

# employer brand research 2019



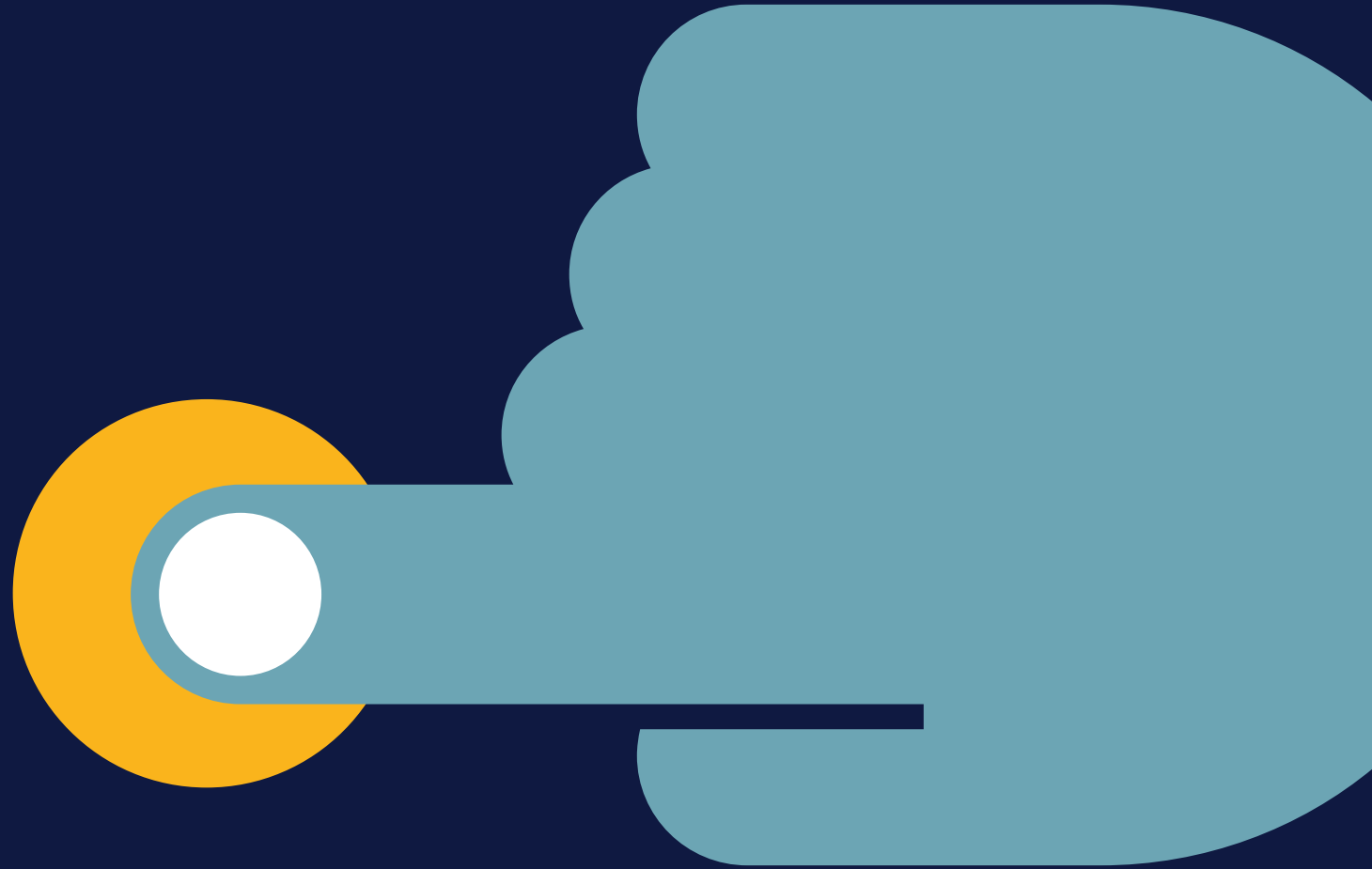
country report  
canada.

# contents.

- 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.<sup>1</sup>

50%

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

96%

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

80%

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

70%

Organizations that invest in strong candidate experience improve quality of hire by 70%.<sup>8</sup>

62%

of candidates research companies on social media before applying.<sup>5</sup>



Companies with bad reputations pay 10% more per hire.<sup>4</sup>

67%

Companies with a formal employee engagement strategy in place are 67% more likely to improve their revenue per full-time equivalent on a year-over-year basis.<sup>6</sup>

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.<sup>7</sup>

# the employer brand roadmap.



# what is the randstad employer brand research?

- **representative employer brand research** based on perceptions of the general audience. Optimizing 19 years of successful employer branding insights.
- **independent survey** with over 200,000 respondents in 32 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.



# 32 countries 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  
Luxembourg  
Malaysia  
New Zealand  
Netherlands  
Norway  
Poland  
Portugal  
Romania  
Russia  
Singapore  
Spain  
Sweden  
Switzerland  
UK  
Ukraine  
USA



## worldwide

- over 200,000 respondents
- 6,162 companies surveyed

## sample

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

## country

- 6,405 respondents

## fieldwork

- online interviews
- between 11 december 2018 and 2 january 2019

## 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.

## smart sampling

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

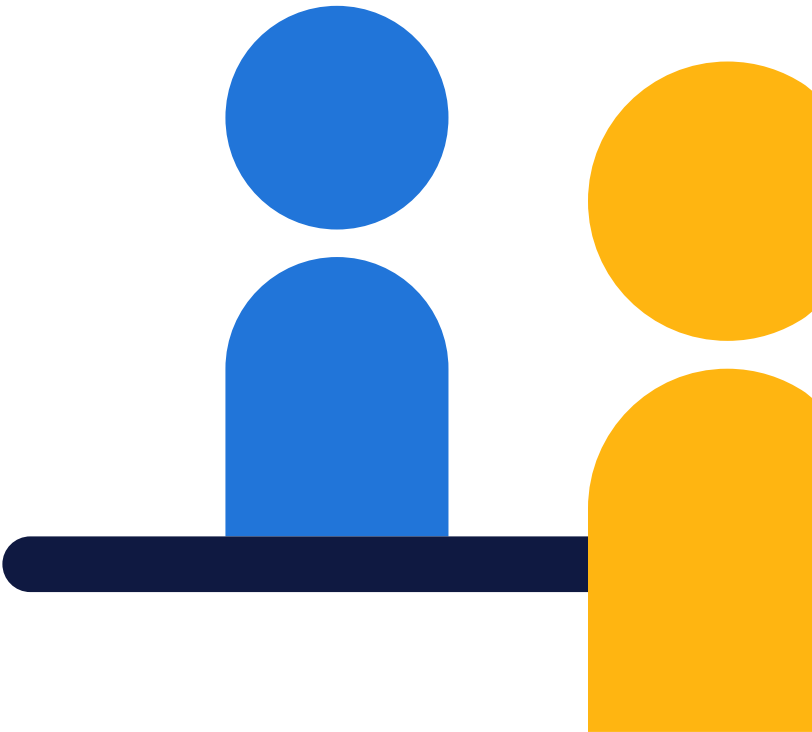
In order to make sure that the less well known brands are assessed by a sufficient number of respondents, we make use of a smart sampling method.

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 TNS

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





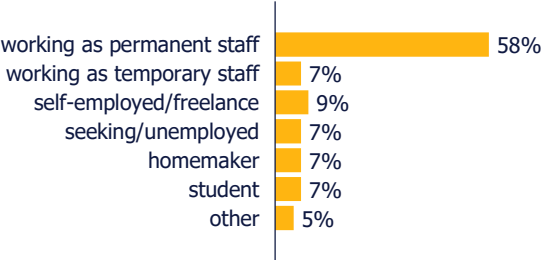
# sample composition in canada

## socio-demographics, employment situation, region.

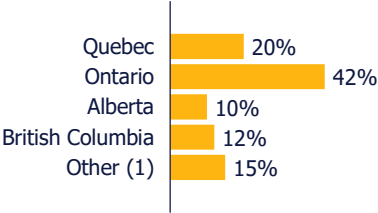
### gender



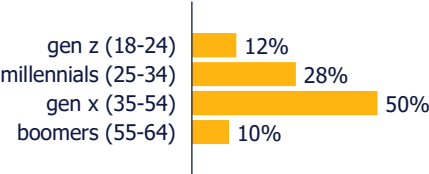
### situation



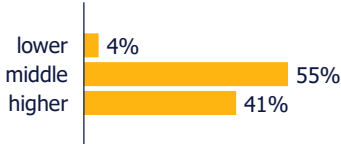
### region



### age



### education

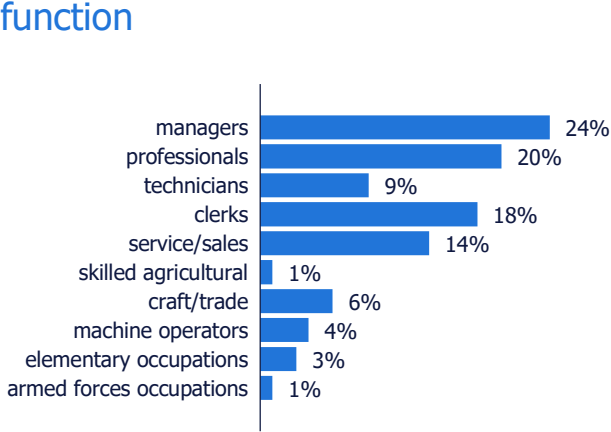
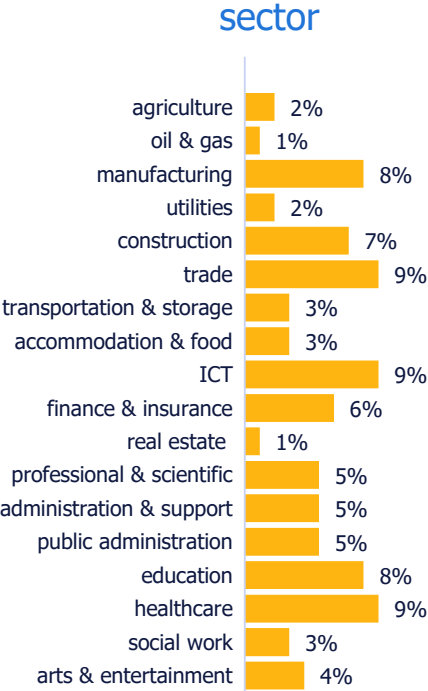


1 Nova Scotia, New Brunswick, Manitoba, Saskatchewan, PEI, Newfoundland and Labrador, Northwest Territories, Yukon, Nunavut

total sample: 6,405  
fieldwork: 11 december 2018 and 2 january 2019



# sample composition in canada

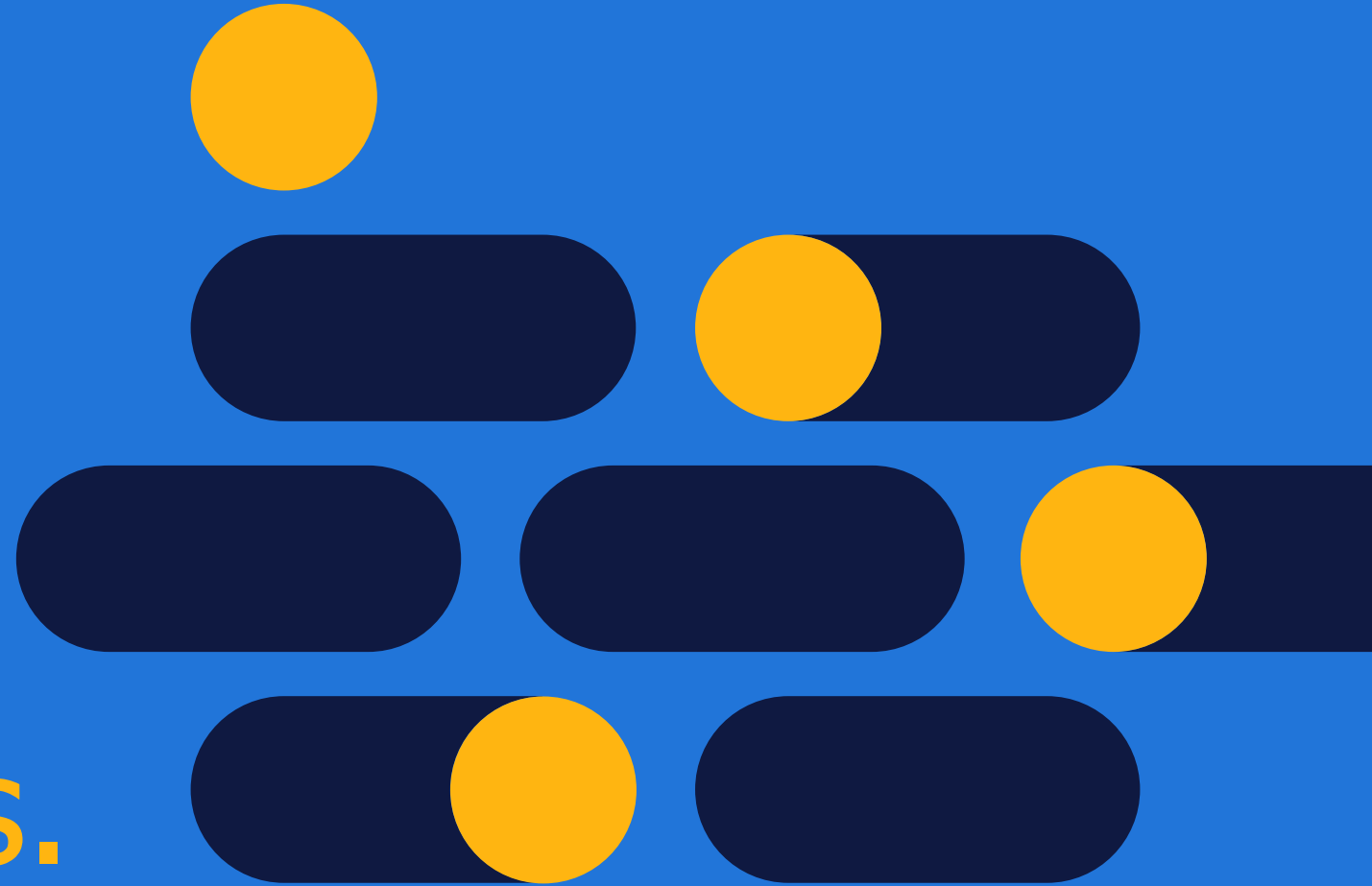


base: currently employed (n=4,734)

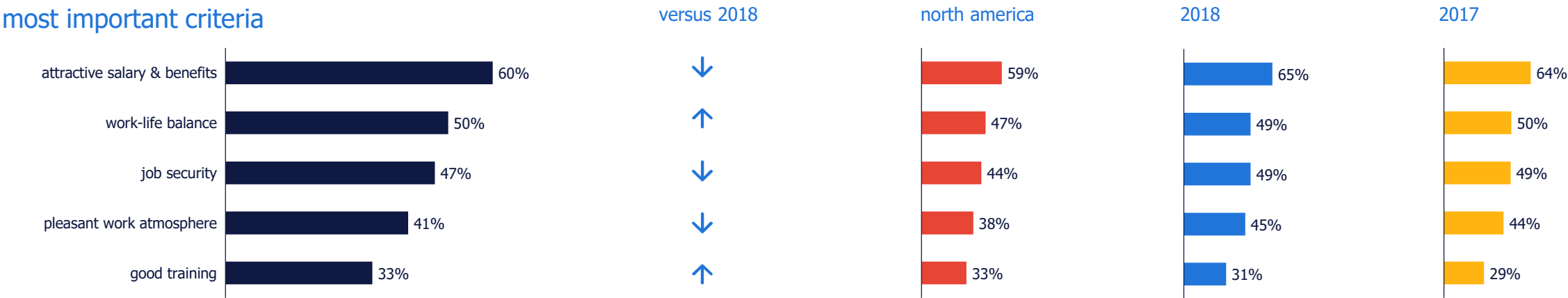


country

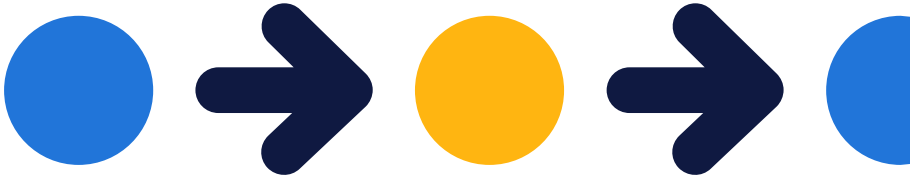
EVP drivers.



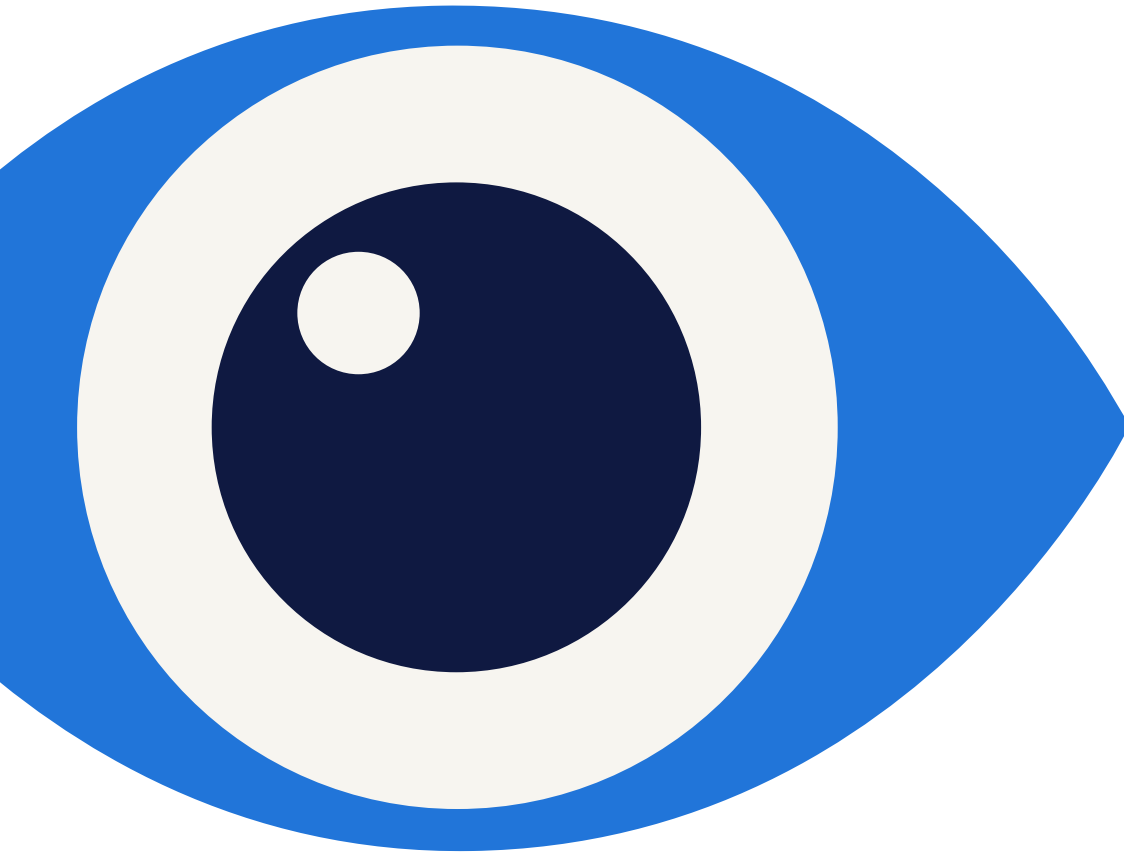
# what potential employees want when choosing an employer.



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



# perception of employer offer in canada and the region.



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

## employers in canada are perceived to offer.

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

## employers in north america are perceived to offer.

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

# gap between what (potential) employees seek and what employees perceive employers to offer in canada.

Employers in a country 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

- 1 attractive salary & benefits
  - 2 work-life balance
  - 3 job security
- 



# what do potential employees want by generational profile.

gen z (18-24)

39%

of the gen z's are looking for employers who offer good training. This is higher when compared to older workforce.

gen x (35-54)

50%

of the gen x's are looking for job security in their employer. Among younger generations, this factor is deemed less important.

millennials (25-34)

36%

of the millennials seek career opportunities. Other generations are less interested in this offering from an employer.

boomers (55-64)

69%

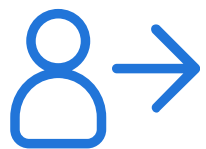
of the boomers find attractive salary & benefits a very important pull factor towards an employer. This is less so among the other cohorts.



[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.



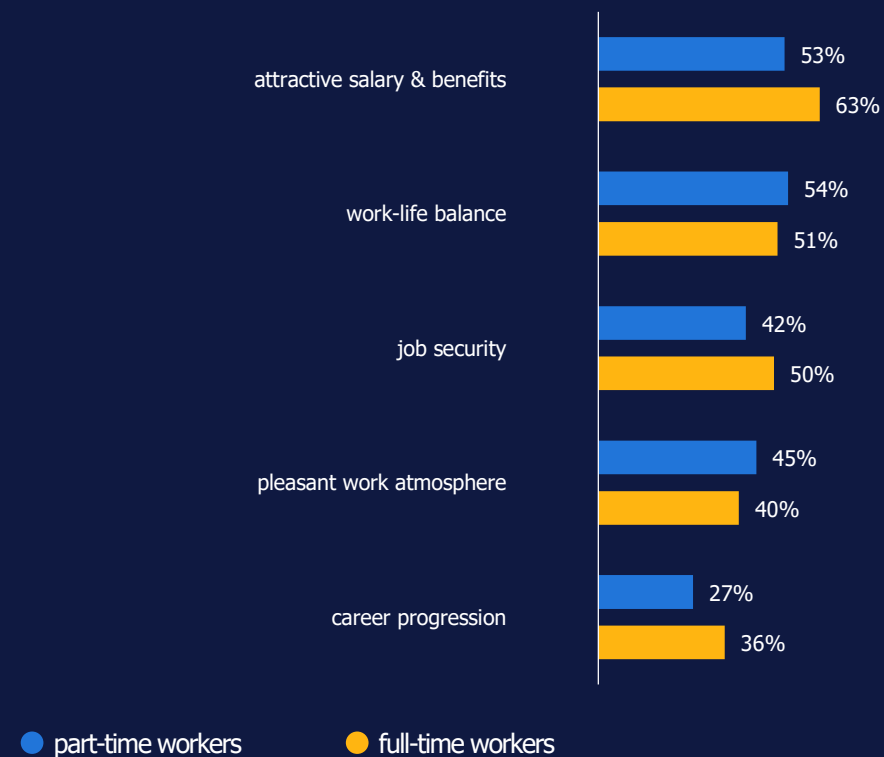
17%

of today's workforce  
works part-time.

---



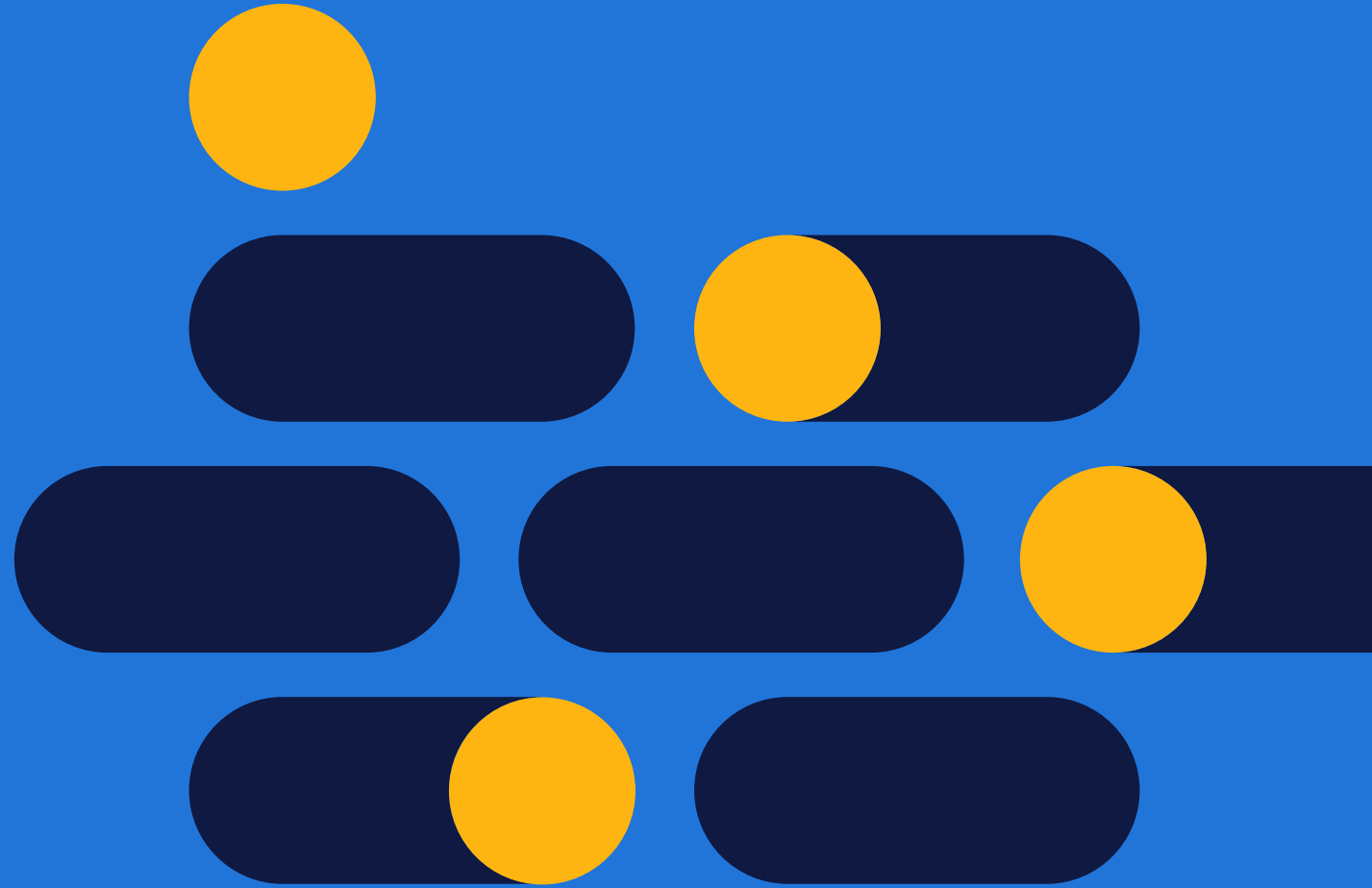
## most important attributes





# switchers and stayers

in focus.



# changing employer canada vs north america.

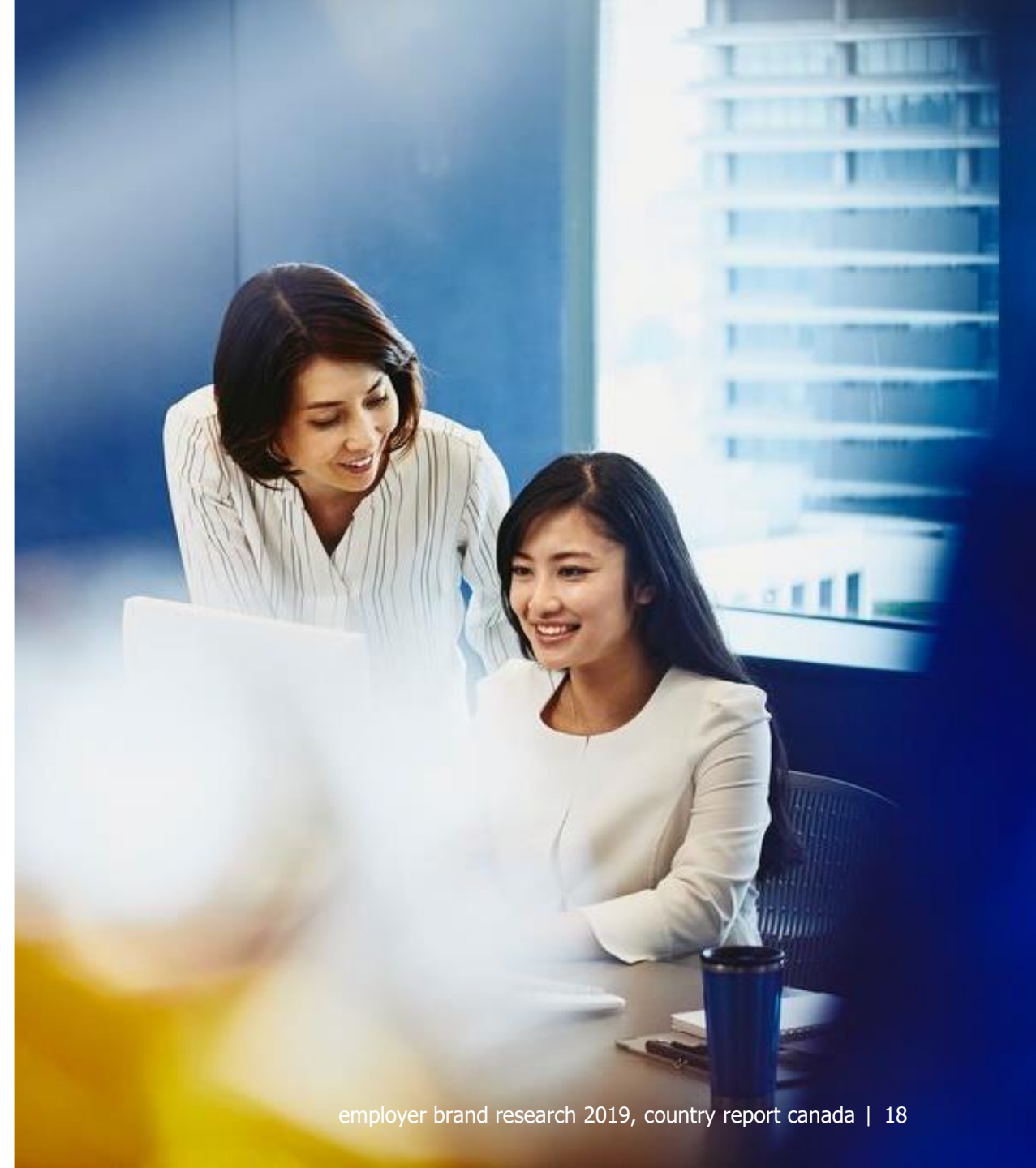
**switchers:** changed employer in the past year.



**stayers:** stayed with their employer in the past year.

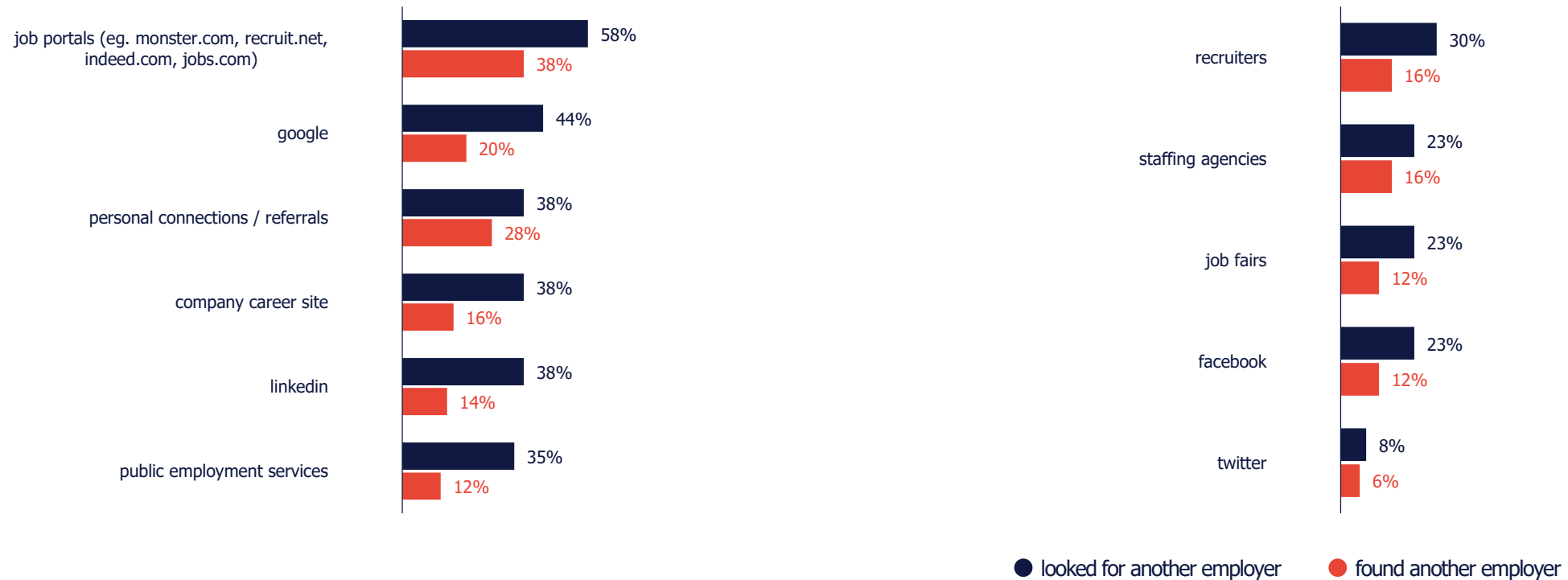


**intenders:** plan to change employer within the next year.

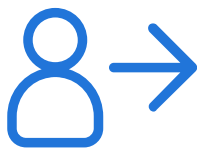


# how do canadian workers look for and find employers.

## channels used to look for and find employers



# most important attributes switchers vs stayers.



**18%** (19%)\*

switchers: changed  
employer in  
the past year.



**82%** (81%)\*

stayers: stayed with their  
employer in  
the past year.

\*in 2018



## most important attributes



● switchers

● stayers

# most important attributes intenders.



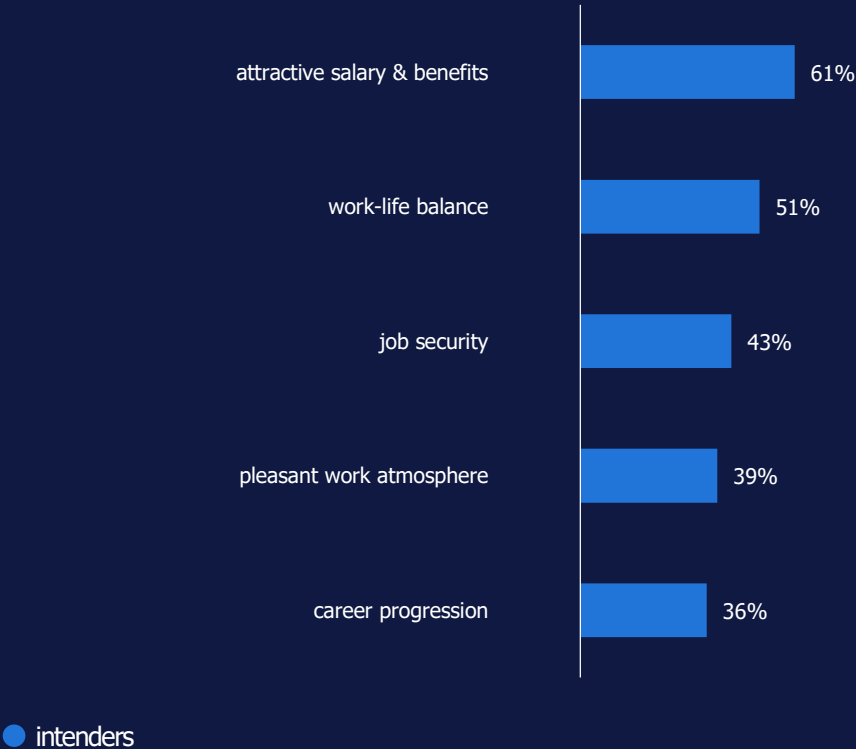
24% (25%)\*

intenders: plan to  
change employer  
within the next year.

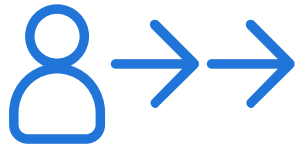
\*in 2018



## most important attributes



# channels to look for employers intenders.



**48%** (50%)\*

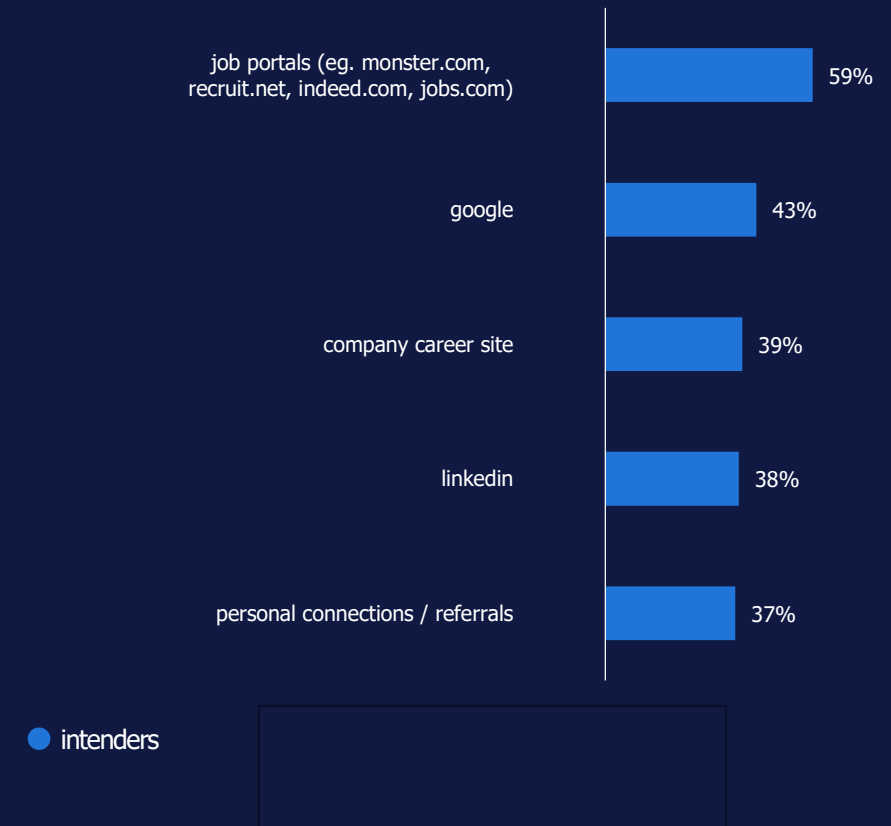
of last year's switchers\*\*  
intend to switch again  
next year.

\*\* n= 1,171 switched last year

\*in 2018



## channels to look for employers



# why do canadians stay or leave.

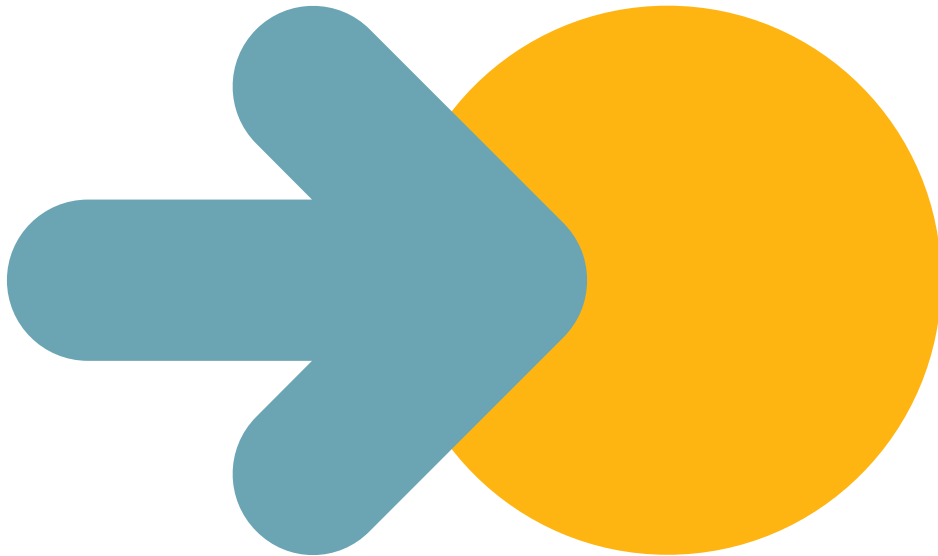
## main reasons to stay



## main reasons to leave



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



---

gen z (18-24)

34%

of the gen z's are staying if their employer provides good training. This is higher when compared to older workforce.

---

gen x (35-54)

51%

of the gen x's stay with their employer for a sense of job security. Among younger generations, this factor is deemed less important.

---

millennials (25-34)

34%

of the millennials stay if they have career opportunities. Gen z and boomers are less interested in this offering from their employer.

---

boomers (55-64)

46%

of the boomers are more likely to stay with employers that are conveniently located. This is less so among the other cohorts.

---

[click here](#) for a breakdown of all results.



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

---

gen z (18-24)

28%

of the gen z's are leaving their employer if they perceive lack of recognition or rewards. This is higher when compared to millennials and boomers.

---

gen x (35-54)

22%

of the gen x's leave if the organization is not financially stable. Among younger generations, this factor is deemed less important.

---

millennials (25-34)

38%

of the millennials leave if they lack career opportunities. Older generations are less interested in this offering from their employer.

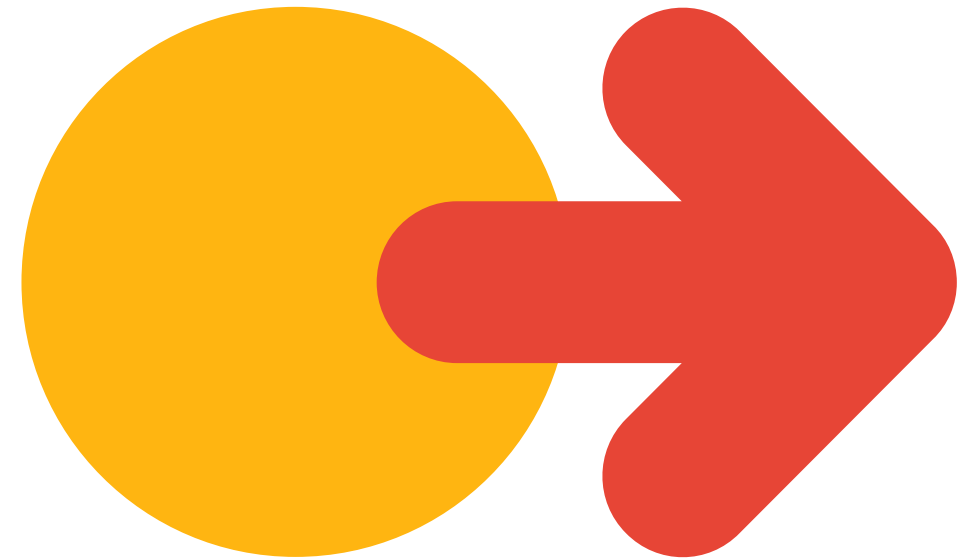
---

boomers (55-64)

29%

of the boomers are leaving their employer if they have a poor relationship with their direct manager. This is less so among the other cohorts.

---

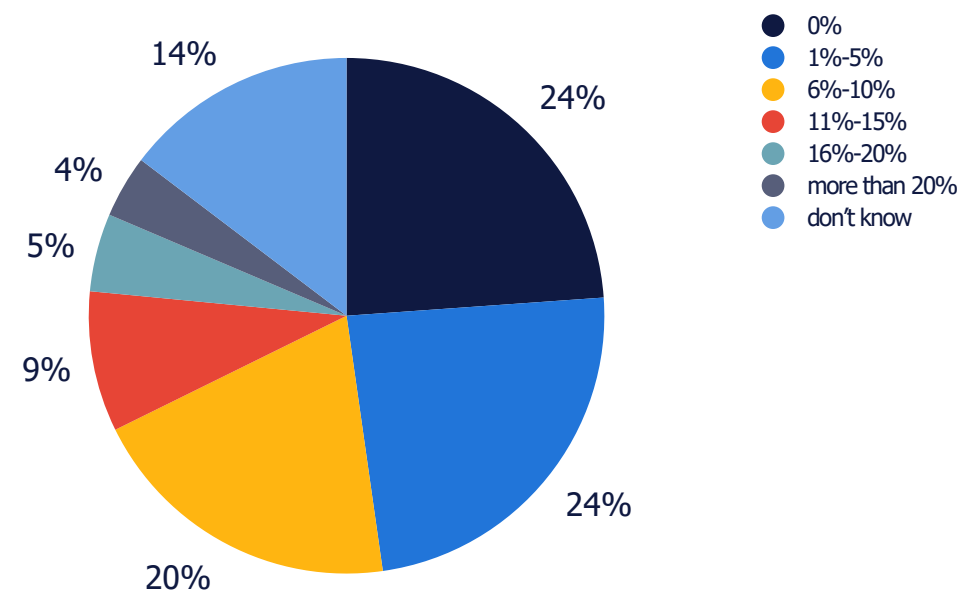


[click here](#) for a breakdown of all results.



# willingness to forfeit salary for more work security.

amount of salary employees are willing to forfeit



canada

18%

is willing to forfeit more than 10% of their salary in this exchange

north america

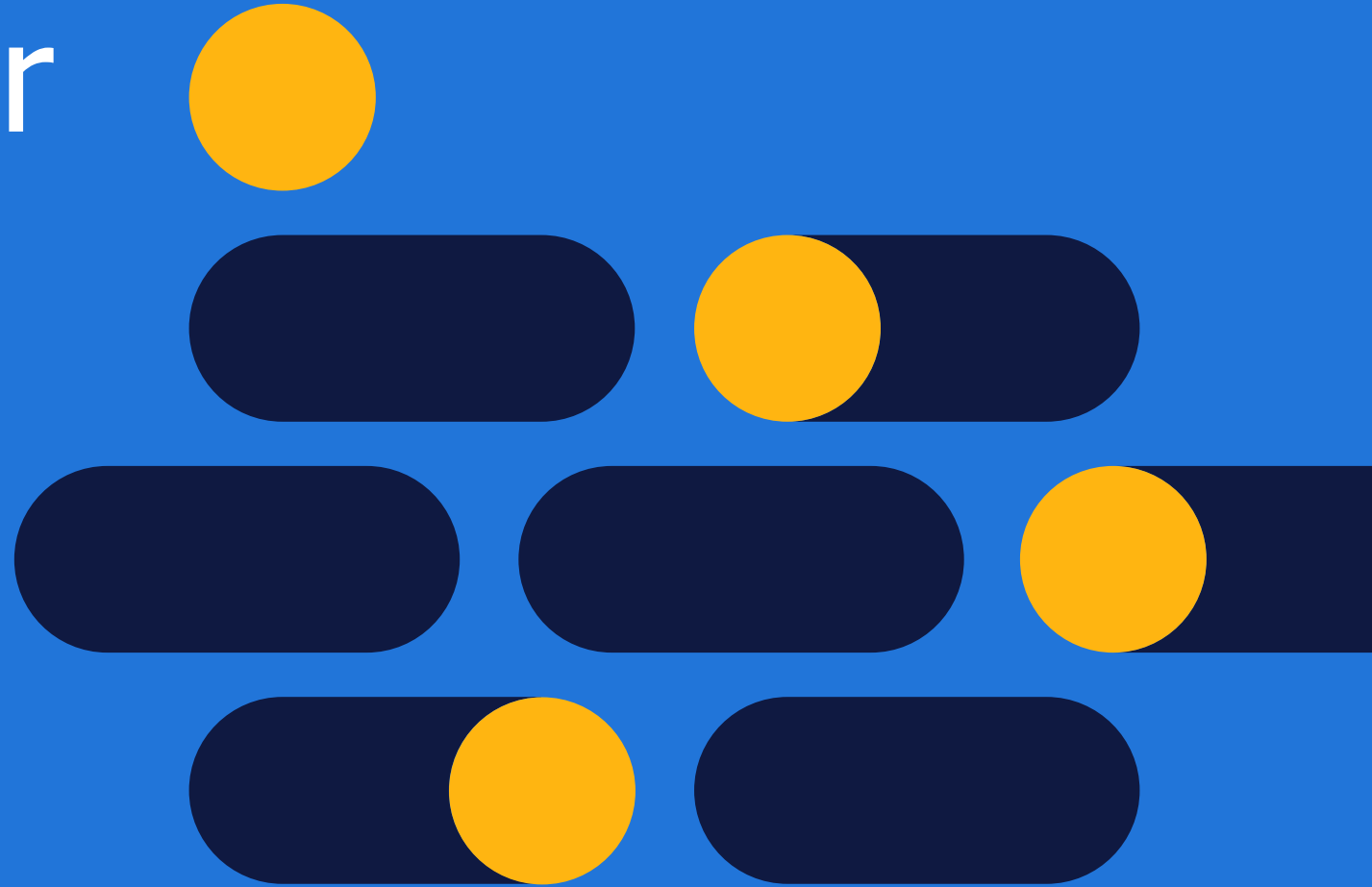
18%

is willing to forfeit more than 10% of their salary in this exchange



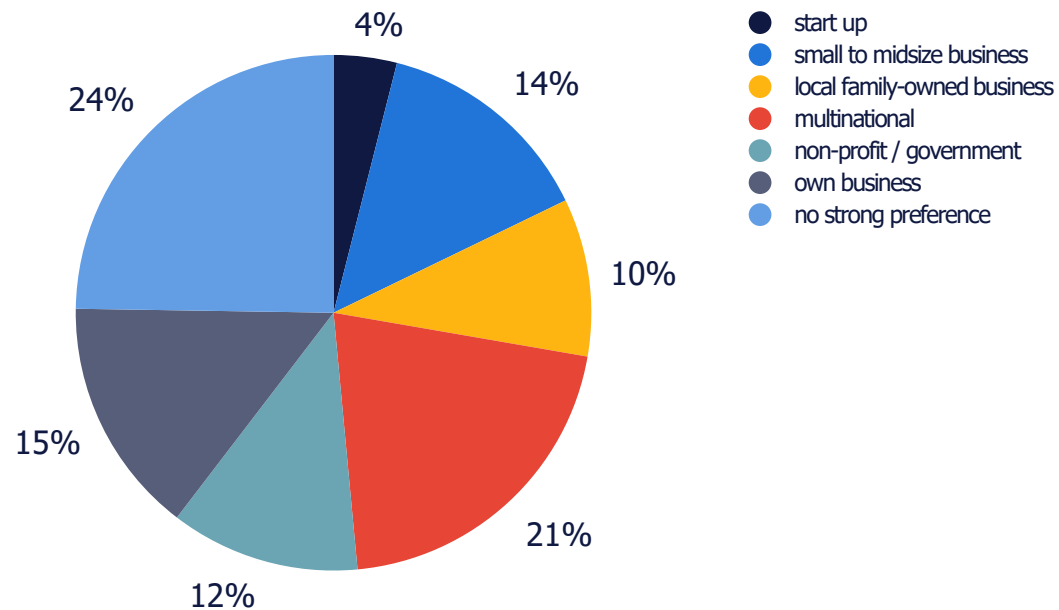
# ideal employer

in focus.



# 21% of the canadians prefer to work for large (multinational) corporation.

preferred company type



gen z (18-24)

21%

would prefer to work for a large (multinational) corporation

gen x (35-54)

27%

have no strong preference

millennials (25-34)

24%

would prefer to work for a large (multinational) corporation

boomers (55-64)

30%

have no strong preference

# company type preference

## reasons why.

---

### multinational (21%)

job security

financial health

attractive salary & benefits

---

### non-profit / government (12%)

job security

attractive salary & benefits

work-life balance

---

---

### own business (15%)

work-life balance

pleasant work atmosphere

flexible arrangements

---

### local family-owned (10%)

work-life balance

pleasant work atmosphere

flexible arrangements

---

---

### small to midsize business (14%)

pleasant work atmosphere

work-life balance

job security

---

### start-up (4%)

interesting job content

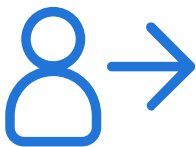
pleasant work atmosphere

career progression

---



# company type preference switchers vs stayers.



9%

of the switchers prefer  
to work for a start-up.

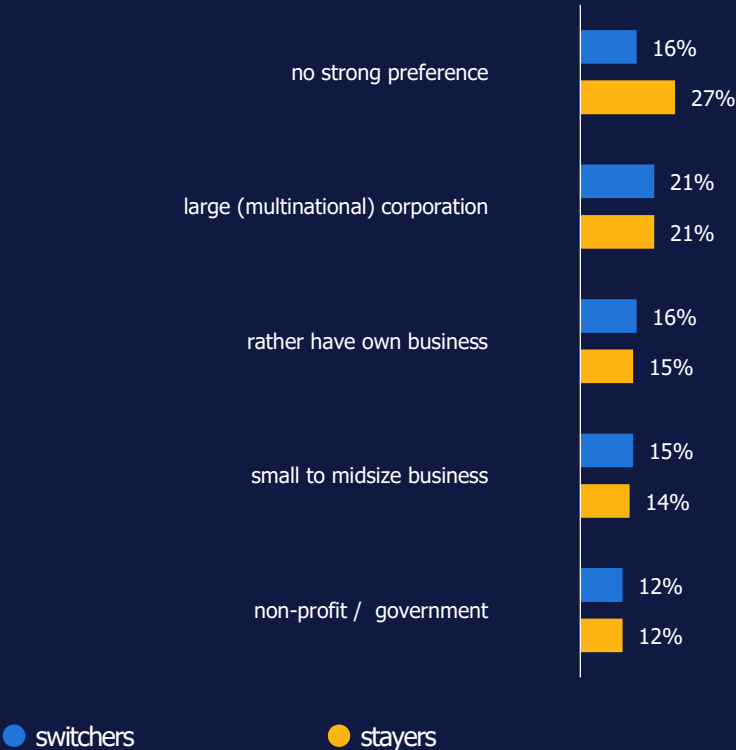


27%

of the stayers have no  
strong preference.

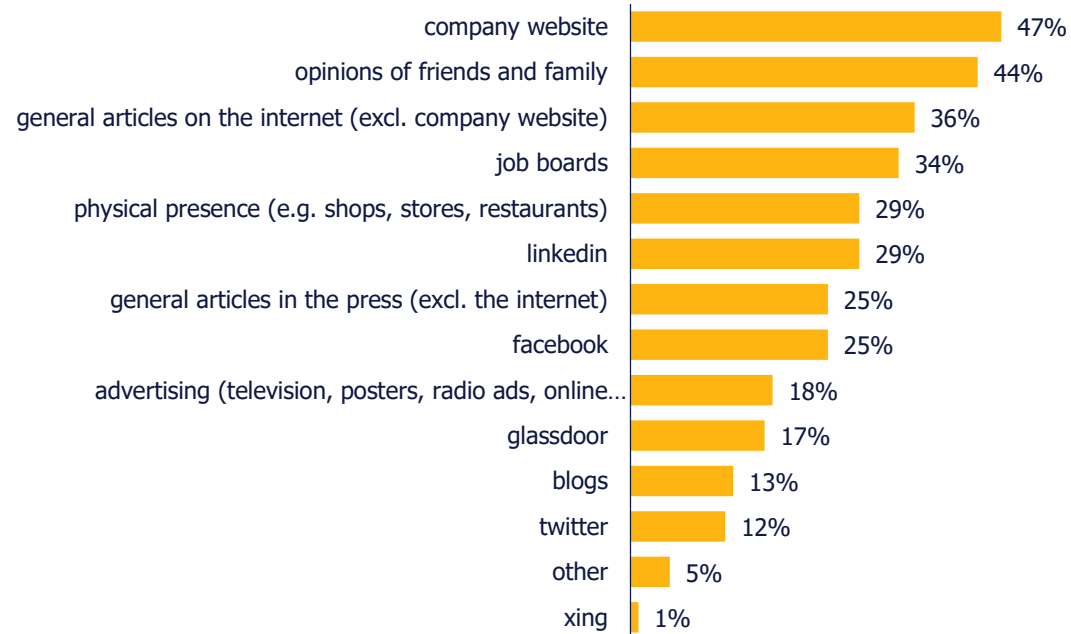


## company type preference



# 85% of the canadians check potential employer's reputation.

## channels for reputation check



## most often used

gen z (18-24)

35%

facebook

gen x (35-54)

48%

company website

millennials (25-34)

24%

glassdoor

boomers (55-64)

22%

don't check employers'  
reputation

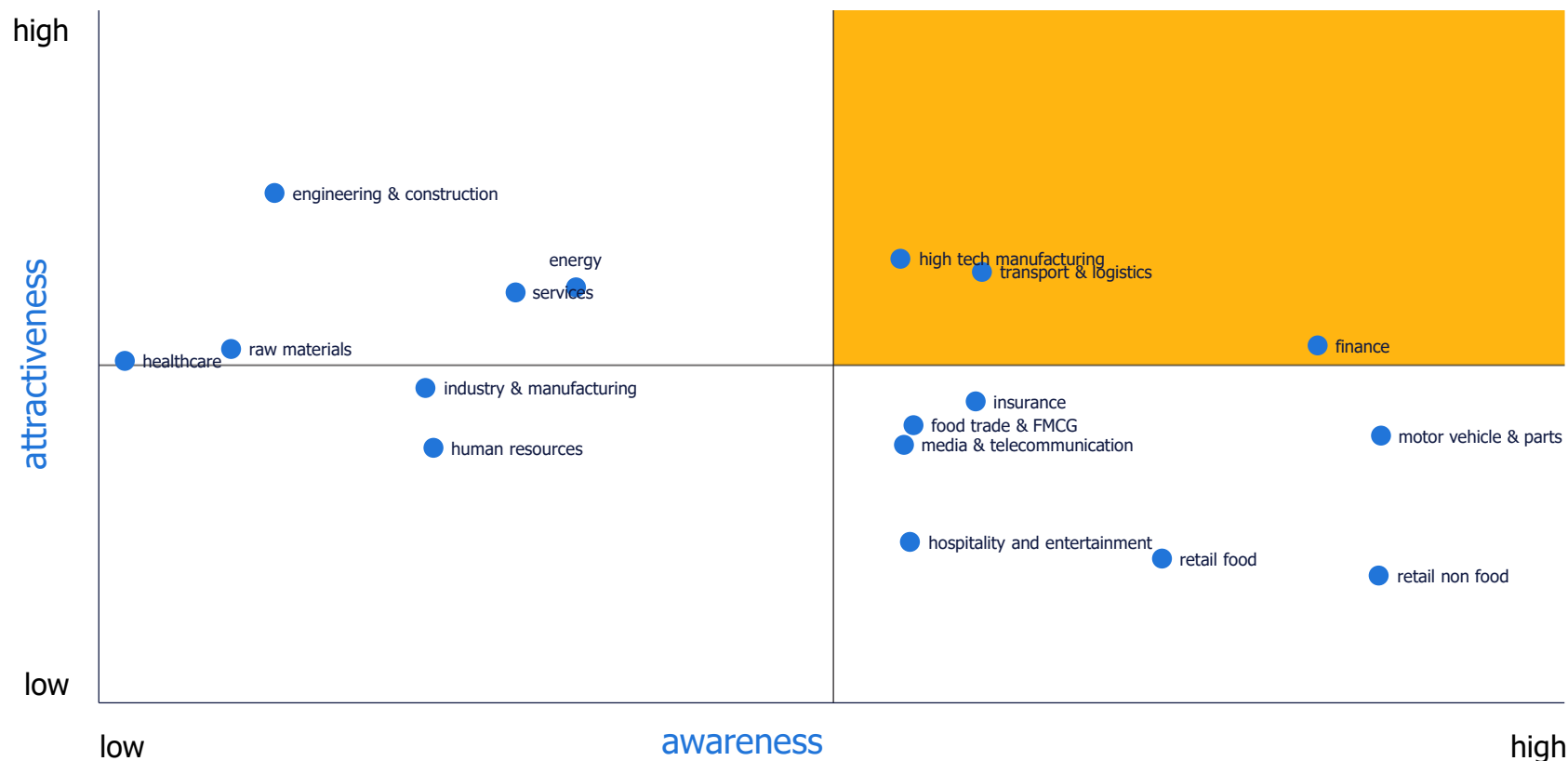
sector



insights.



# top performing sectors in canada 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.



# canada's sectors score best on these 3 EVP drivers.

1/2

	top 3 EVP drivers		
sector	1	2	3
01 engineering & construction	financially healthy	uses latest technologies	attractive salary & benefits
02 high tech manufacturing	uses latest technologies	financially healthy	attractive salary & benefits
03 transport & logistics	financially healthy	uses latest technologies	very good reputation
04 energy	financially healthy	uses latest technologies	attractive salary & benefits
05 services	financially healthy	uses latest technologies	very good reputation
06 finance	financially healthy	job security	uses latest technologies
07 raw materials	financially healthy	attractive salary & benefits	uses latest technologies
08 healthcare	financially healthy	job security	uses latest technologies
09 industry & manufacturing	financially healthy	uses latest technologies	attractive salary & benefits
10 insurance	financially healthy	job security	very good reputation



# canada's sectors score best on these 3 EVP drivers.

2/2

		top 3 EVP drivers		
sector		1	2	3
11	food trade & FMCG	financially healthy	very good reputation	job security
12	motor vehicle & parts	uses latest technologies	financially healthy	attractive salary & benefits
13	media & telecommunication	uses latest technologies	financially healthy	career progression
14	human resources	financially healthy	very good reputation	uses latest technologies
15	hospitality and entertainment	financially healthy	very good reputation	uses latest technologies
16	retail food	financially healthy	very good reputation	job security
17	retail non food	financially healthy	very good reputation	uses latest technologies

top



employers.

# top employers in canada.

## top 10 employers 2019

---

- 01 Microsoft Canada
  - 02 IBM Canada Ltd.
  - 03 WestJet Airlines Ltd.
  - 04 Canadian National Railway Company (CN)
  - 05 Indigo Books & Music Inc.
  - 06 PricewaterhouseCoopers LLP (PwC)
  - 07 Air Canada
  - 08 Coca-Cola Refreshments Canada Company
  - 09 ATCO Ltd.
  - 10 SNC-Lavalin Group Inc. - Groupe SNC-Lavalin Inc.
- 

## top 10 employers 2018

---

- 01 Microsoft Canada
  - 02 CAE Inc.
  - 03 Pratt & Whitney Canada Corporation
  - 04 Canadian Solar Inc.
  - 05 Air Canada
  - 06 Indigo Books & Music Inc. (Indigo, Chapters and Coles)
  - 07 Bruce Power L.P.
  - 08 Merck KGaA
  - 09 FirstCanada ULC
  - 10 GlaxoSmithKline
-

# canada's top companies

## top 3 EVP drivers of the top 5 companies.

	top 3 EVP drivers		
top 5 companies	1	2	3
1 Microsoft Canada	uses latest technologies	financially healthy	very good reputation
2 IBM Canada Ltd.	uses latest technologies	financially healthy	attractive salary & benefits
3 WestJet Airlines Ltd.	financially healthy	uses latest technologies	very good reputation
4 Canadian National Railway Company (CN)	financially healthy	job security	attractive salary & benefits
5 Indigo Books & Music Inc.	very good reputation	financially healthy	pleasant work atmosphere

# top employers by EVP driver.

EVP driver	1	2	3
attractive salary & benefits	Microsoft Canada	IBM Canada Ltd.	Merck KGaA
career progression	Microsoft Canada	IBM Canada Ltd.	Royal Bank of Canada
financially healthy	Microsoft Canada	Coca-Cola Refreshments Canada Company	Royal Bank of Canada
gives back to society	Canadian Solar Inc.	Progressive Waste Solutions Ltd.	Agropur Coopérative
interesting job content	Microsoft Canada	WestJet Airlines Ltd.	CAE Inc.
job security	Microsoft Canada	Toronto Hydro	Royal Bank of Canada
pleasant work atmosphere	Microsoft Canada	Canadian Solar Inc.	Indigo Books & Music Inc.
uses latest technologies	Microsoft Canada	IBM Canada Ltd.	Canadian Solar Inc.
very good reputation	Microsoft Canada	Costco Wholesale Canada Ltd.	Scotiabank
work-life balance	Microsoft Canada	Canadian Solar Inc.	FirstCanada ULC

deep dive

appendix 1.

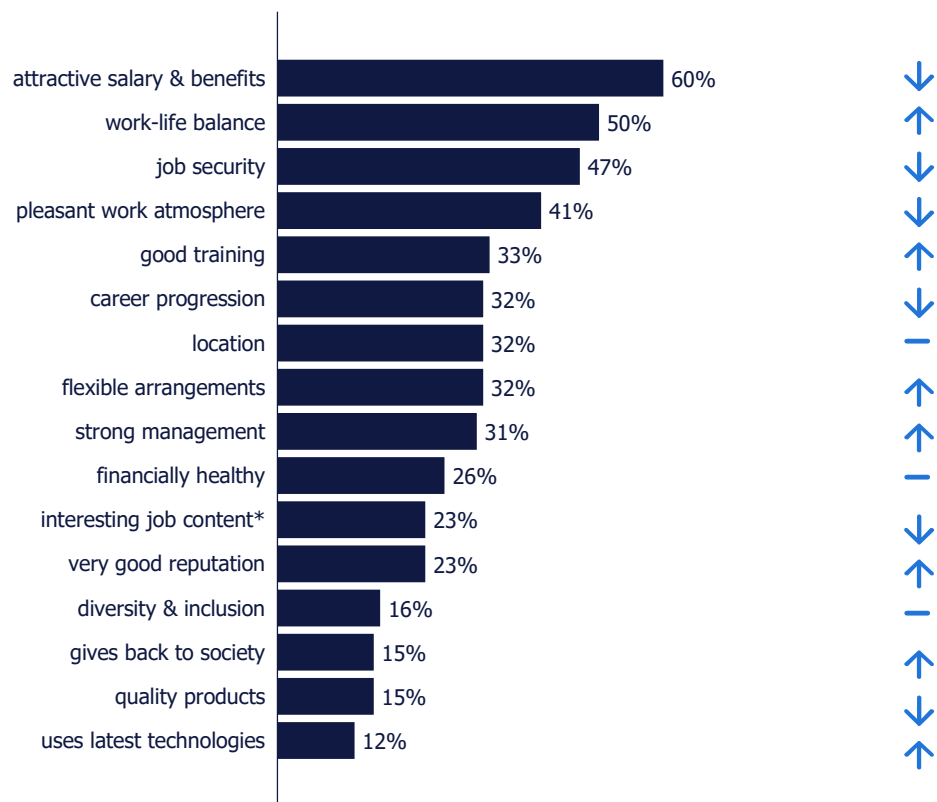




# what potential employees want

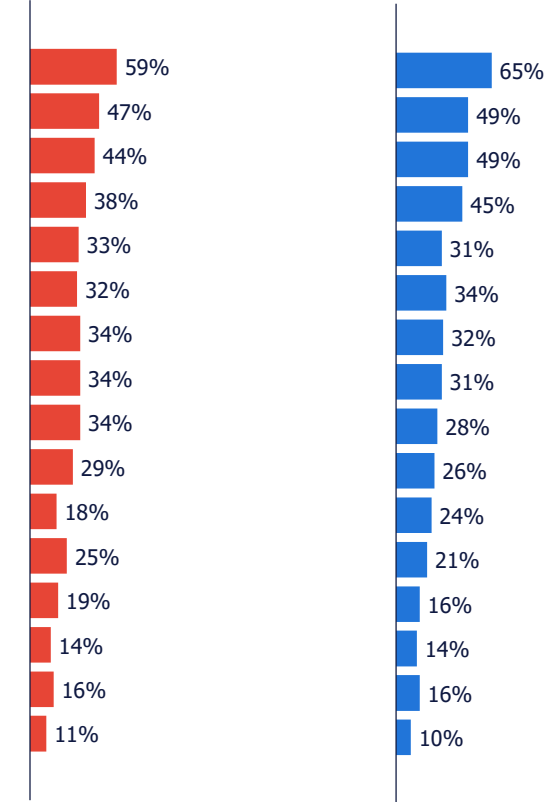
## the most important criteria when choosing an employer.

### 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.

### north america



\*2017: work that is stimulating and challenging

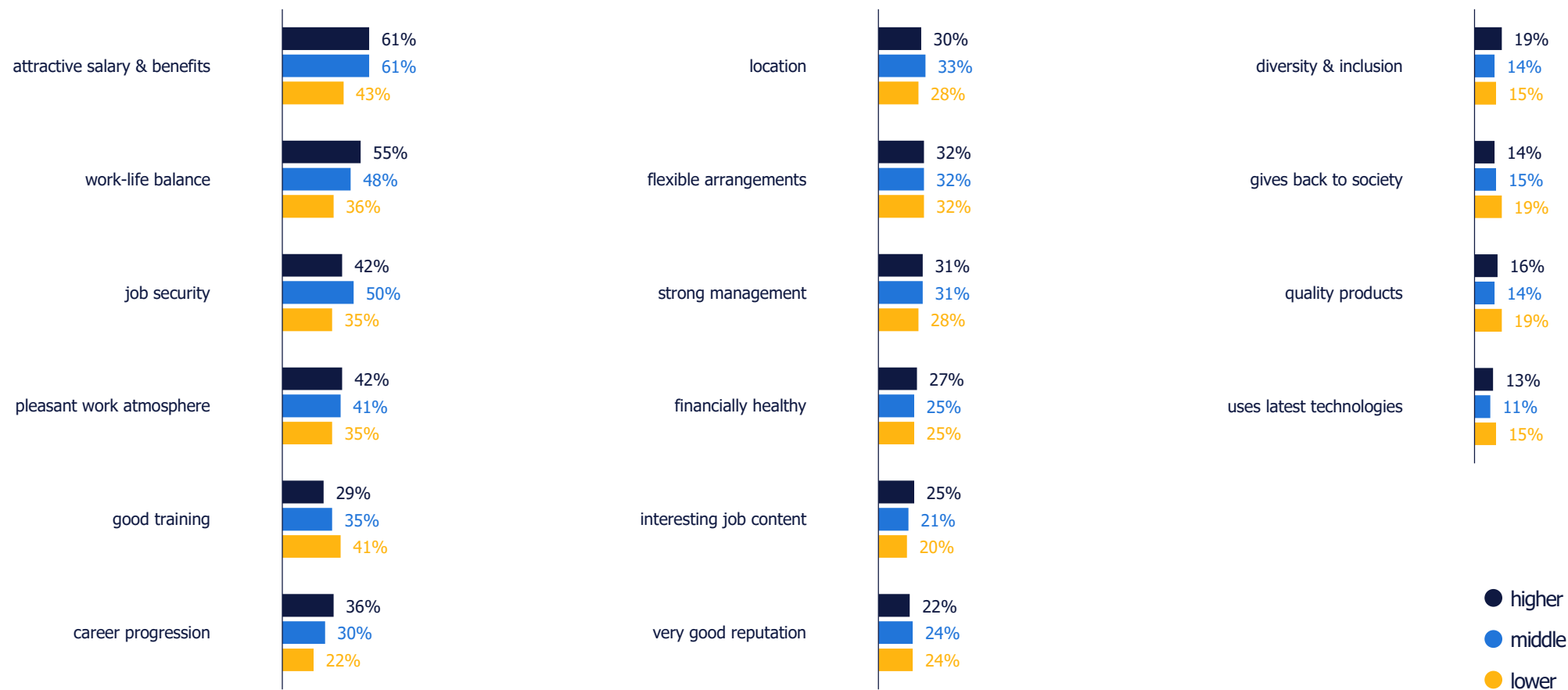


# EVP driver importance by gender.

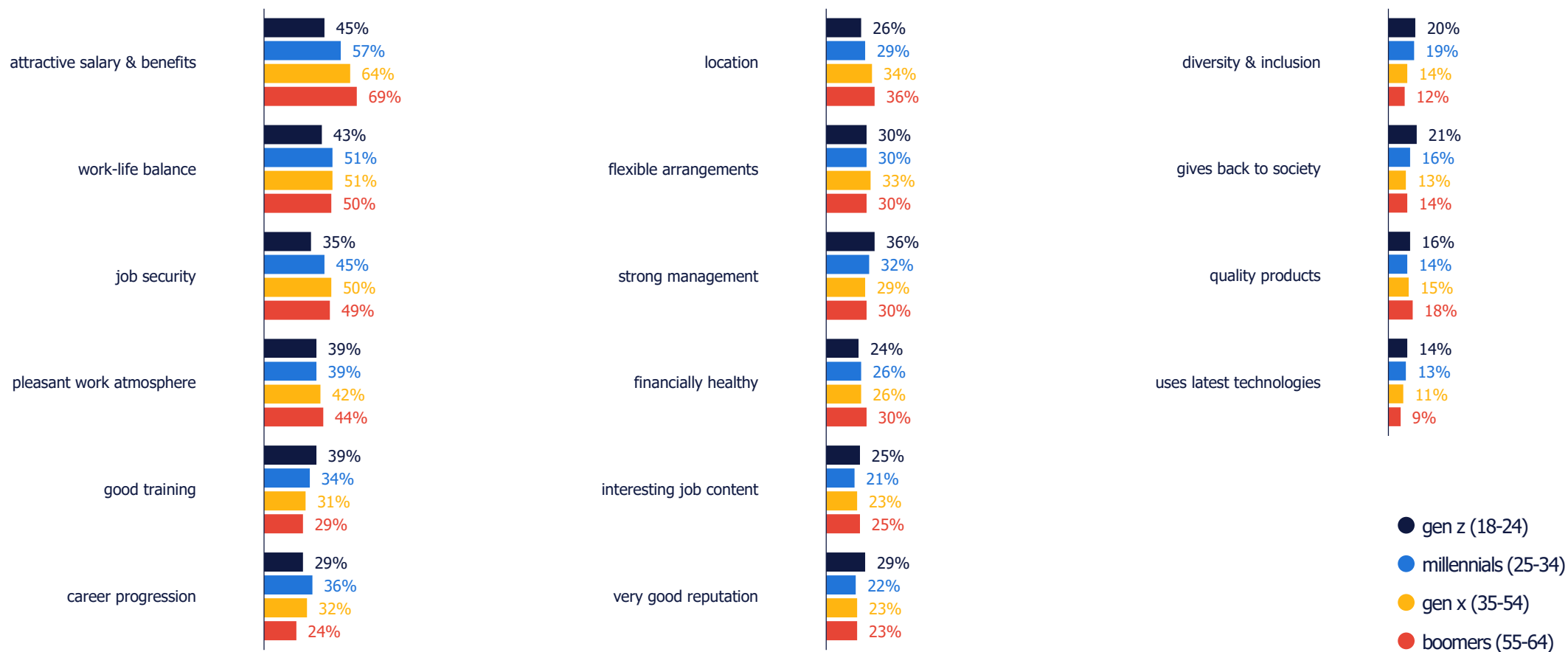


● male  
● female

# EVP driver importance by education.



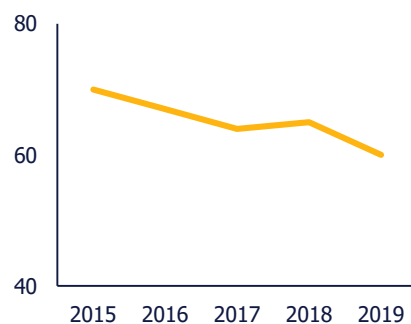
# EVP driver importance by age.



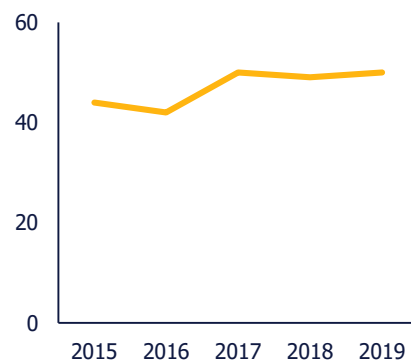
# EVP driver importance trends, total.

1/2

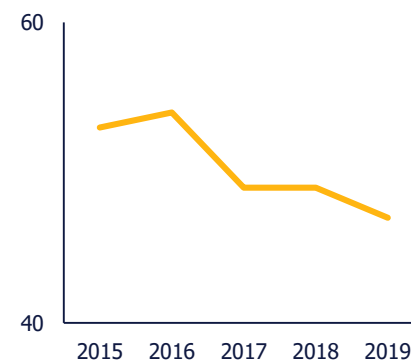
attractive salary & benefits



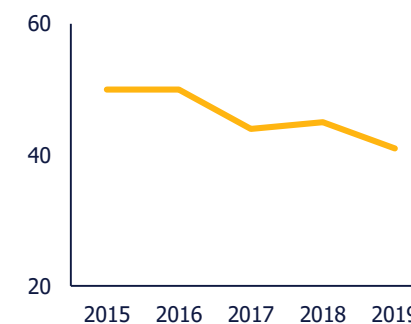
work-life balance



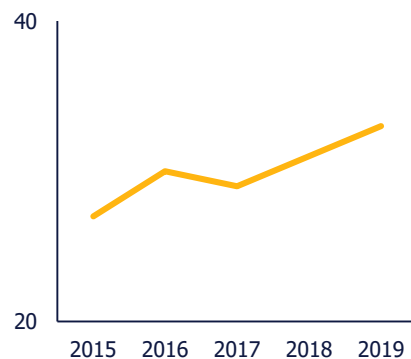
job security



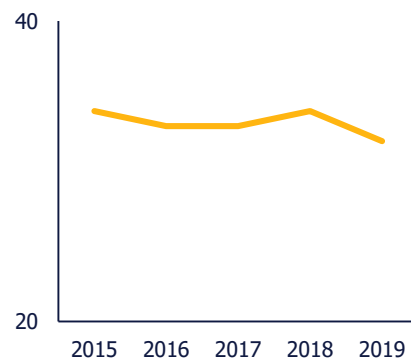
pleasant work atmosphere



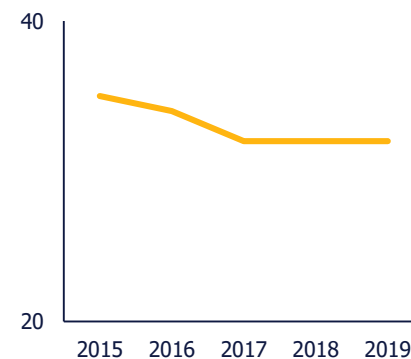
good training



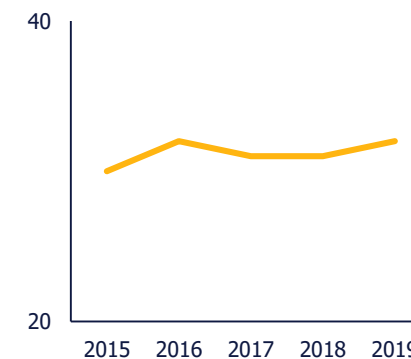
career progression



location



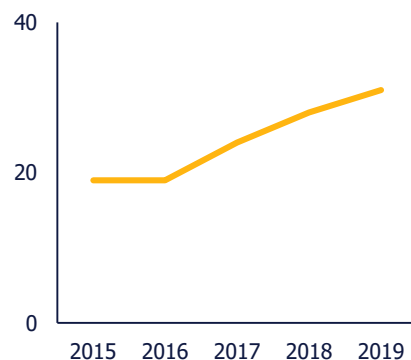
flexible arrangements



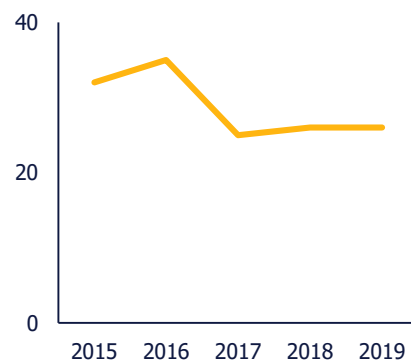
# EVP driver importance trends, total.

2/2

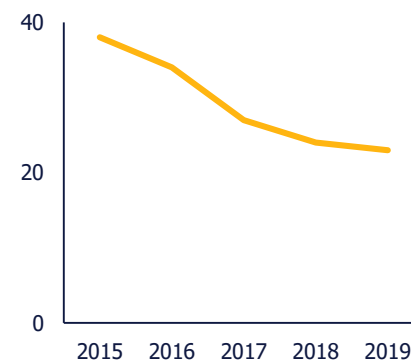
strong management



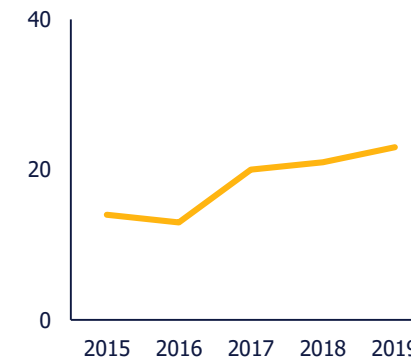
financially healthy



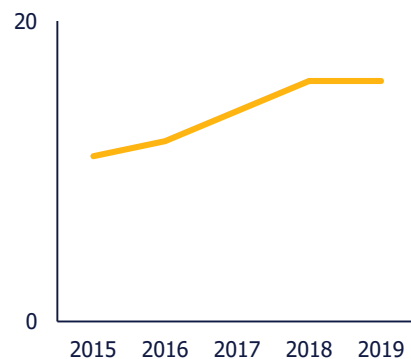
interesting job content\*



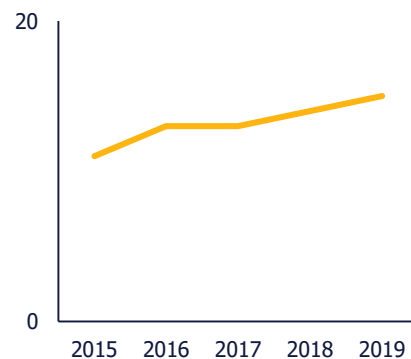
very good reputation\*\*



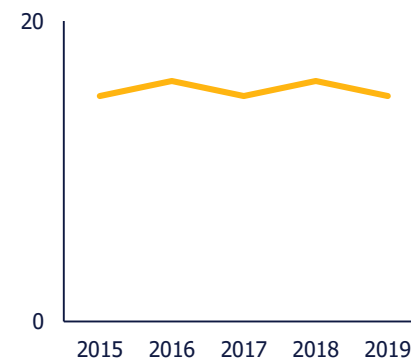
diversity & inclusion



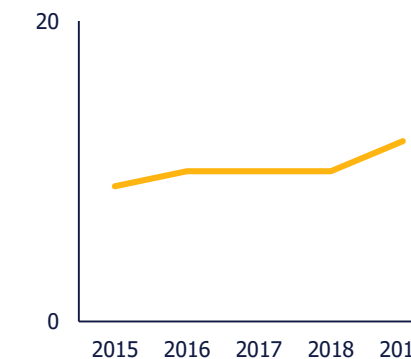
gives back to society



quality products



uses latest technologies



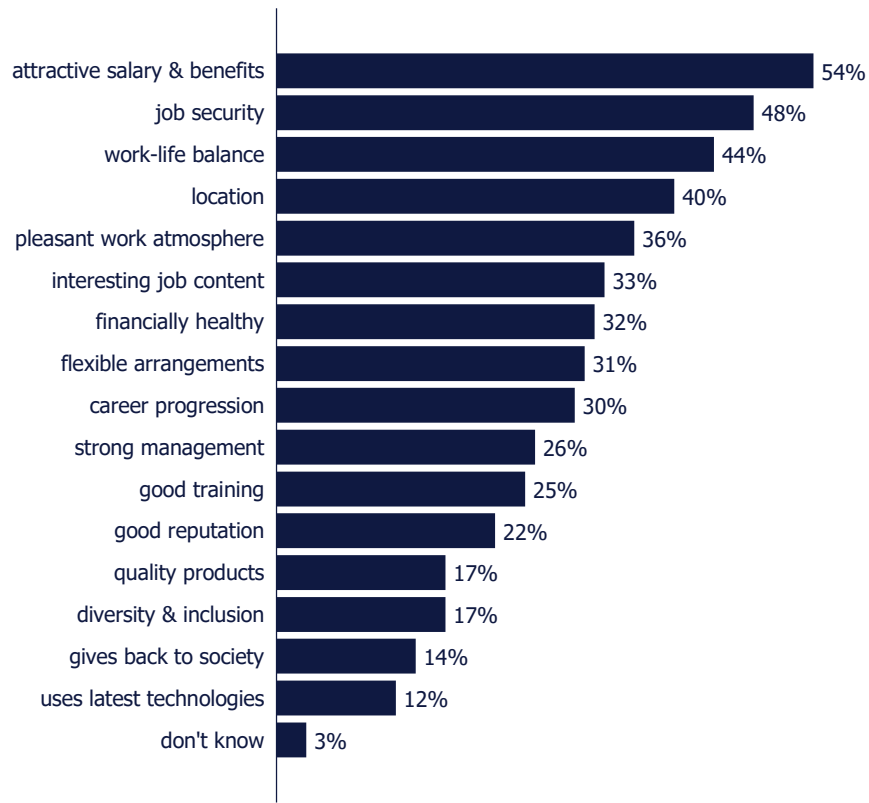
\*2017: work that is stimulating and challenging

\*\*previous to 2017: strong image/strong values

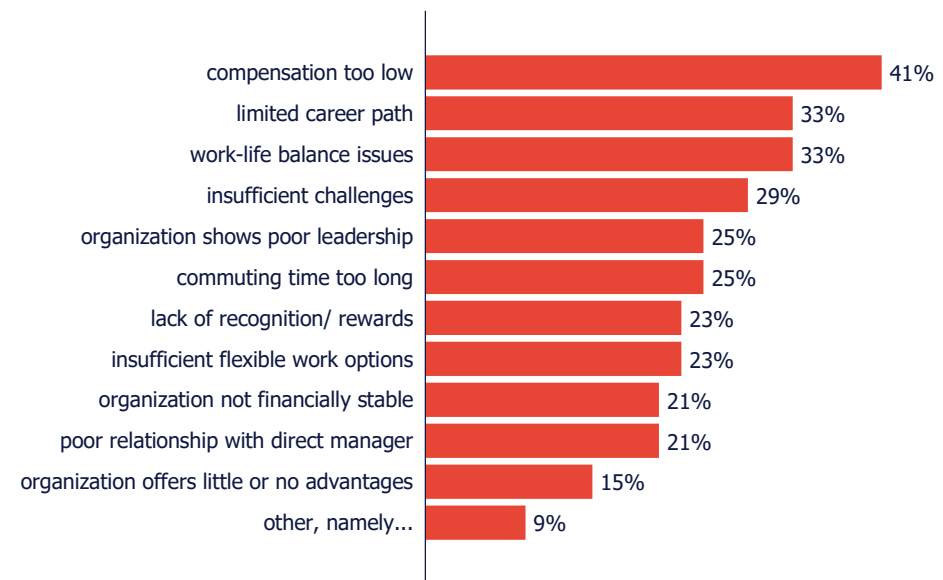


# what factors do the canadians stay or leave for.

## reasons to stay



## reasons to leave



# methodology

## appendix 2.





# 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).



# source bibliography.

1 Betterteam Blog

<https://www.betterteam.com/blog/employer-branding>

2 PwC, A marketplace without boundaries? Responding to disruption

<https://www.pwc.com/gx/en/ceo-survey/2015/assets/pwc-18th-annual-global-ceo-survey-jan-2015.pdf>

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?

[www.hrinasia.com/employer-branding/do-you-think-your-employer-brand-can-be-ruined-by-social-media/](http://www.hrinasia.com/employer-branding/do-you-think-your-employer-brand-can-be-ruined-by-social-media/)

6 The role of engagement

<https://www.aberdeen.com/hcm-essentials/role-engagement-performance-management/>

7 The Employer Brand Credibility Gap

<https://www.webershandwick.com/uploads/news/files/EmployerBrandCredibilityGap.pdf>

8 The true cost of a bad hire

[http://go.brandonhall.com/the\\_true\\_cost\\_of\\_a\\_bad\\_hire](http://go.brandonhall.com/the_true_cost_of_a_bad_hire)

# 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

- Ipient 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



name organization  
name contact  
person



name organization  
name contact  
person



name organization  
name contact  
person

randstad

human forward.

