Randstad Employer Brand Research 2017

country report - Spain

Employer Brand Research 2017
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sample composition

Gender

Male:	51%
Female:	49%

Age

18-24 y.o.	14%
25-44 y.o.	59%
45-64 y.o.	27%

Work situation

Working	64%
Self-employerd/ freelance	9%
Seeking/ unemployed	13%
Housewife/husbehusband	4%
Student	10%

Education

Low	21%
Middle	30%
High	49%

Region

South:	20%
Centre:	23%
East:	28%
West:	9%
North:	20%

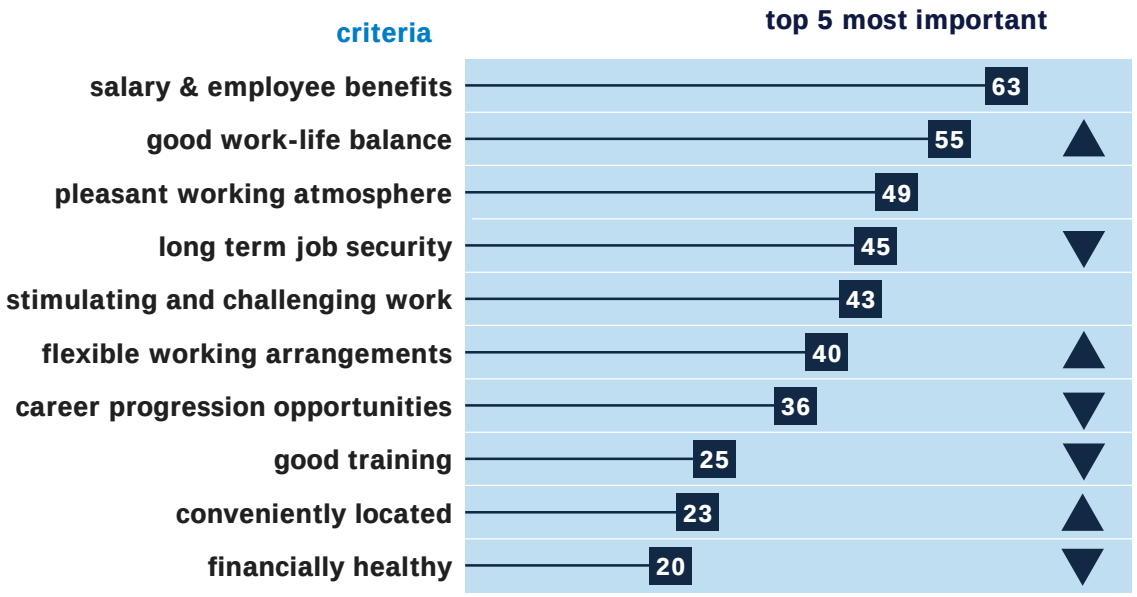
The country report is a full research report including all companies researched in your country, providing a more accurate and broader picture of your country's top employers, disruptors and global Randstad clients based in your country.

what do Spanish workers want?
most important factors looked for in an employer

63 %
point at salary as important within their top 5

55 %
seek good work-life balance

49 %
look for a pleasant working atmosphere

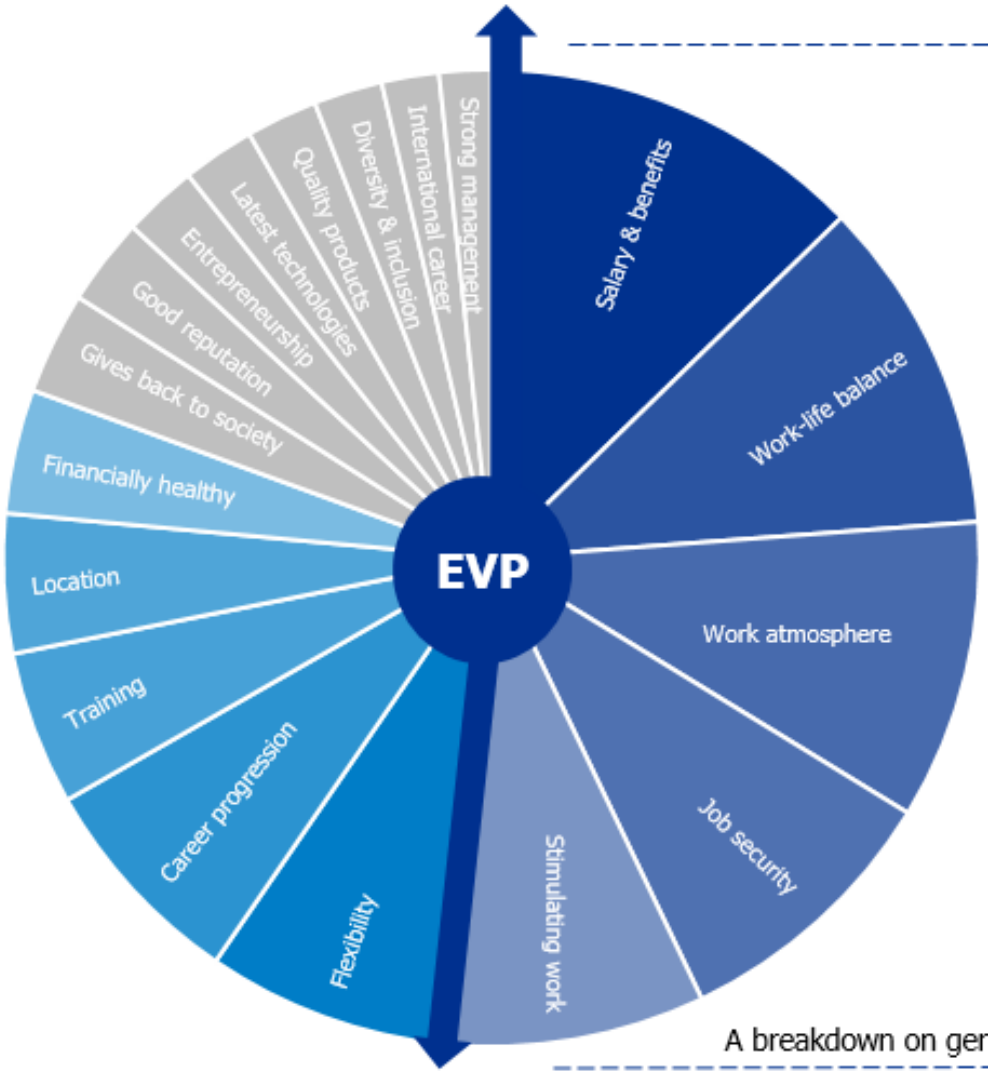


salary remains primary factor determining the Spanish market's preference in an ideal employer

Good work-life balance has gained importance in the past year

Long term job security became less important compared to last year

top employer traits
how does the ideal employer look like in Spain?



The ideal employer is a mix of the traits presented in the box to the left. Characteristics falling within the blue arrows are highest rated by the labour force.

Stressing these elements or improving them is critical for your EVP because they contribute most to the strength of your employer brand.

The EVP (Employee Value Preposition) is the set of attributes provided by a company to attract, retain and commit the current and future talent, aligned with the mission, vision and strategy of the company.

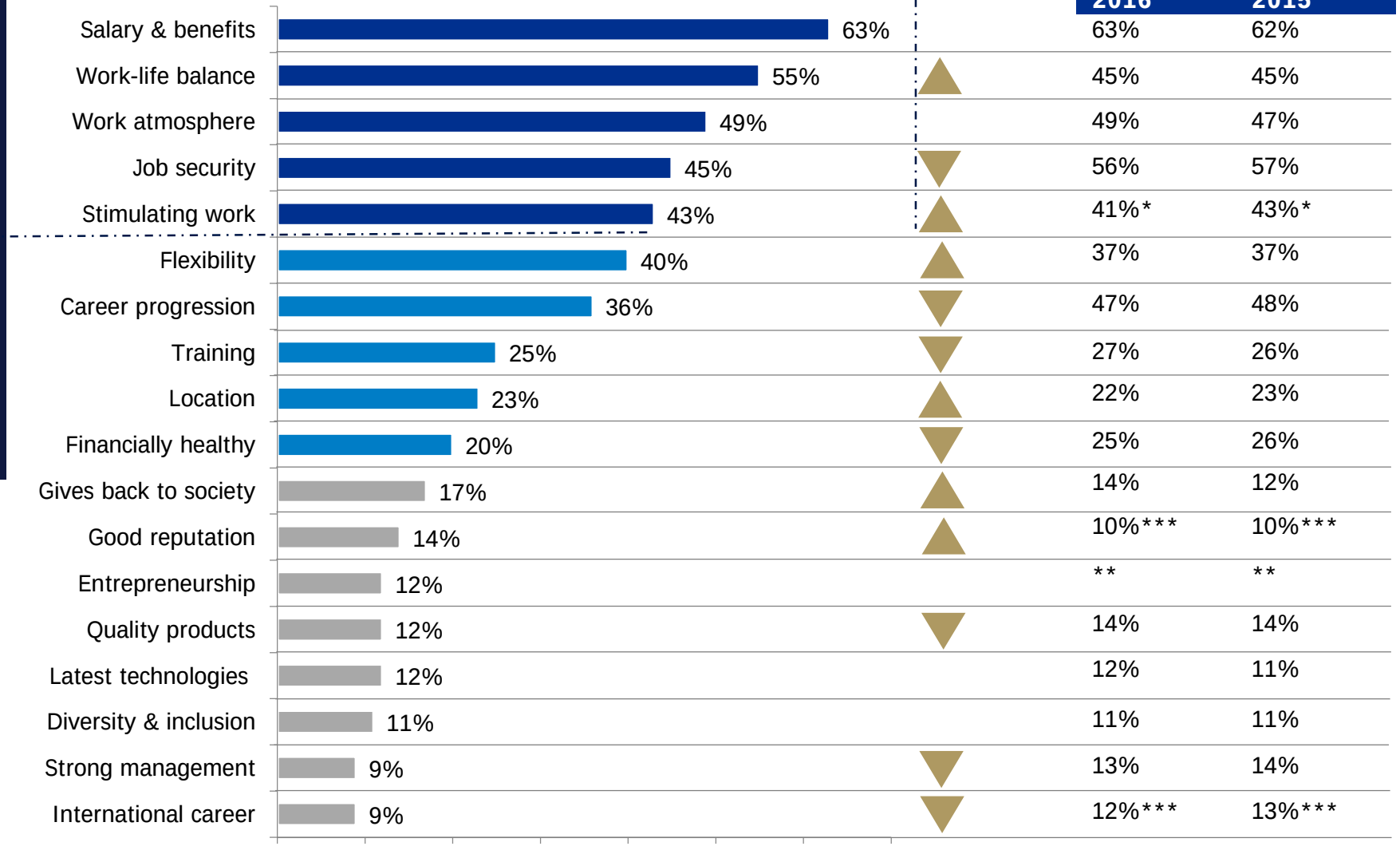
A breakdown on gender, age and education level of the top 3 drivers is available in Annex 4.

what potential employees in Spain want

most important criteria to potential employees when choosing an employer

Characteristics highest rated by the labour force.

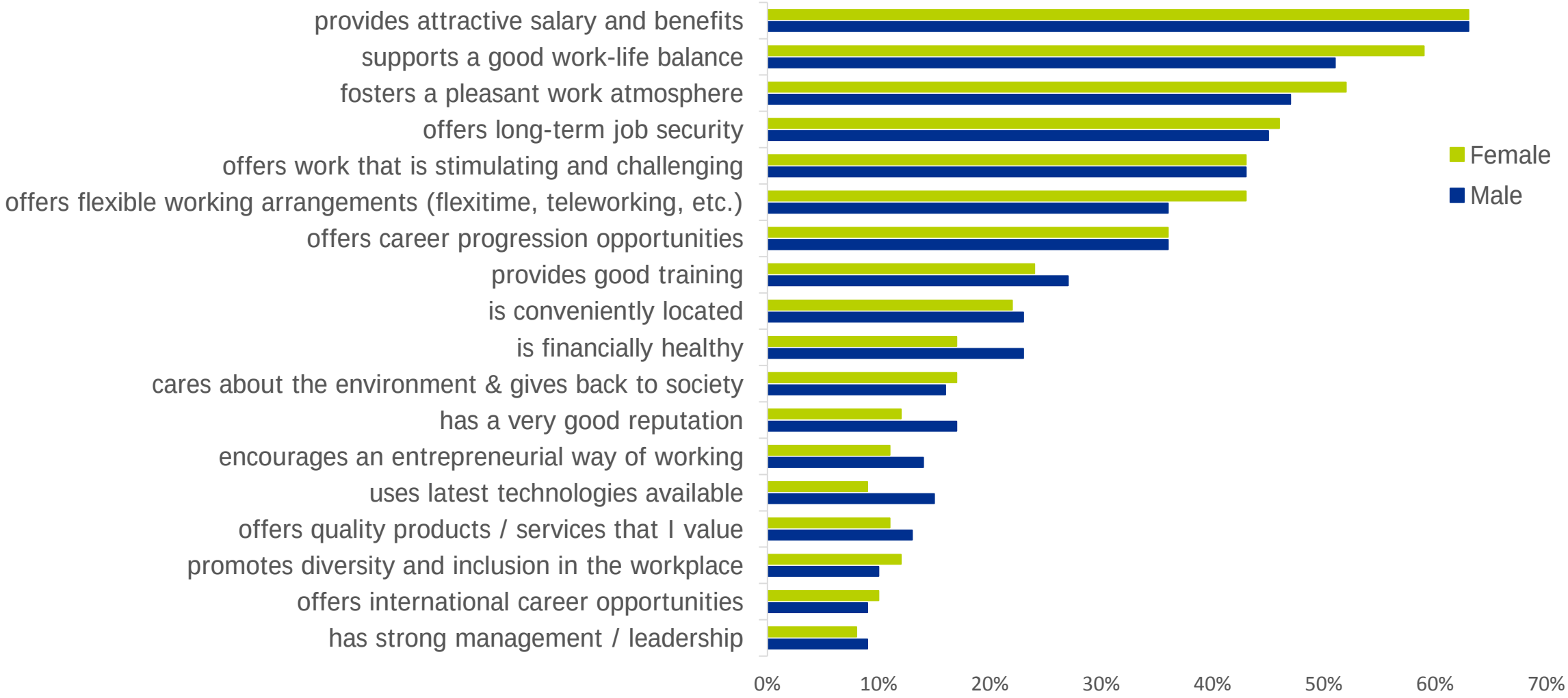
Stressing these elements or improving them is critical for your EVP because they contribute most to the strength of your employer brand.



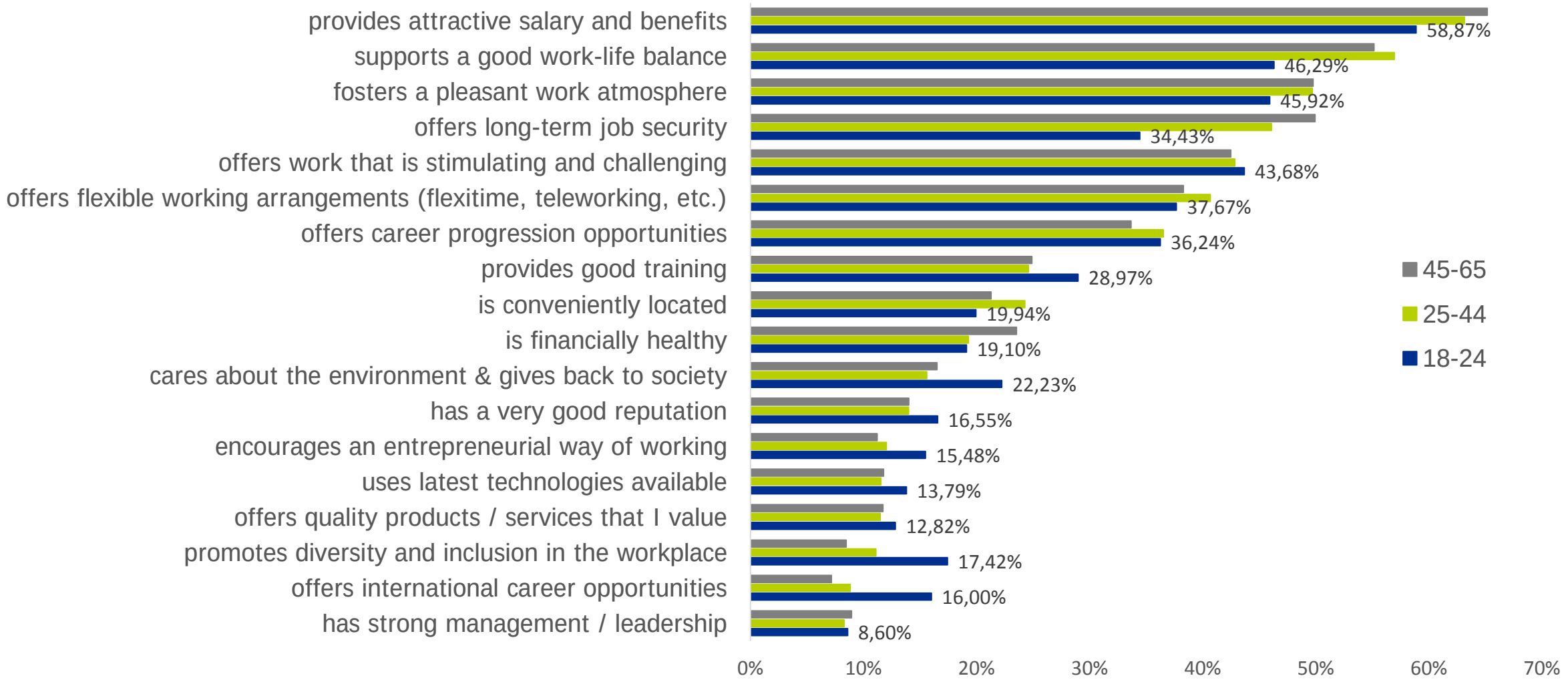
	2016	2015
Salary & benefits	63%	62%
Work-life balance	45%	45%
Work atmosphere	49%	47%
Job security	56%	57%
Stimulating work	41%*	43%*
Flexibility	37%	37%
Career progression	47%	48%
Training	27%	26%
Location	22%	23%
Financially healthy	25%	26%
Gives back to society	14%	12%
Good reputation	10%***	10%***
Entrepreneurship	**	**
Quality products	14%	14%
Latest technologies	12%	11%
Diversity & inclusion	11%	11%
Strong management	13%	14%
International career	12%***	13%***

* previous years: interesting job content
** newly added in 2017
*** previous years: strong image/strong values

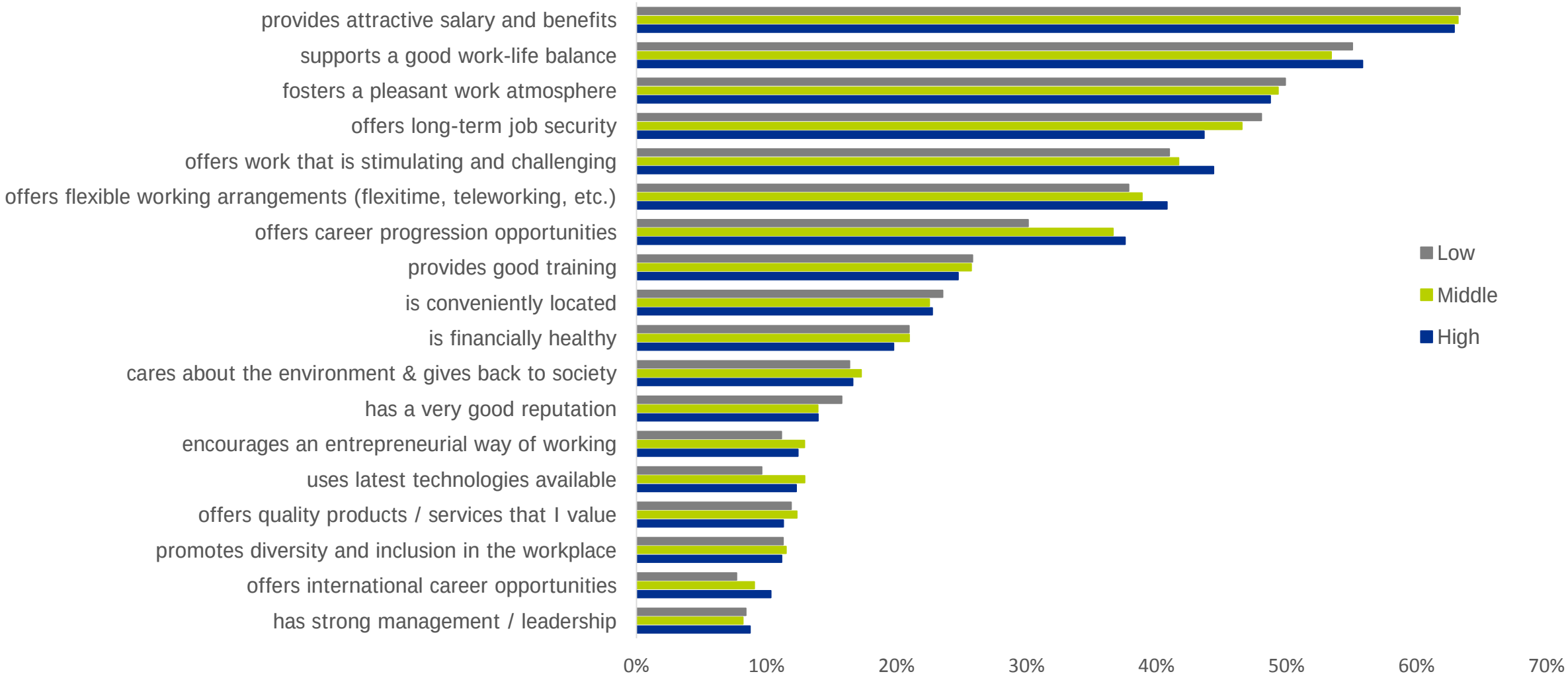
EVP driver importance by gender – male vs. female



EVP driver importance by age – young talent vs. other age groups



EVP driver importance by education level – high vs. low education



EVP driver importance by profile: gender, age and education level

do EVP drivers differ with employees' socio-demographic background?

women

place more value on long good work-life balance, flexible working arrangements and pleasant work atmosphere than men

young

talent find international career opportunities, diversity & inclusion in the workplace & CSR more important

higher

educated finds career progression possibilities and stimulating & challenging work more important

men

find the use of latest technologies, financially healthy and good reputation more important than women

older

workforce places higher importance on job security and financially healthy than younger workforce

lower

educated finds long term job security and reputation more important

employee expectations are not always met

currently unmet expectations are valuable opportunities for your EVP

Gap #1
Work-life balance
Employees are attracted by companies that encourage employee work-life balance.
This item is rated as highly important, yet companies fall short of delivering it.

Gap #2
Pleasant work atmosphere
Employees indicate they are looking for a pleasant work environment in an ideal employer.
Companies overall fail to deliver on this aspect.

Gap #3
Job security
Employees are looking for an employer that provides them with long-term job security.
Whilst this is a highly desired element, there are other elements on which employers are rated better.

A gap between what employees seek and what employers offer
=
opportunity for employers' EVP

Employees in Spain seek

1. **Work-life balance**
2. **Pleasant work atmosphere**
3. **Job security**
4. Stimulating work
5. Career progression
6. Financially healthy
7. Gives back to society
8. Good reputation
9. Uses latest technologies

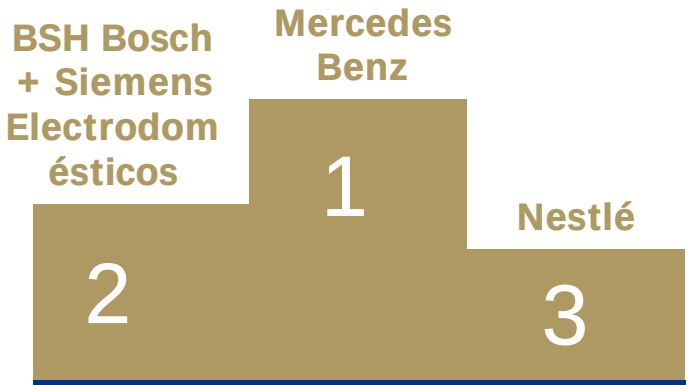
Employers in Spain offer

1. Financially healthy
2. Uses latest technology
3. Good reputation
4. Career progression
5. **Job security**
6. **Pleasant work atmosphere**
7. Stimulating work
8. **Work-life balance**
9. Gives back to society

top employers in Spain

who are the top 10 most attractive employers in Spain?

Top employers 2017



4. Meliá Hotels International
5. Correos
6. Renfe
7. Atresmedia
8. IBM
9. Danone
10. Bayer

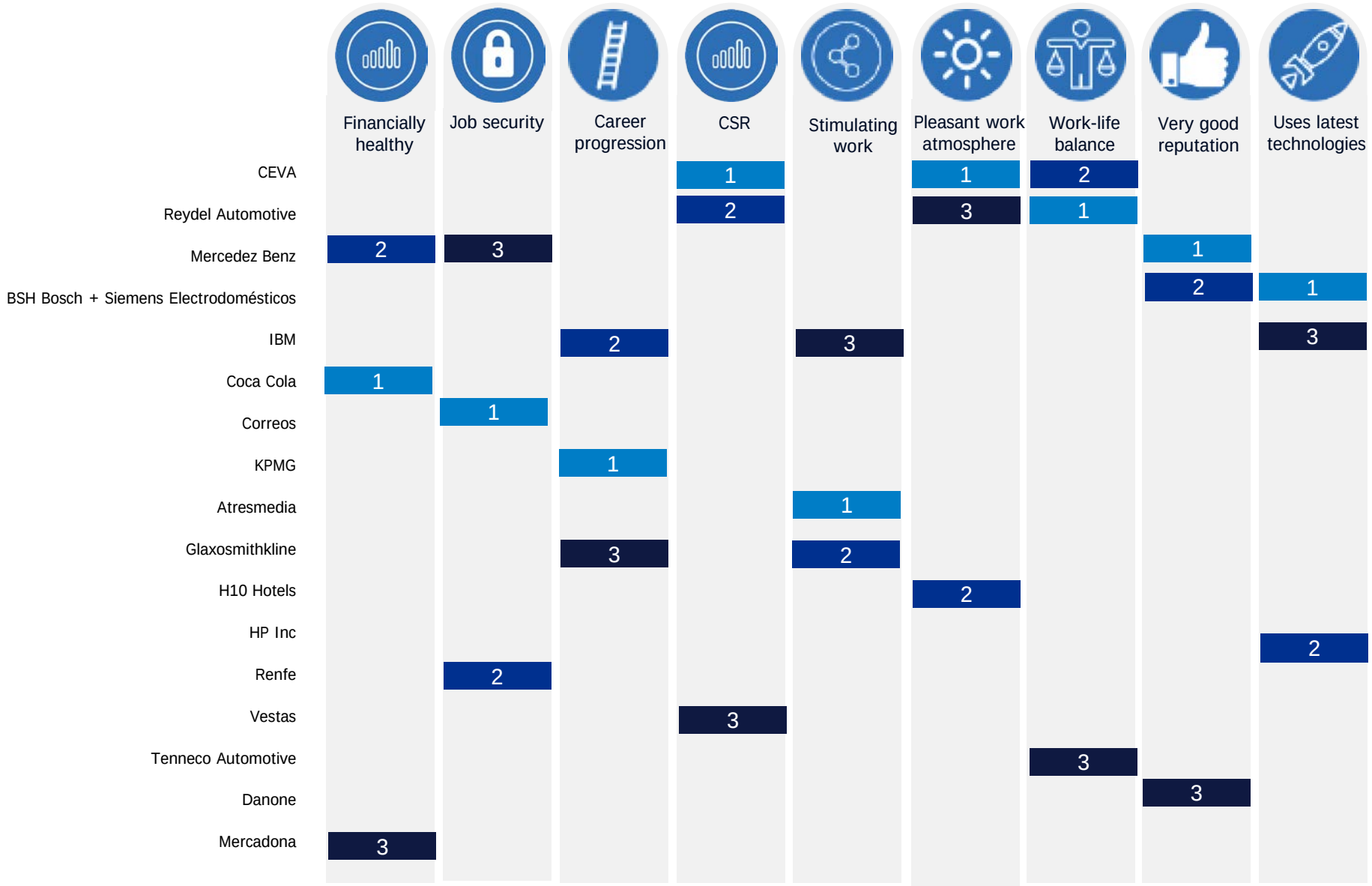
Top employers 2016

1. IBM
2. Mercedes Benz
3. Atresmedia
4. Nestlé
5. Airbus
6. Hewlett Packard
7. Bayer
8. Siemens
9. Danone
10. Procter & Gamble

The ranking of top 10 employers is calculated based on the percentage of respondents who would (very much) like to work for a company.

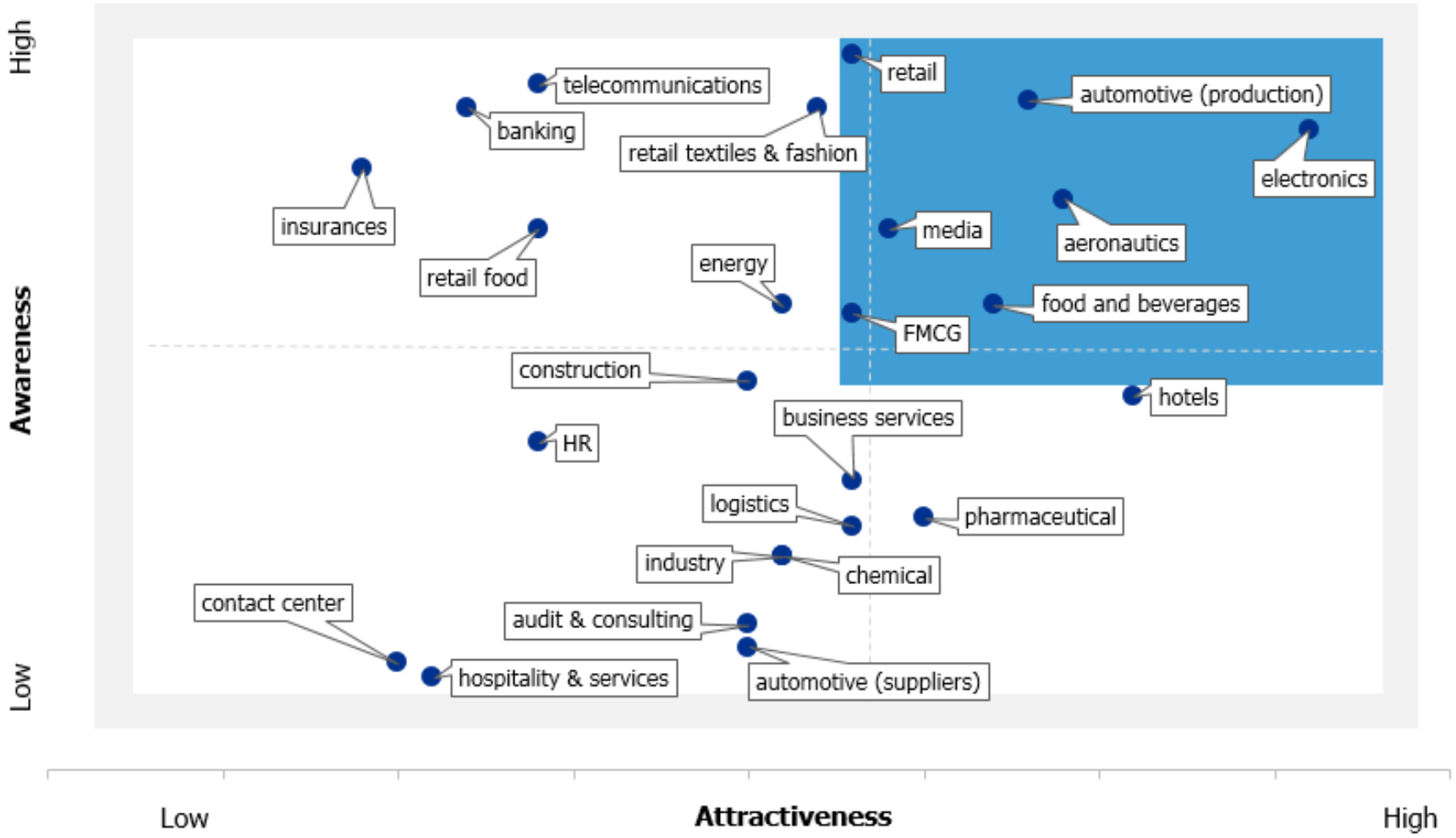
*Please note that above ranking reflects top employers qualifying for the Randstad award.

top employers by most important EVP drivers
which are the top 3 employers on below EVP drivers?



*Please note that above ranking reflects top employers qualifying for the Randstad award.

top performing sectors
what are the best known and most attractive sectors?



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

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

most important EVP drivers per sector 1/2
what are the 3 best ranking attributes per sector?

Sector attractiveness ↓

	Sector	Top 3 EVP drivers		
		1	2	3
1.	Electronics	Uses latest technologies	Financially healthy	Very good reputation
2.	Hotels	Financially healthy	Very good reputation	Uses latest technologies
3.	Aeronautics	Uses latest technologies	Financially healthy	Very good reputation
4.	Automotive (production)	Uses latest technologies	Financially healthy	Very good reputation
5.	Food & beverages	Financially healthy	Very good reputation	Uses latest technologies
6.	Pharmaceutical	Financially healthy	Uses latest technologies	Very good reputation
7.	Media	Uses latest technologies	Financially healthy	Stimulating work
8.	FMCG	Financially healthy	Very good reputation	Uses latest technologies
9.	Retail	Financially healthy	Uses latest technologies	Very good reputation
10.	Logistics	Financially healthy	Uses latest technologies	Very good reputation
11.	Business services	Uses latest technologies	Financially healthy	Very good reputation
12.	Retail textiles & fashion	Financially healthy	Very good reputation	Pleasant work atmosphere
13.	Chemical	Financially healthy	Uses latest technologies	Very good reputation

most important EVP drivers per sector 2/2
what are the 3 best ranking attributes per sector?

Sector attractiveness ↓

	Sector	Top 3 EVP drivers		
		1	2	3
14.	Industry	Uses latest technologies	Financially healthy	Very good reputation
15.	Energy	Financially healthy	Uses latest technologies	Job security
16.	Construction	Financially healthy	Uses latest technologies	Career progression
17.	Audit & consulting	Financially healthy	Uses latest technologies	Career progression
18.	Automotive (suppliers)	Uses latest technologies	Financially healthy	Very good reputation
19.	Retail food	Financially healthy	Very good reputation	Job security
20.	Telecommunications	Uses latest technologies	Financially healthy	Very good reputation
21.	HR	Uses latest technologies	Financially healthy	Very good reputation
22.	Banking	Financially healthy	Uses latest technologies	Career progression
23.	Hospitality & services	Financially healthy	Uses latest technologies	Very good reputation
24.	Contact center	Uses latest technologies	Financially healthy	Career progression
25.	Insurances	Financially healthy	Very good reputation	Uses latest technologies

sector performance on most important EVP drivers
which sectors score highest on key EVP drivers and which lowest?

EVP drivers	Highest	Average	Lowest
Work-life balance	Electronics	Insurances	Audit & consulting
Pleasant work atmosphere	Electronics	Industry	Banking
Job security	Electronics	Retail	HR
Stimulating work	Electronics	Logstics	Retail food
Career progression	Electronics	Logistics	Retail food
Financially healthy	Electronics	Banking	Contact center
Gives back to society	Retail	Energy	Construction
Good reputation	Electronics	Chemical	Contact center
Uses latest technologies	Electronics	Chemical	Retail food

employee attitudes towards automation and retraining

what do employees in Spain think about automation and are they willing to retrain as a result thereof?

	I think automation will make my job better	I worry that automation will take my job away	I would be happy to re-train if I was being paid the same or more than my current salary	I would rather move to another company than re-train	
	36%	21%	57%	8%	n=5206
Male	38%	21%	57%	9%	n=2962
Female	34%	21%	58%	6%	n=2244
18-24 y.o.	37%	26%	52%	139%	n=293
25-44 y.o.	35%	22%	57%	9%	n=3455
45-65 y.o.	40%	16%	60%	4%	n=1458
Lower level	28%	27%	58%	8%	n=946
Middle	35%	23%	57%	7%	n=1422
Higher	40%	18%	57%	8%	n=2838

scarce profiles in the spotlight

Randstad identifies the profiles below as difficult to fill. How do they differ compared to the general population?

3 most used channels to check reputation

	All profiles	IT profiles	Engineering profiles
Opinions of friends and family	1	1	2
General online articles	2	2	1
Company website	3	3	3

Employer brand over job content?

	All profiles	IT profiles	Engineering profiles
Brand	11%	9%	12%
Job content	89%	91%	88%

scarce profiles in the spotlight

Randstad identifies the profiles below as difficult to fill. How do they differ compared to the general population?

What do they look for in the ideal employer

	All profiles	IT profiles	Engineering profiles
Salary & benefits	1	1	1
Work-life balance	2	2	2
Work atmosphere	3	3	5
Job security	4	4	
Stimulting work	5		3
Flexibility		5	
Career progression			4

Whom would they rather work for

	All profiles	IT profiles	Engineering profiles
Large (multinational) corporation	1	1	1
Small to midsize business	2	2	2
I would rather have my own business	3	3	3

scarce profiles in the spotlight

Randstad identifies the profiles below as difficult to fill. How do they differ compared to the general population?

Would they switch the sector they work in:

	IT profiles	All profiles	Engineering profiles
Yes			
I am not that attached to my sector	23%	26%	21%
Only if I could not find a job in my sector anymore	36%	26%	31%
Only if the pay and benefits are at least similar to what I get now	37%	36%	39%
No			
My skills are not transferable to other sectors	6%	6%	7%
I have other reasons for wanting to stay in this sector	8%	11%	7%
	n=367	n=5206	n=402

Automation will:

	Make my job better	Take my job away	Have no effect on my job
IT profiles	46%	18%	32%
All profiles	36%	21%	37%
Engineering profiles	47%	14%	36%

I would retrain:

	If paid the same	Rather switch company	Cannot imagine automation will take my job away
IT profiles	61%	4%	32%
All profiles	57%	8%	31%
Engineering profiles	61%	6%	30%

top employers – Key EVP driver #1: Work-life balance

do ideal employers differ with employees' socio-demographic background? Insights based on gender, age and education level.

Male	Female
1. Lantero embalaje (grupo DS Smith)	1. CEVA
2. Reydel Automotive	2. Mahle Behr
3. Europastry	3. XPO logistics

18-24 y.o.	25-44 y.o.	45-65 y.o.
1. BASF	1. Reydel Automotive	1. Tenneco Automotive
2. Enagas	2. CEVA	2. Crown Iberia
3. Tenneco Automotive	3. Correos	3. Compass, grupo

Low	Middle	High
1. Reydel Automotive	1. Reydel Automotive	1. Tenneco Automotive
2. XPO logistics	2. CEVA	2. CEVA
3. TRW	3. Europastry	3. Lantero embalaje (grupo DS Smith)

** Please note that above ranking reflects top employers qualifying for the Randstad award.*

top employers – Key EVP driver #2: Pleasant work atmosphere

do ideal employers differ with employees' socio-demographic background? Insights based on gender, age and education level.

Male	Female
1. H10 Hotels	1. CEVA
2. Mercedes Benz	2. Aernnova
3. Reydel Automotive	3. Nestlé

18-24 y.o.	25-44 y.o.	45-65 y.o.
1. Kuehne & Nagel	1. Reydel Automotive	1. Reydel Automotive
2. BASF	2. CEVA	2. Vestas
3. Enagas	3. XPO logistics	3. Crown Iberia

Low	Middle	High
1. XPO Logistics	1. CEVA	1. H10 Hotels
2. Reydel Automotive	2. Starwood Hoteles	2. Aernnova
3. CEVA	3. Vestas	3. Hoteles Catalonia

** Please note that above ranking reflects top employers qualifying for the Randstad award.*

top employers – Key EVP driver #3: Job security

do ideal employers differ with employees' socio-demographic background? Insights based on gender, age and education level.

Male	Female
1. Correos	1. Correos
2. Mercedes Benz	2. Normon
3. Renfe	3. Bayer

18-24 y.o.	25-44 y.o.	45-65 y.o.
1. BASF	1. Correos	1. Correos
2. KPMG	2. Renfe	2. Renfe
3. Enagas	3. Bayer	3. Digitex

Low	Middle	High
1. Renfe	1. Correos	1. Correos
2. Correos	2. Reydel Automotive	2. Renfe
3. Carreras logística	3. Normon	3. Bayer

** Please note that above ranking reflects top employers qualifying for the Randstad award.*

EVP driver importance

do EVP drivers differ with employees' socio-demographic background? Insights based on gender, age and education level.

Male
1. provides attractive salary and benefits
2. supports a good work-life balance
3. fosters a pleasant work atmosphere

Female
1. provides attractive salary and benefits
2. supports a good work-life balance
3. fosters a pleasant work atmosphere

18-24 y.o.
1. provides attractive salary and benefits
2. supports a good work-life balance
3. fosters a pleasant work atmosphere

25-44 y.o.
1. provides attractive salary and benefits
2. supports a good work-life balance
3. fosters a pleasant work atmosphere

45-65 y.o.
1. provides attractive salary and benefits
2. supports a good work-life balance
3. offers long-term job security

Low
1. provides attractive salary and benefits
2. supports a good work-life balance
3. fosters a pleasant work atmosphere

Middle
1. provides attractive salary and benefits
2. supports a good work-life balance
3. fosters a pleasant work atmosphere

High
1. provides attractive salary and benefits
2. supports a good work-life balance
3. fosters a pleasant work atmosphere

survey design

Target group*	Sample aged 18 to 65, representative on gender with an overrepresentation on age group: 25 – 44
Sample composition	Sample comprised of students, employed and unemployed workforce
Sample size	Total sample n= 7196
Fieldwork period	Interviews conducted between 24 November 2016 and 9 December 2016
Fieldwork method	An online questionnaire (CAWI), respondents were invited via e-mail
Questionnaire length	An average of 14 minutes
Types of questionnaire	One standard questionnaire, with routing
Types of reporting	Company reports, country reports, global reports and global sector reports

*More detailed information is available upon request