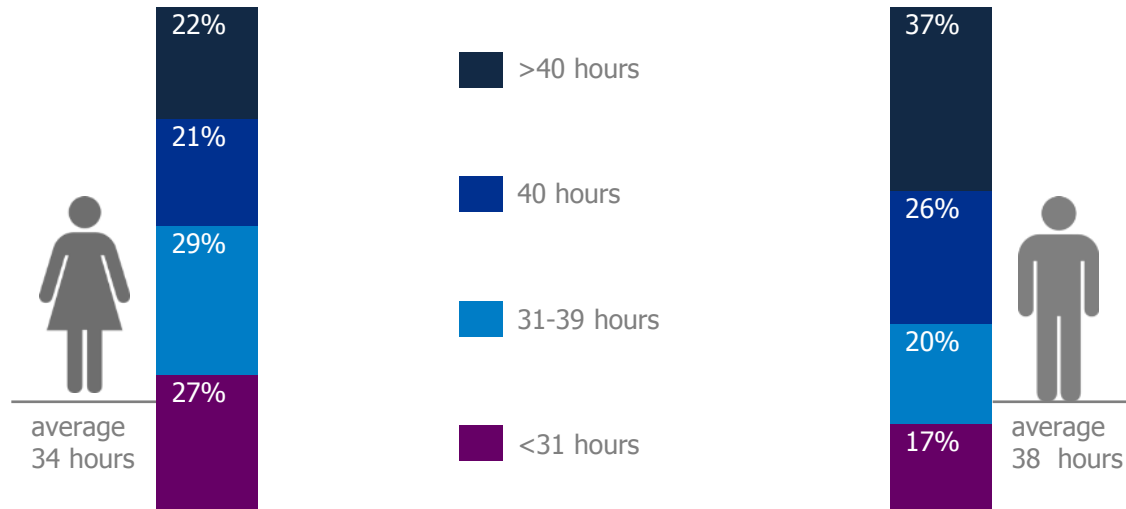
additional
insights

workplace
flexibility

how much do Canadian employees actually work?

30% of Canadian employees report working more than 40 hours per week, especially men

average weekly hours worked by gender



according to their contract (fulltime, part time), Canadian employees have to work resp. 41 and 29 hours on average per week

in reality, Canadian workers report working on average 41 and 30 hours per week (fulltime, part time)

30% report working more than 40 hours per week

average weekly hours worked by other sub groups

manager	40 hours	45 - 65 years	37 hours	graduate studies	39 hours
office	35 hours	25 - 44 years	36 hours	high school and lower	36 hours
production	35 hours	18 - 24 years	33 hours	post-secondary	36 hours

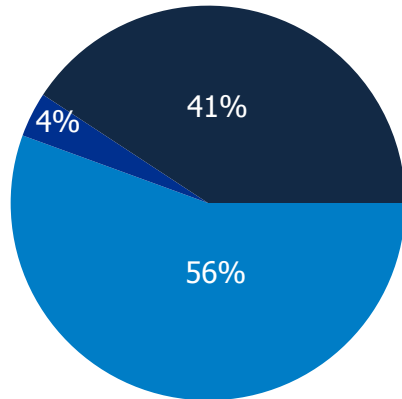
how do employees perceive their work schedule?

younger people and production workers more inclined to work more at higher pay



what motivates employees to work more?

higher pay and promotion are main motivators to work more among both male and female workers



feelings about current work schedule

- happy with current schedule
- willing to work less
- willing to work more

motivators to work more

	overall
increase income	85%
take a next step in career (promotion)	27%
fulfill potential/personal development	20%
have more influence at work	14%
develop a greater self-esteem	8%
escape from daily home activities	5%

gender

men motivated to work more by increasing their influence and promotion, women more by increasing their income



age

younger people more motivated to work more by developing greater self-esteem, increasing influence and promotion



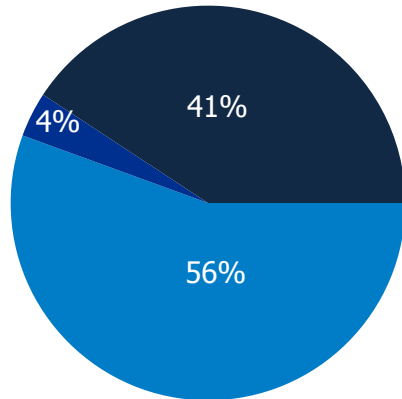
education

promotion and personal development motivate more higher educated to work more



what motivates employees to work less?

work-life balance and leisure are main motivators to work less



feelings about current work schedule

- happy with current schedule
- willing to work less
- willing to work more

motivators to work less

	overall
healthier work-life balance, less stress	69%
free time for myself	67%
spend more time with children	36%
sports, leisure, hobbies	33%
care for family member/relative	18%
education, study, training	15%
do volunteering work (social purpose)	9%
start up or run own business	7%

gender

men motivated more to work less by making time for study or own business, women more by decreasing stress or social purposes



age

younger workforce more inclined to work less to make time for study or family, older people to take care of family members

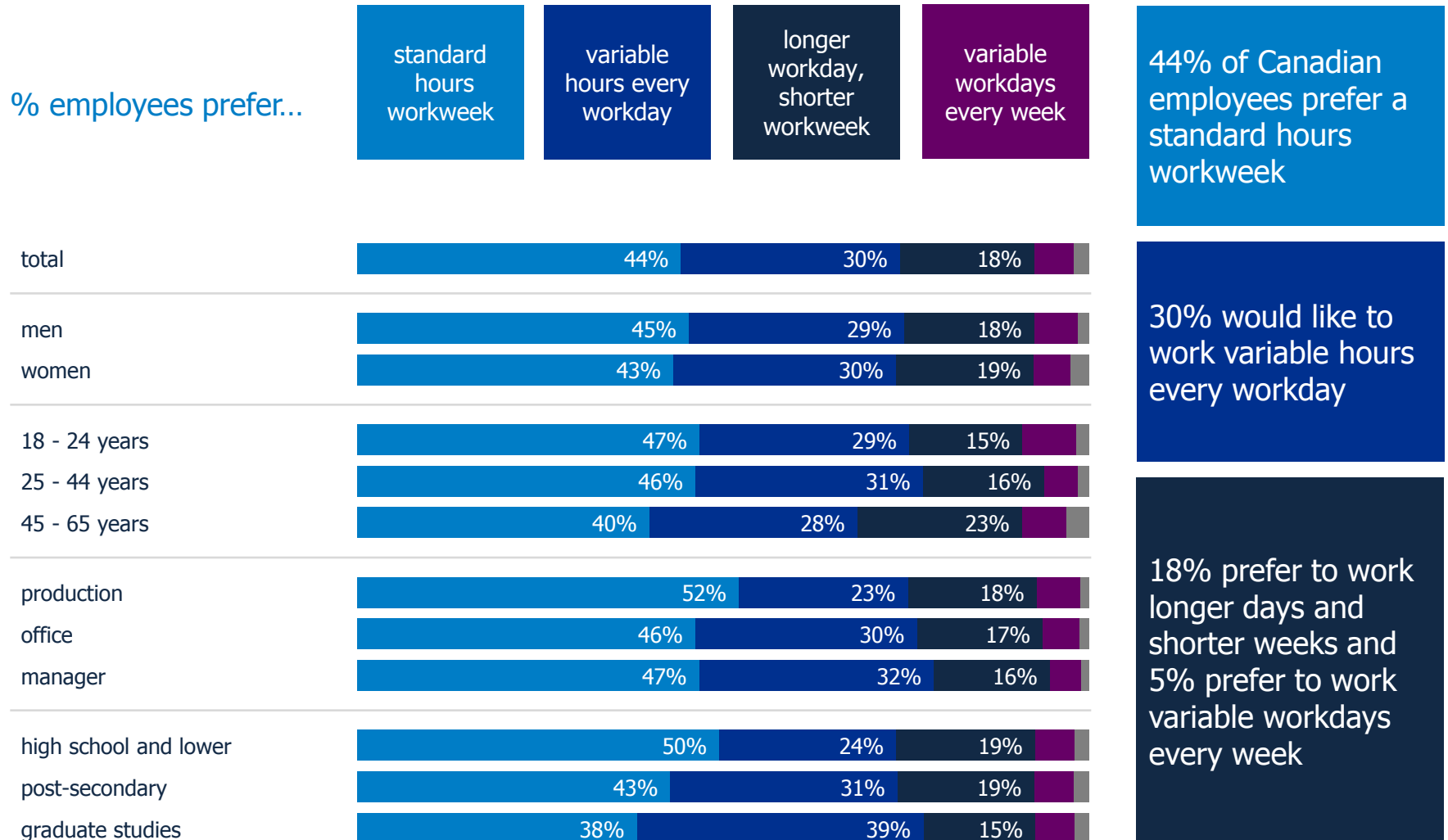


education

higher educated more motivated to work less to have more time for themselves, leisure or education

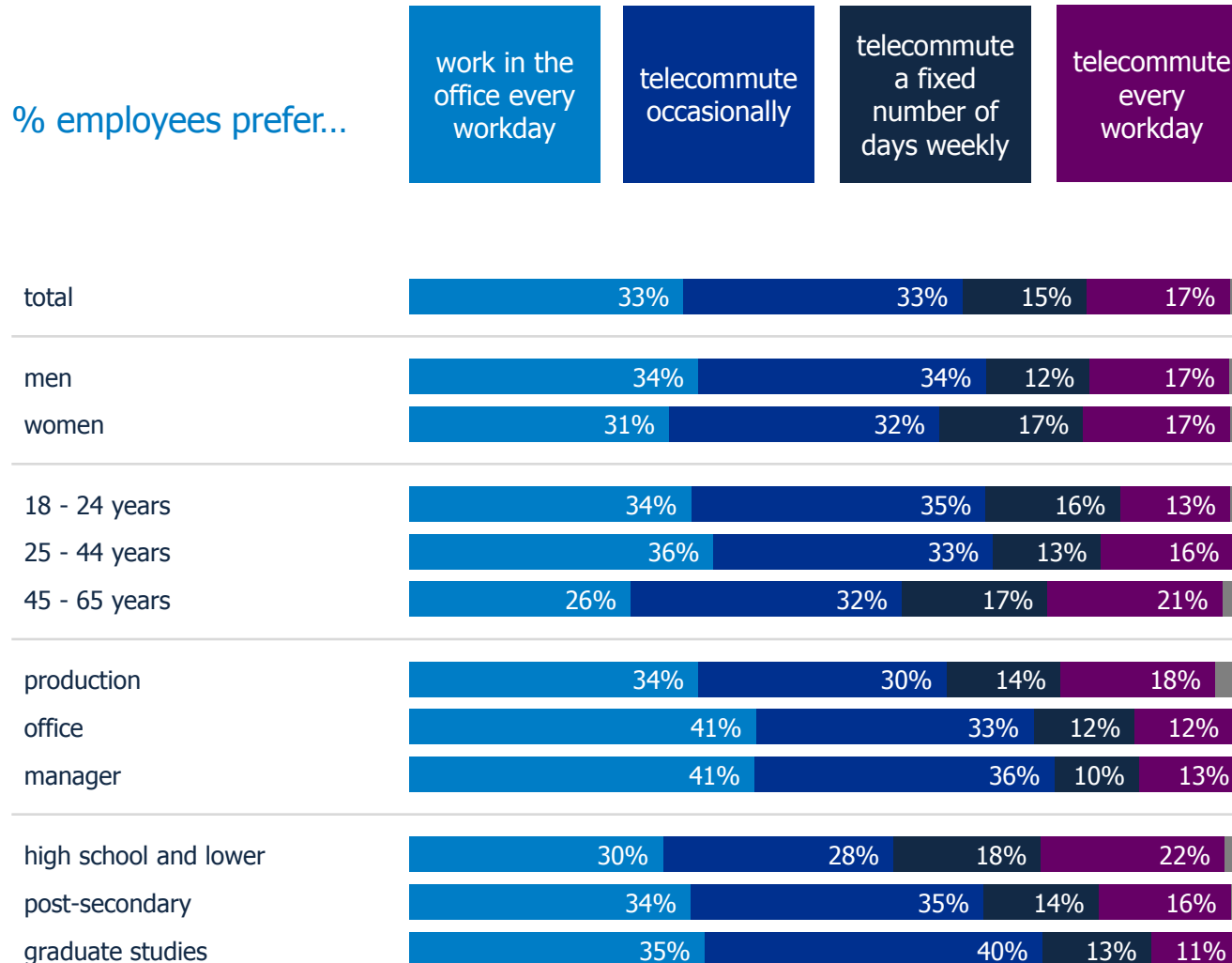
are flexible work schedules becoming the rule?

30% of Canadian employees would prefer variable working hours every day



telecommuting, benefit or burden?

33% of Canadian employees want to work remotely at least part time



33% of Canadian employees prefer to work from the office every day while 65% prefer telecommuting

33% prefer telecommuting occasionally and 15% prefer a fixed number of days

17% prefer telecommuting every workday

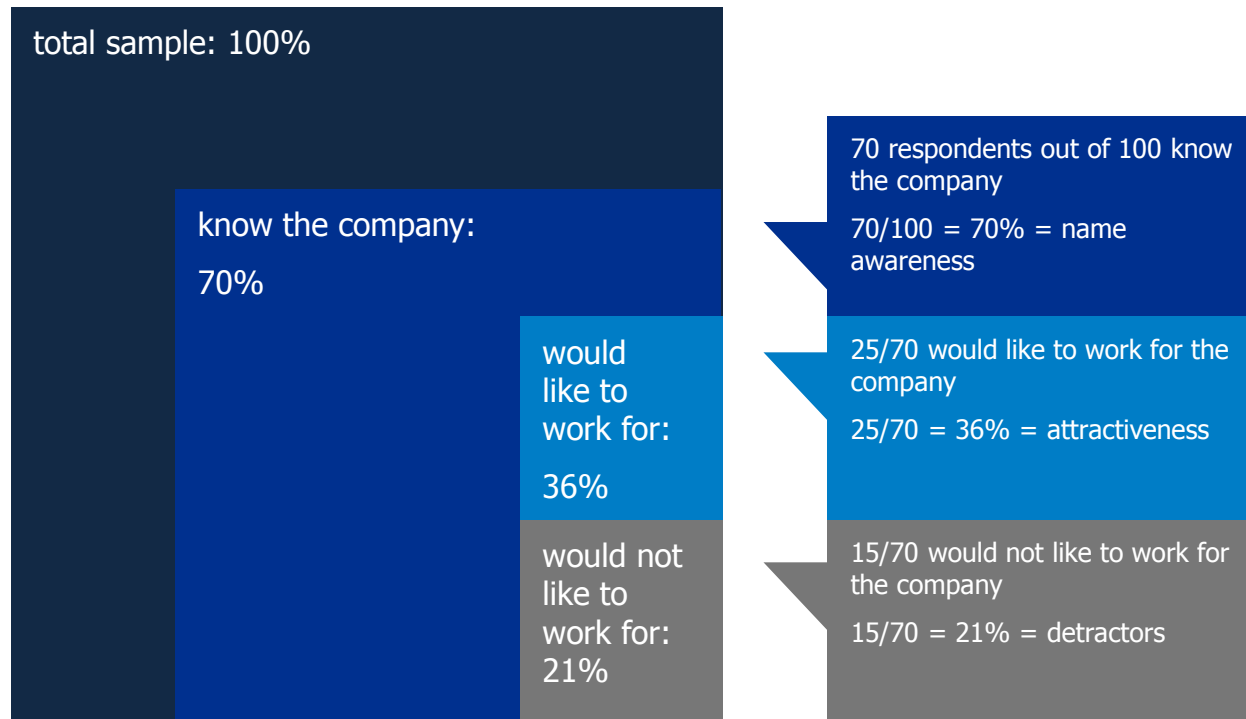
REMAS

Randstad Employer Attractiveness Score



Randstad Employer Attractiveness Score (REMAS)

concept



$REMAS = \text{attractiveness} - \text{detractors} = 15\%$

top 20 most attractive companies (REMAS)

REMAS: among respondents who know the company (minimum 10% name awareness), percentage who would like to work for the company minus percentage who would not

1.	Canadian Solar Inc.	41.99%	2.	IBM Canada Ltd.	31.87%	3.	Air Canada	29.47%
4.	Indigo Books & Music Inc. (Indigo, Chapters and Coles)	28.44%	10.	Bombardier Inc.	23.10%	16.	Ernst & Young LLP	19.60%
5.	Thomson Reuters Canada Limited	27.64%	11.	Molson Coors	22.45%	17.	PricewaterhouseCoopers LLP (PwC)	19.51%
6.	Fairmont Hotels & Resorts Inc	26.79%	12.	Costco Wholesale Canada Ltd.	22.13%	18.	Toyota Motor Manufacturing Canada	19.30%
7.	Coca-Cola Refreshments Canada Company	25.51%	13.	Canadian Pacific Railway Limited (CP Railway)	21.37%	19.	Magna International Inc.	19.16%
8.	Pratt & Whitney Canada Corporation	24.29%	14.	Honda Canada Inc.	21.03%	20.	KPMG LLP	19.08%
9.	Canadian National Railway Company (CN)	23.39%	15.	Transat A.T. Inc. (AirTransat)	20.54%			

sectors ranked by REMAS

REMAS: among respondents who know one or more companies in the sector, percentage who would like to work for these companies minus percentage who would not

	2016		2015		2014
1. transport & logistics	24.27% ▲		18.63%		20.22%
2. motor vehicle & parts	14.23%		13.19%		11.28%
3. high tech manufacturing	12.78% ▼		17.05% ▲		13.17%
4. services	12.42%		11.18% ▲		7.37%
5. food trade & FMCG	11.41%		13.10% ▲		8.23%
6. finance	10.87%		9.80%		8.21%
7. raw materials	10.48%		10.97%		12.71%
8. engineer & construction	8.47% ▲		3.97% ▼		9.21%
9. energy	6.15% ▼		10.55% ▲		7.65%
10. insurance	3.72%		1.96% ▲		-2.54%

NA: sector was not surveyed

sectors ranked by REMAS

REMAS: among respondents who know one or more companies in the sector, percentage who would like to work for these companies minus percentage who would not

	2016	2015	2014
11. media & telecommunication	2.38%	0.71% ▲	-2.05%
12. healthcare	0.63% ▼	8.11%	9.96%
13. industry & manufacturing	-0.13% ▲	-2.34% ▲	-4.51%
14. retail food	-2.92%	-4.55% ▲	-7.93%
15. hospitality and entertainment	-5.62% ▲	-7.63%	-9.39%
16. retail non food	-8.78% ▼	-5.38% ▲	-8.12%

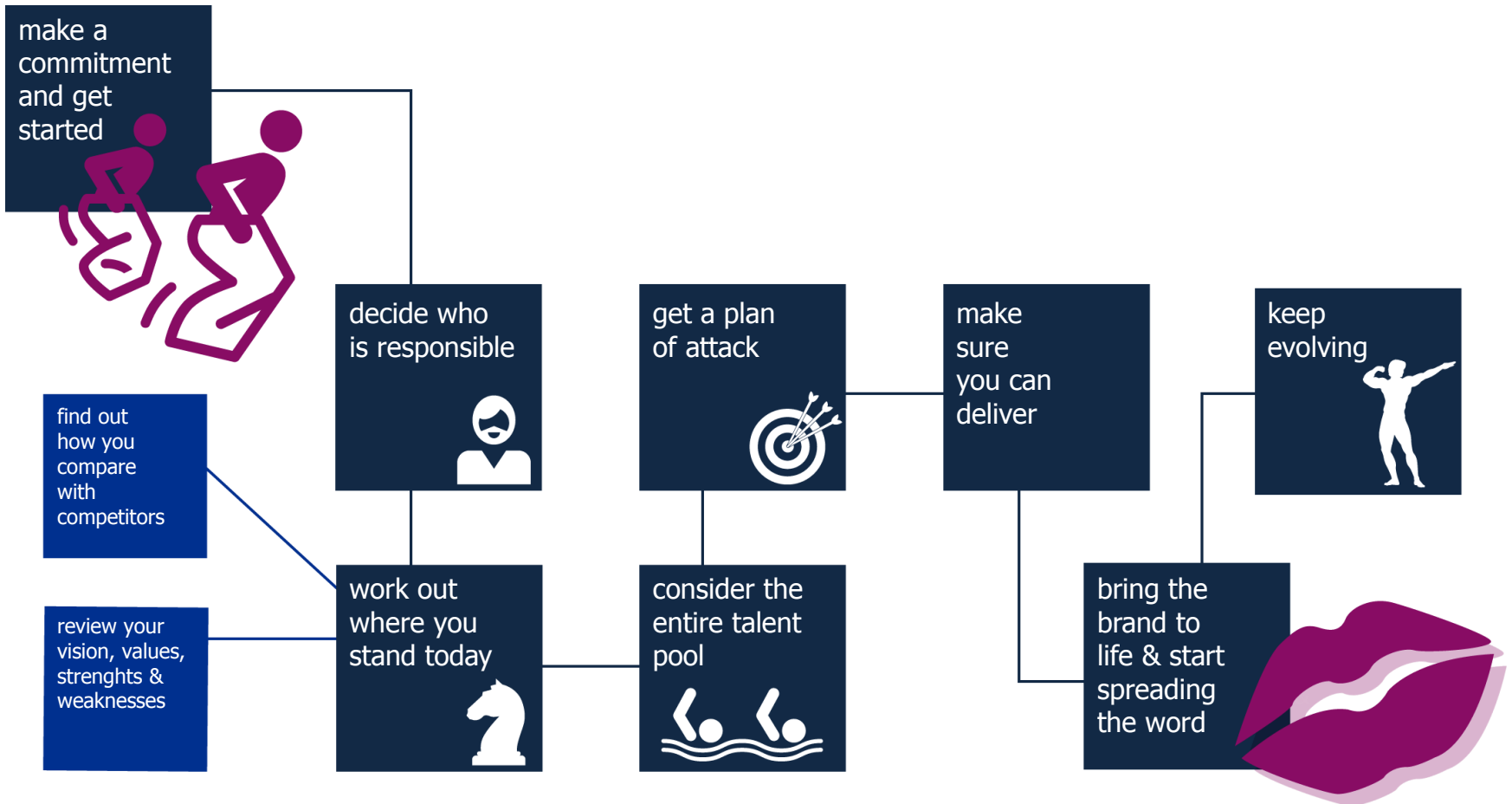
NA: sector was not surveyed

A woman with blonde hair is looking down at a smartphone in her hand. The background is a blurred office or outdoor setting. A large blue rectangle is overlaid on the left side of the image, containing the text 'employer branding'. To the right of the woman, a cluster of various social media icons (Facebook, Twitter, LinkedIn, Google+, YouTube, Instagram, etc.) is floating in the air, suggesting a digital or social media theme.

employer branding

improve your pulling power

a step-by-step guide to building a powerful employer brand



5 tips for building a stand-out employer brand

1. it's a strategy, not a task:

often organizations mistake employer brand building as a specific task such as planning a social network campaign. But, it's a long-term strategy, so make sure you approach it with a clear vision in mind.

2. clearly define your EVP:

defining the employee value proposition requires a clear understanding of your corporate values and culture, and the drivers and motivators of your employees. Make sure you take the time to invest in internal and external stakeholder feedback.

3. assign ownership: who is responsible for employer branding? Make sure your organization is clear on who is the ultimate owner — and most often it needs to be led by the CEO throughout all levels of the company.

4. apply and measure:

once you have developed a strategy, make sure you measure your branding efforts and assess the results to ensure you are on the right track.

5. ask the experts: if you don't see the results you desire or are not even sure how and where to get started, consider bringing in external employer branding expertise to help identify the gaps.

Securing the budget

How can you secure the budget to allow you to start an EVP project? Business leaders will expect a measurable set of returns – the more clearly they are defined, the greater the chance that senior management will sign off. Therefore your EVP should focus on the attraction and engagement piece – the area that will give you a return on investment (ROI).

Example EVP ROI

- Increase careers site visits
- Size of candidate pipeline
- Number of social media followers/likes
- Careers sites applications/% conversion
- Increase in referrals
- Offer to acceptance ratio
- Number of hires made via direct sourcing
- Decrease time to hire
- Decrease cost of hire/recruiting costs
- New hire satisfaction
- Number of hires exceeding probationary period
- Increase retention
- Diversity fulfillment

Interesting facts on employer branding

Source: 2016 Randstad Sourceright Talent Trends Survey

67%

of HR leaders rate their organizations' ability to attract talent as good or excellent

53%

think this is because of their strong reputation/ employer brand

74%

of employers plan to enhance their candidate experience

top 3 areas of investments in candidate experience

1. conducting training for hiring managers

2. improving internal and external communications standards and feedback mechanisms

3. improving the jobseeker experience on the careers websites

82% are more focused on building their employer brand than two years ago

what are they focused on?

%

