

employer  
brand research  
2019



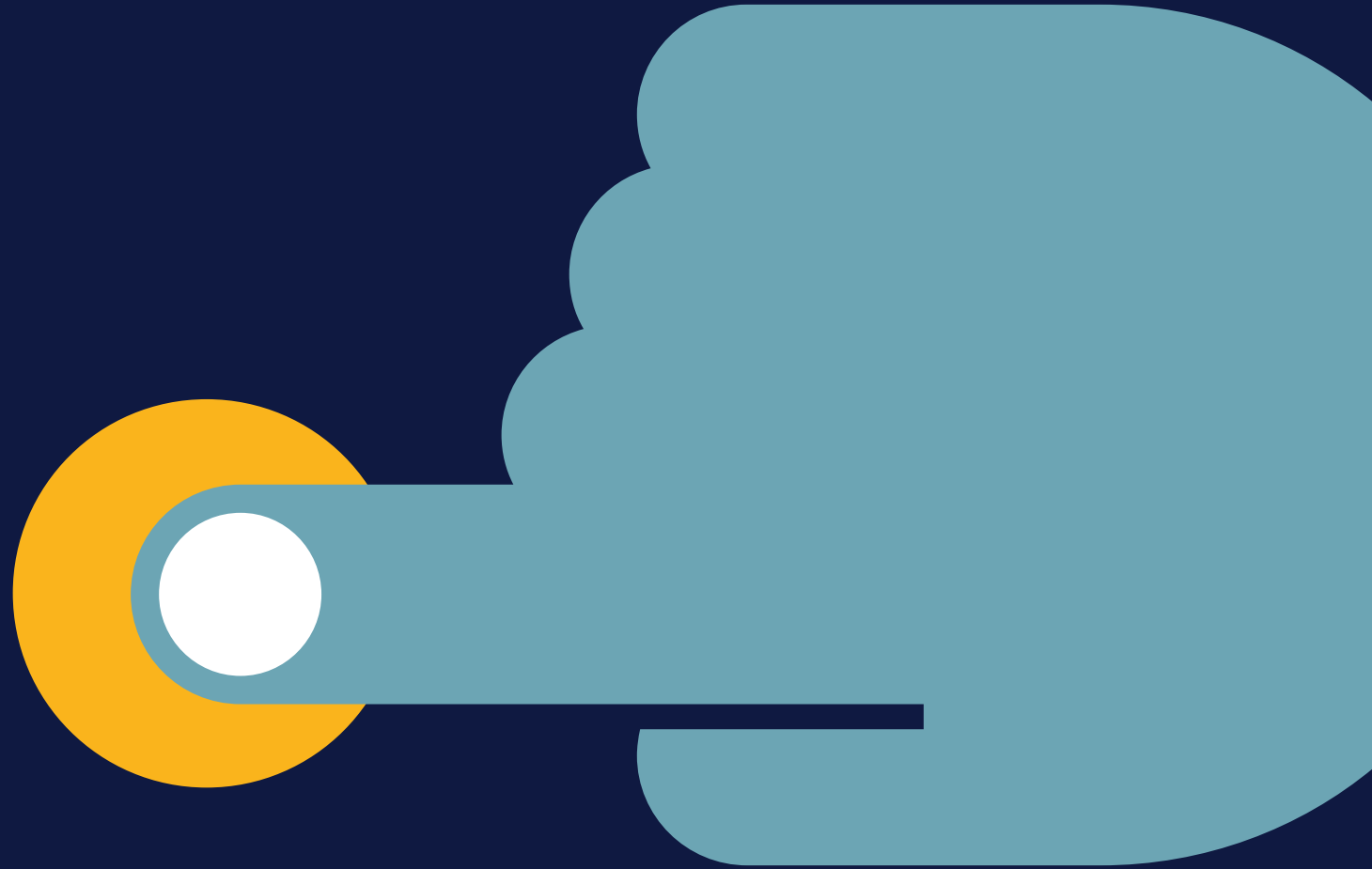
country report  
hong kong.

# 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

- 3,731 respondents

## fieldwork

- online interviews
- between 15 december 2018 and 14 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.

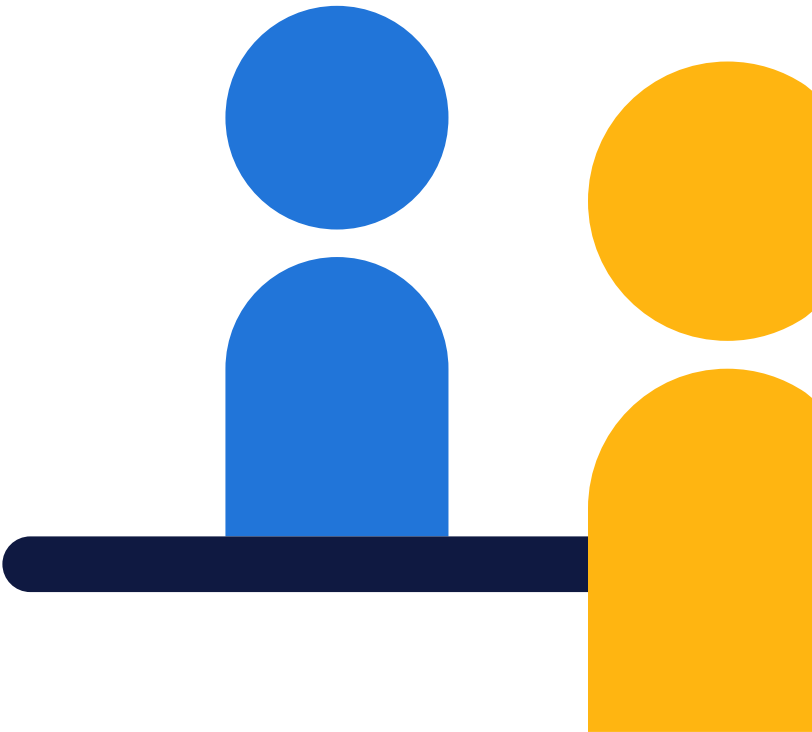
In order to make sure that the less well known brands are assessed by a sufficient number of respondents, we make use of a smart sampling method.

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.





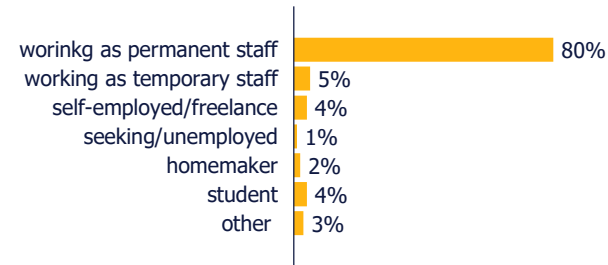
# sample composition in hong kong

## socio-demographics, employment situation, region.

### gender



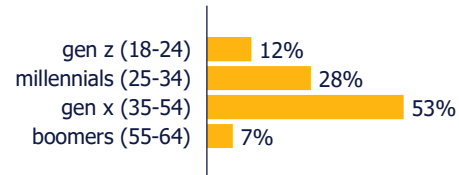
### situation



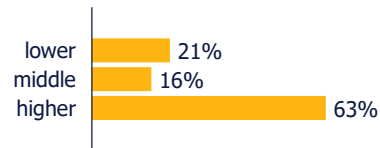
### region



### age



### education

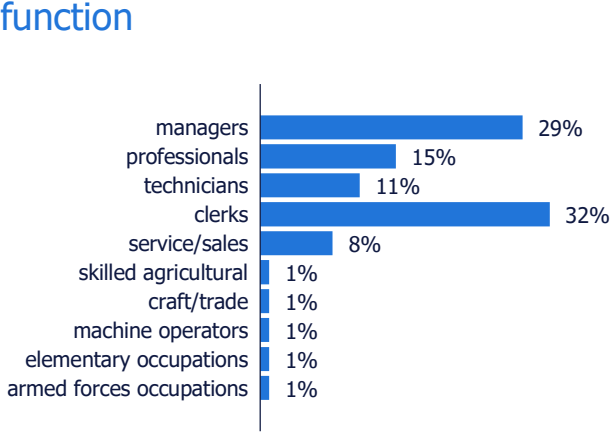
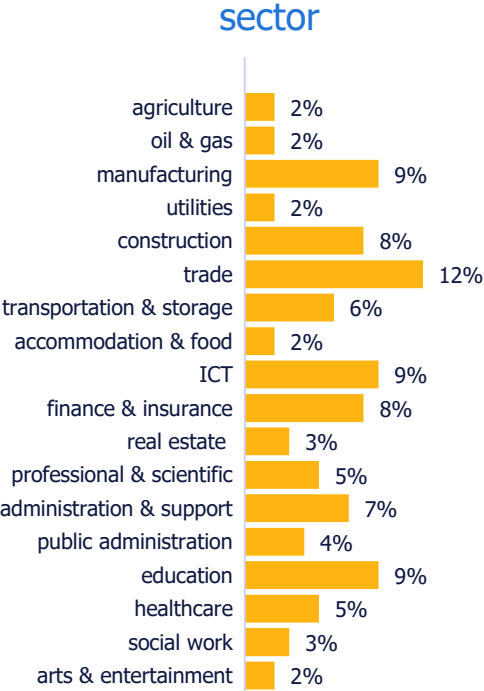


total sample: 3,731

fieldwork: 15 december 2018 to 14 january 2019



# sample composition in hong kong

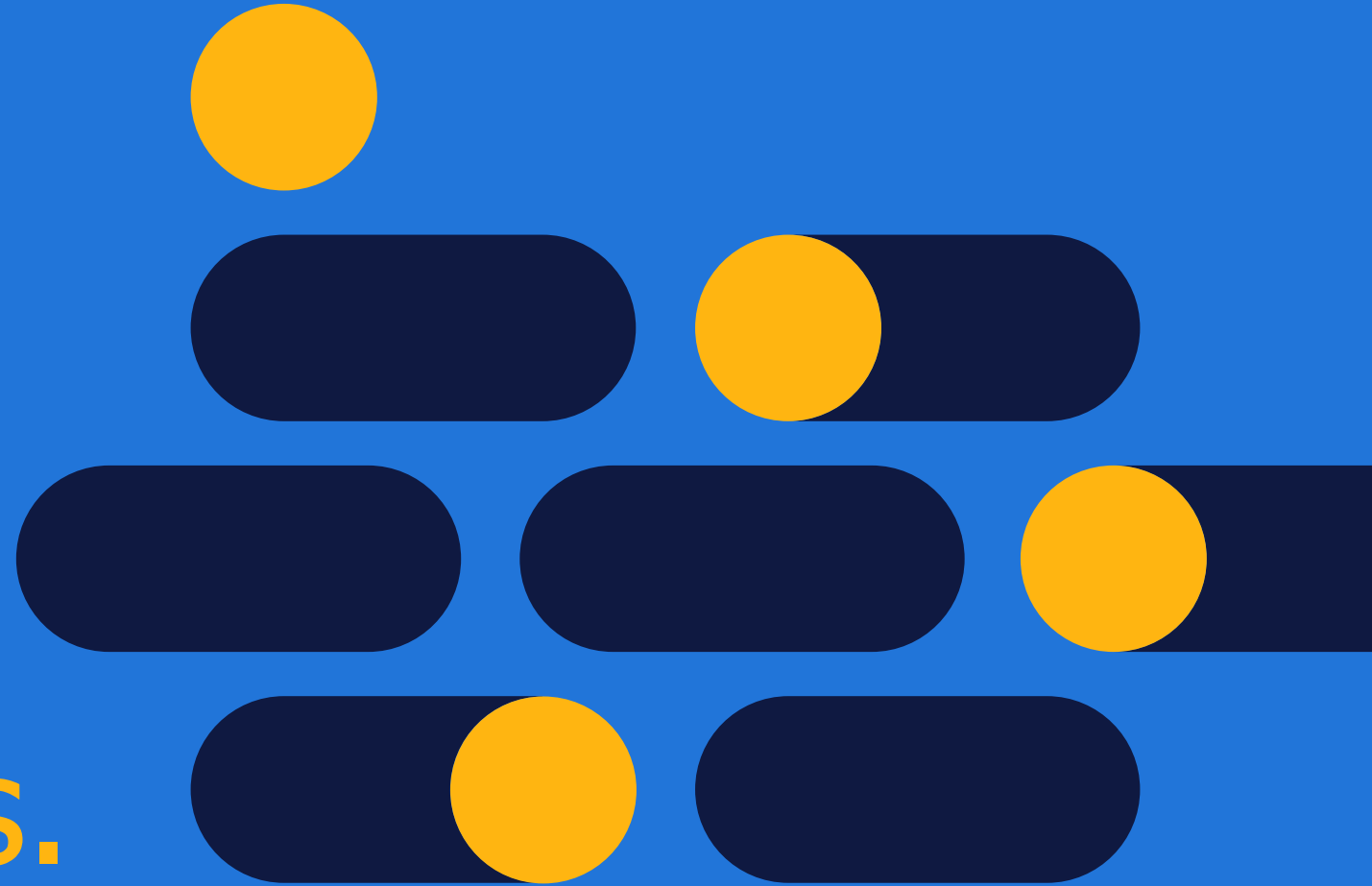


base: currently employed (n=3,342)



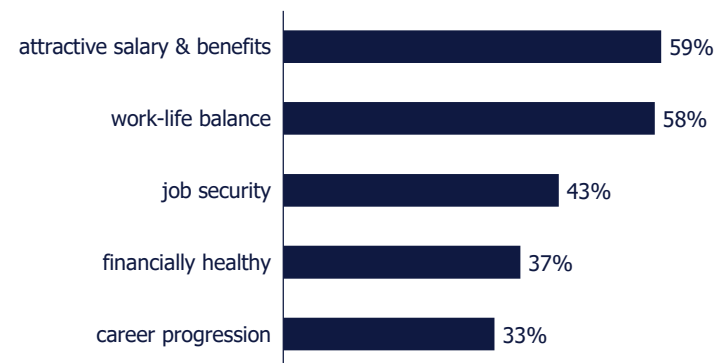
country

EVP drivers.



# what potential employees want when choosing an employer.

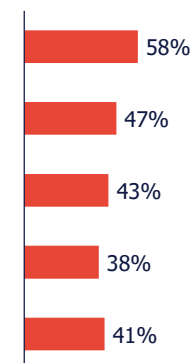
## most important criteria



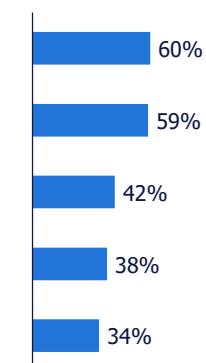
versus 2018



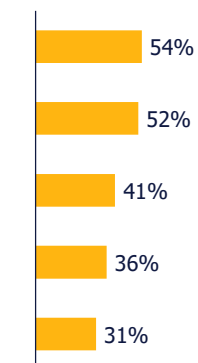
apac



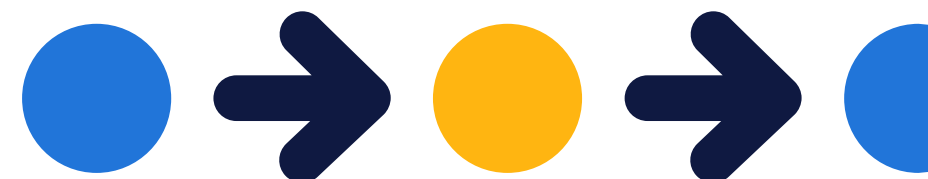
2018



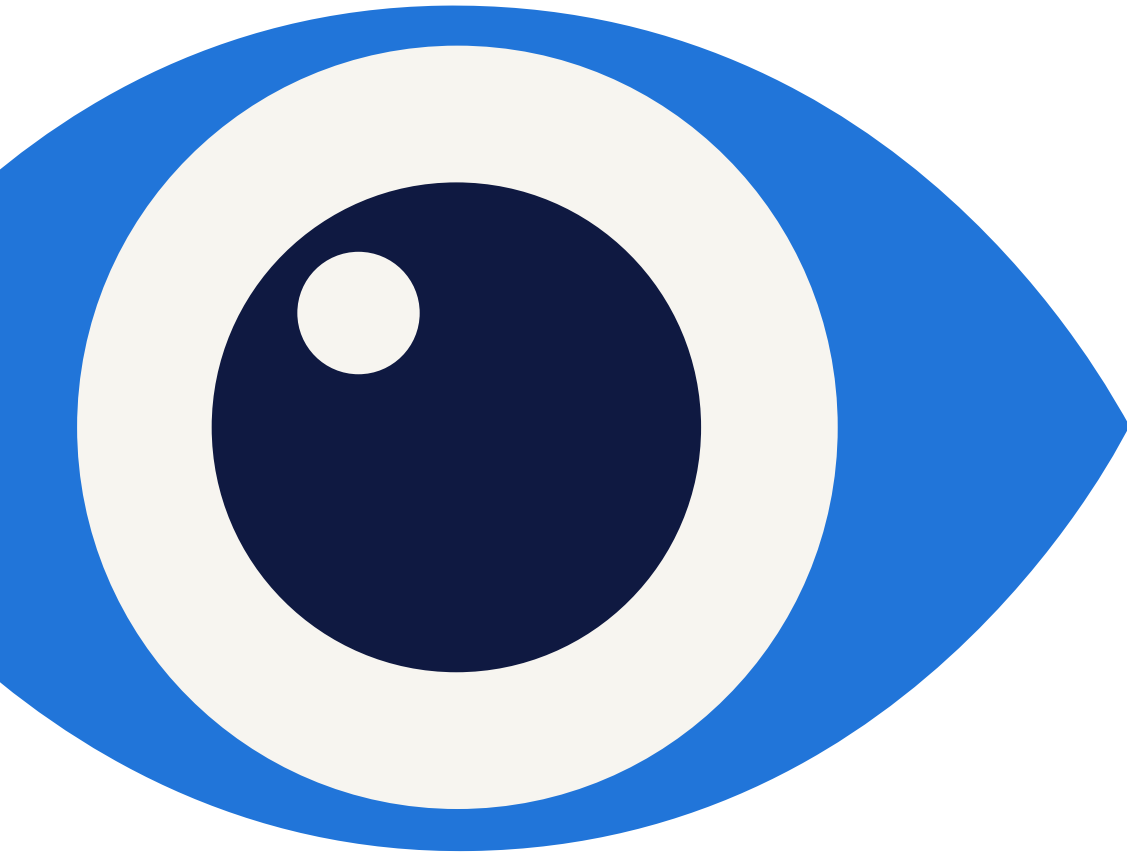
2017



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



# perception of employer offer in hong kong and the region.



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

## employers in hong kong are perceived to offer.

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

## employers in apac are perceived to offer.

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

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

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.

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## gap top 3

1 attractive salary & benefits

2 work-life balance

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# what do potential employees want by generational profile.

gen z (18-24)

## 32%

of the gen z's are looking for employers who offer interesting job content. This is higher when compared to gen x and boomers.

gen x (35-54)

## 47%

of the gen x's find job security a very important pull factor towards an employer. Among younger generations, this factor is deemed less important.

millennials (25-34)

## 36%

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

boomers (55-64)

## 38%

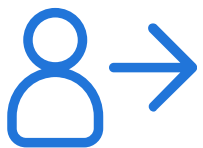
of the boomers are attracted to employers with a strong management. This is less so among younger generations.



[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.



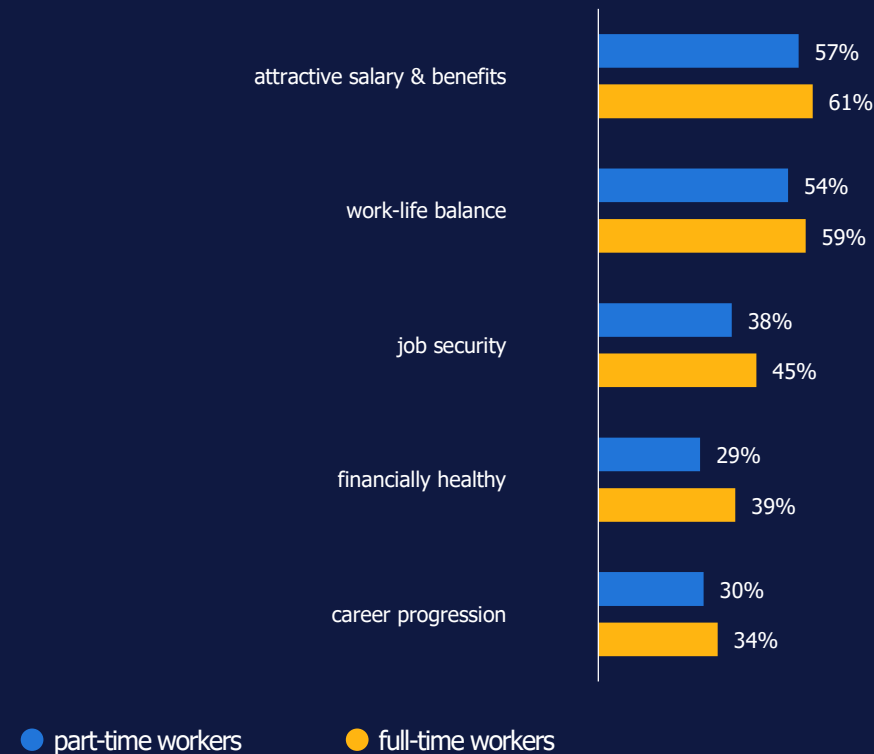
5%

of today's workforce  
works part-time.

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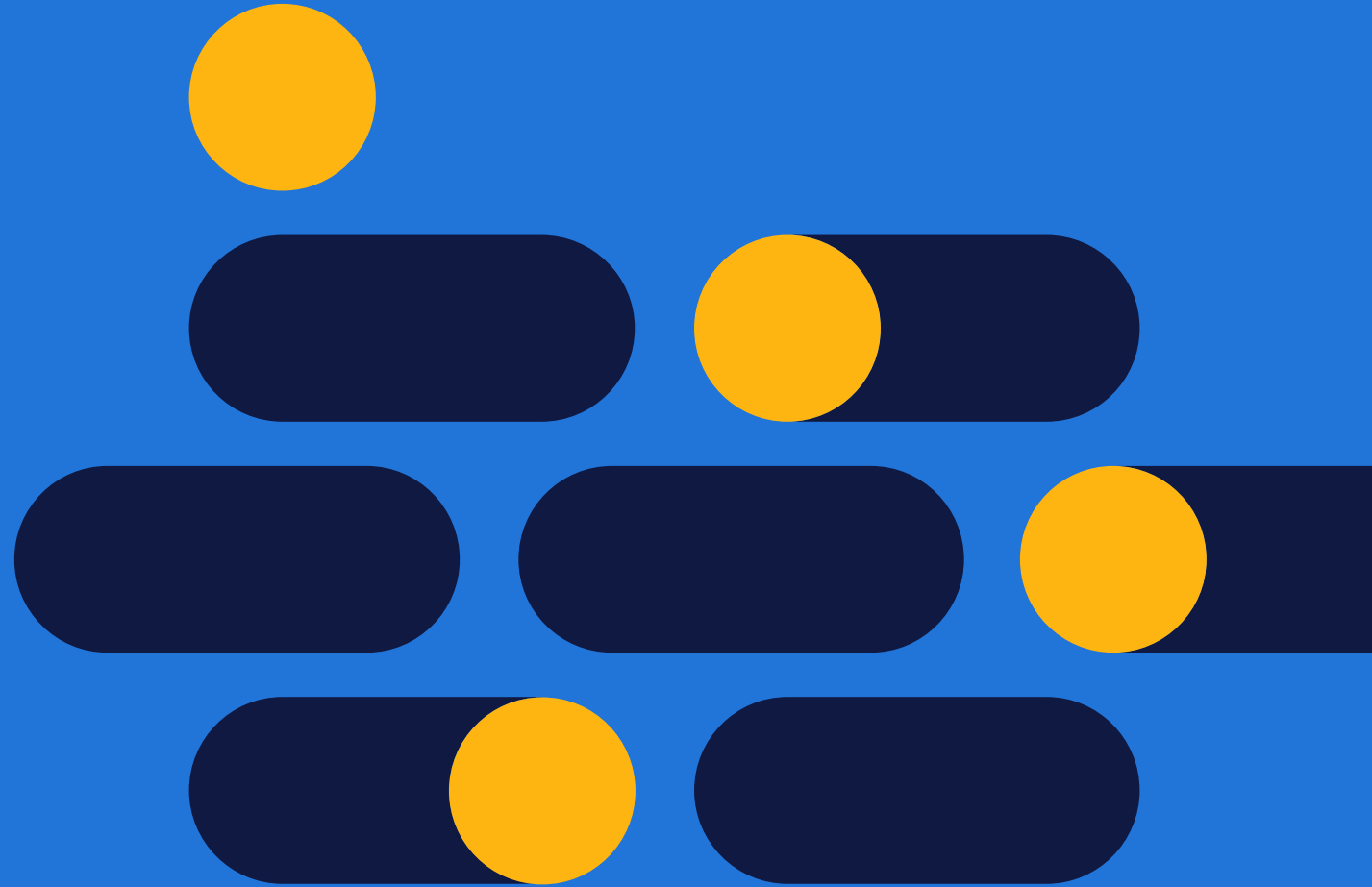
## most important attributes





# switchers and stayers

in focus.



# changing employer hong kong vs apac.

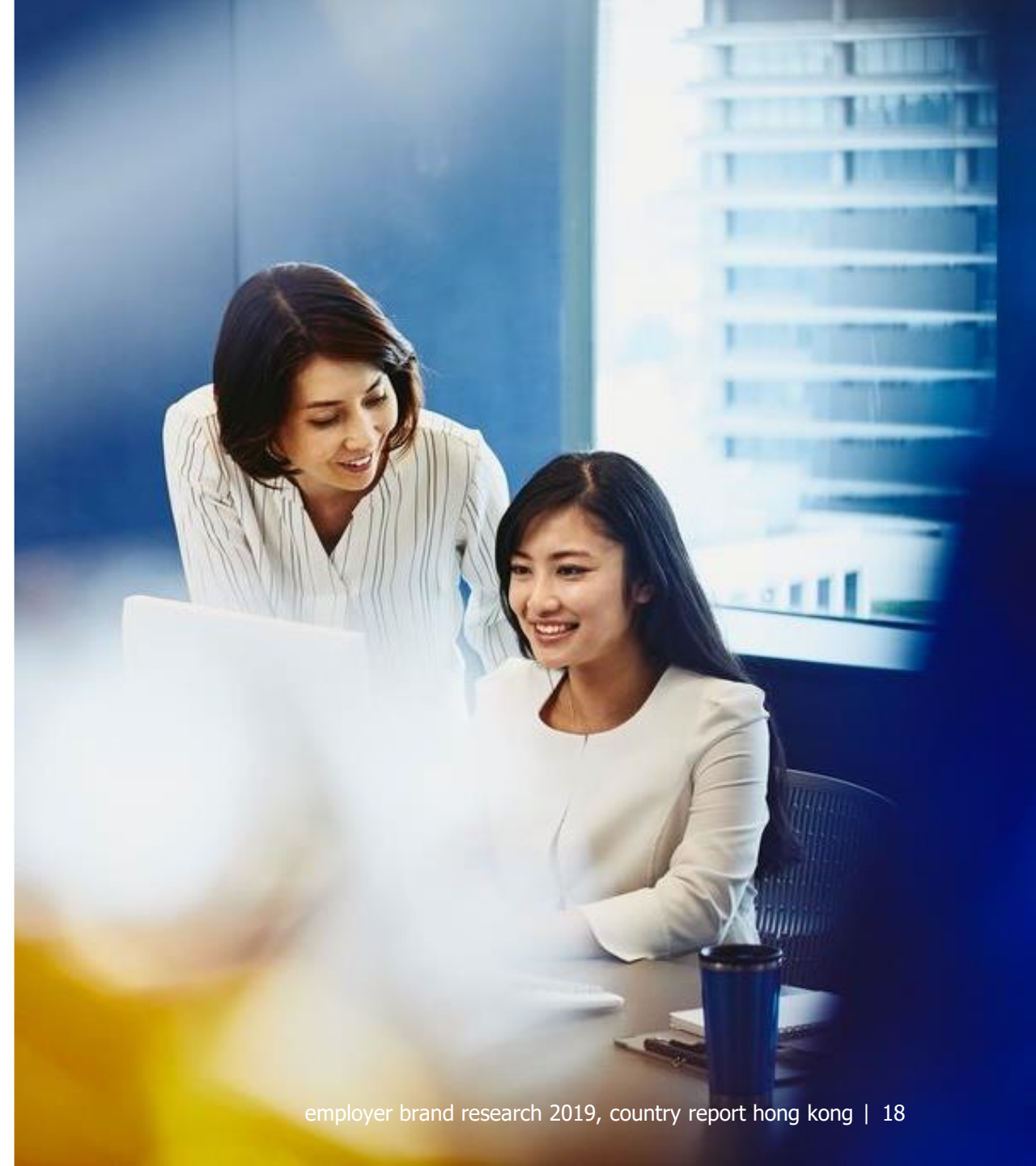
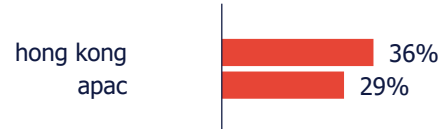
**switchers:** changed employer in the past year.



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

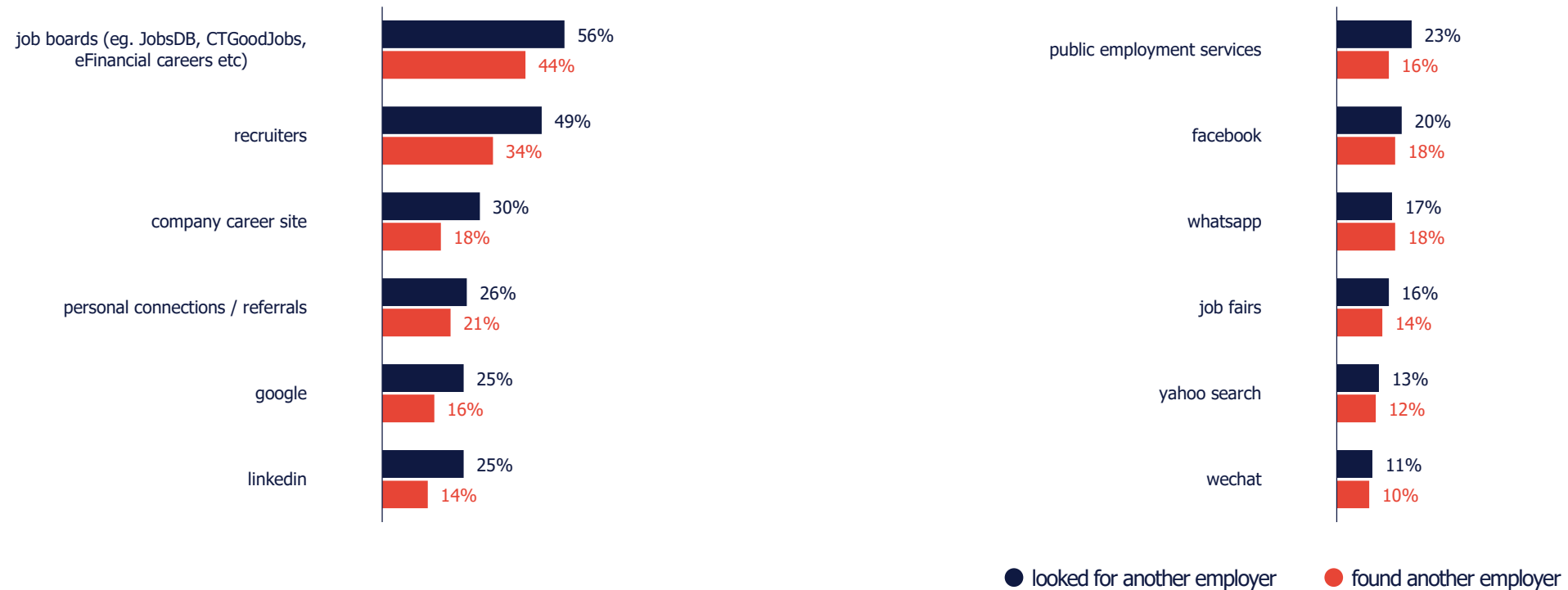


**intenders:** plan to change employer within the next year.



# how do the workers in hong kong look for and find employers.

## channels used to look for and find employers



# most important attributes switchers vs stayers.



**27%** (26%)\*

switchers: changed  
employer in  
the past year.



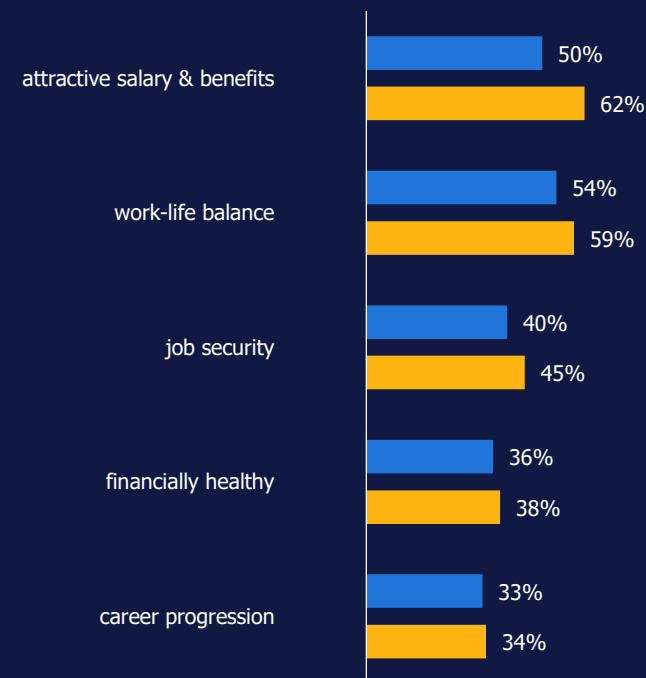
**73%** (74%)\*

stayers: stayed with their  
employer in  
the past year.

\*in 2018



## most important attributes



● switchers

● stayers

# most important attributes intenders.



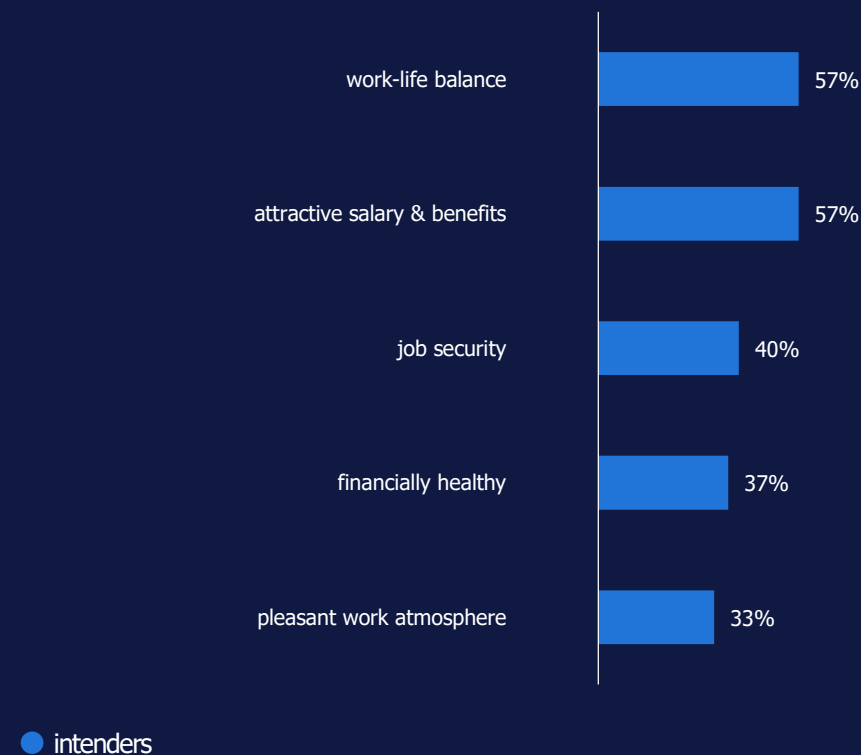
36% (35%)\*

intenders: plan to  
change employer  
within the next year.

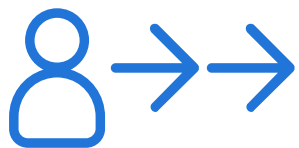
\*in 2018



## most important attributes



# channels to look for employers intenders.



**67%** (64%)\*

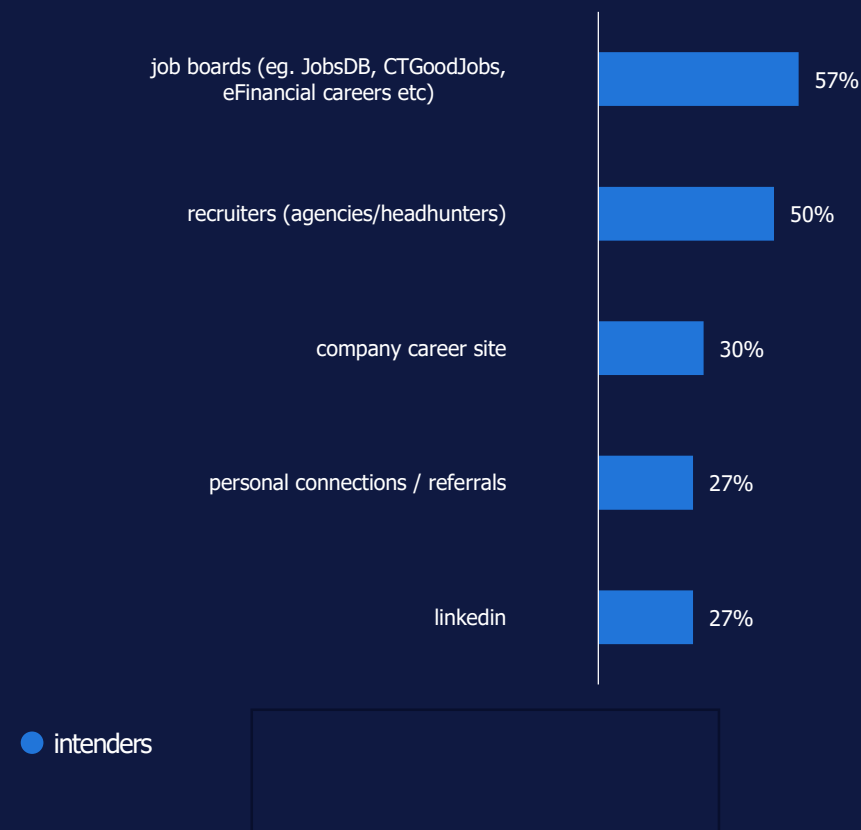
of last year's switchers\*\*  
intend to switch again  
next year.

\*\* n= 1,013 switched last year

\*in 2018



## channels to look for employers

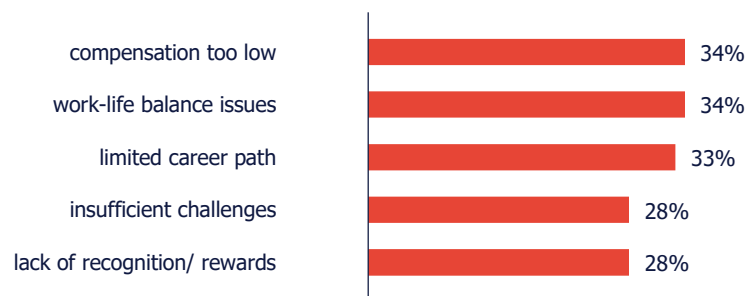


# why do hongkongers stay or leave.

## main reasons to stay

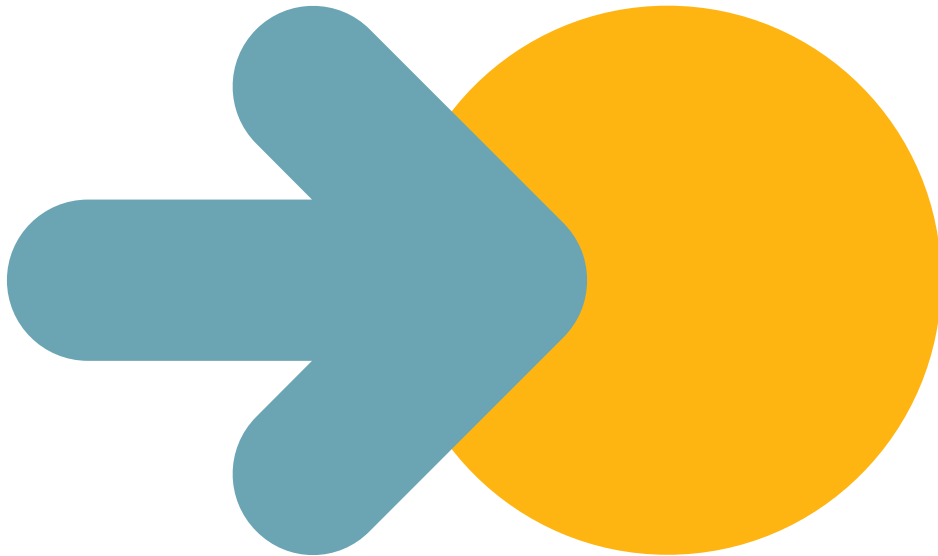


## main reasons to leave



# what factors do the hongkongers stay for

## reasons to stay, by profile.



gen z (18-24)

31%

of the gen z's are staying with their employer for good training. This is higher when compared to gen x.

gen x (35-54)

49%

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

millennials (25-34)

18%

of the millennials stay if their employer offers quality products/services that they value. Boomers are less interested in this offering from their employer.

boomers (55-64)

47%

of the boomers are more likely to stay with financially healthy employers. This is less so among gen z and millennials.

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



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

---

gen z (18-24)

35%

of the gen z's are leaving their employer offers insufficient challenges in their job. This is higher when compared to boomers.

---

gen x (35-54)

28%

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

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millennials (25-34)

41%

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

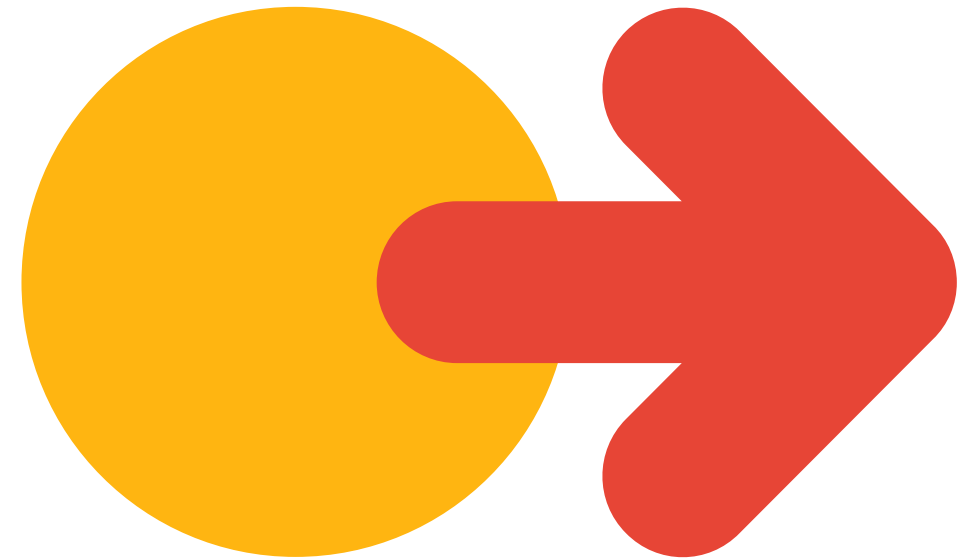
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boomers (55-64)

35%

of the boomers are more likely to leave their employer if they lack recognition or rewards. This is less so among gen z and millennials.

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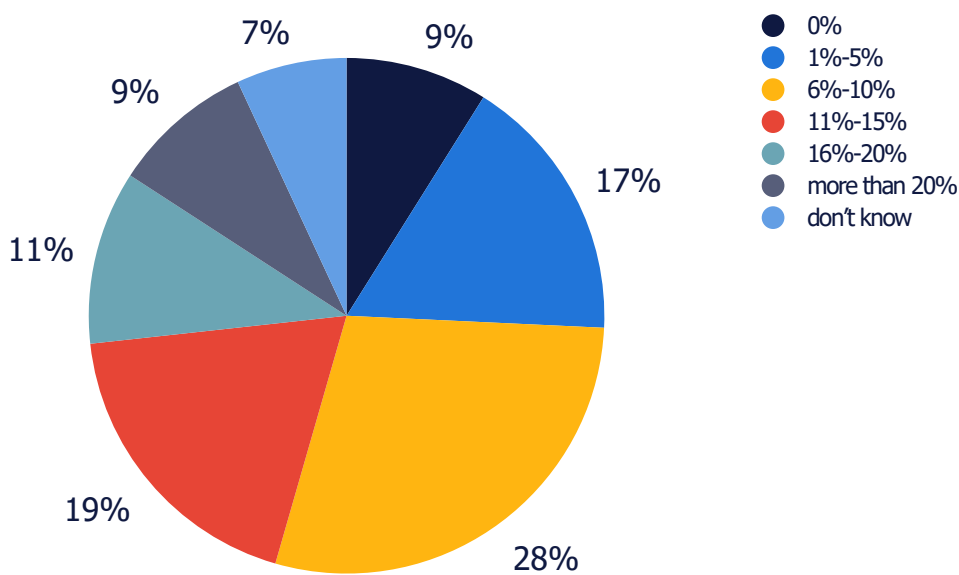


[click here](#) for a breakdown of all results.



# willingness to forfeit salary for more work security.

amount of salary employees are willing to forfeit



hong kong

39%

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

apac

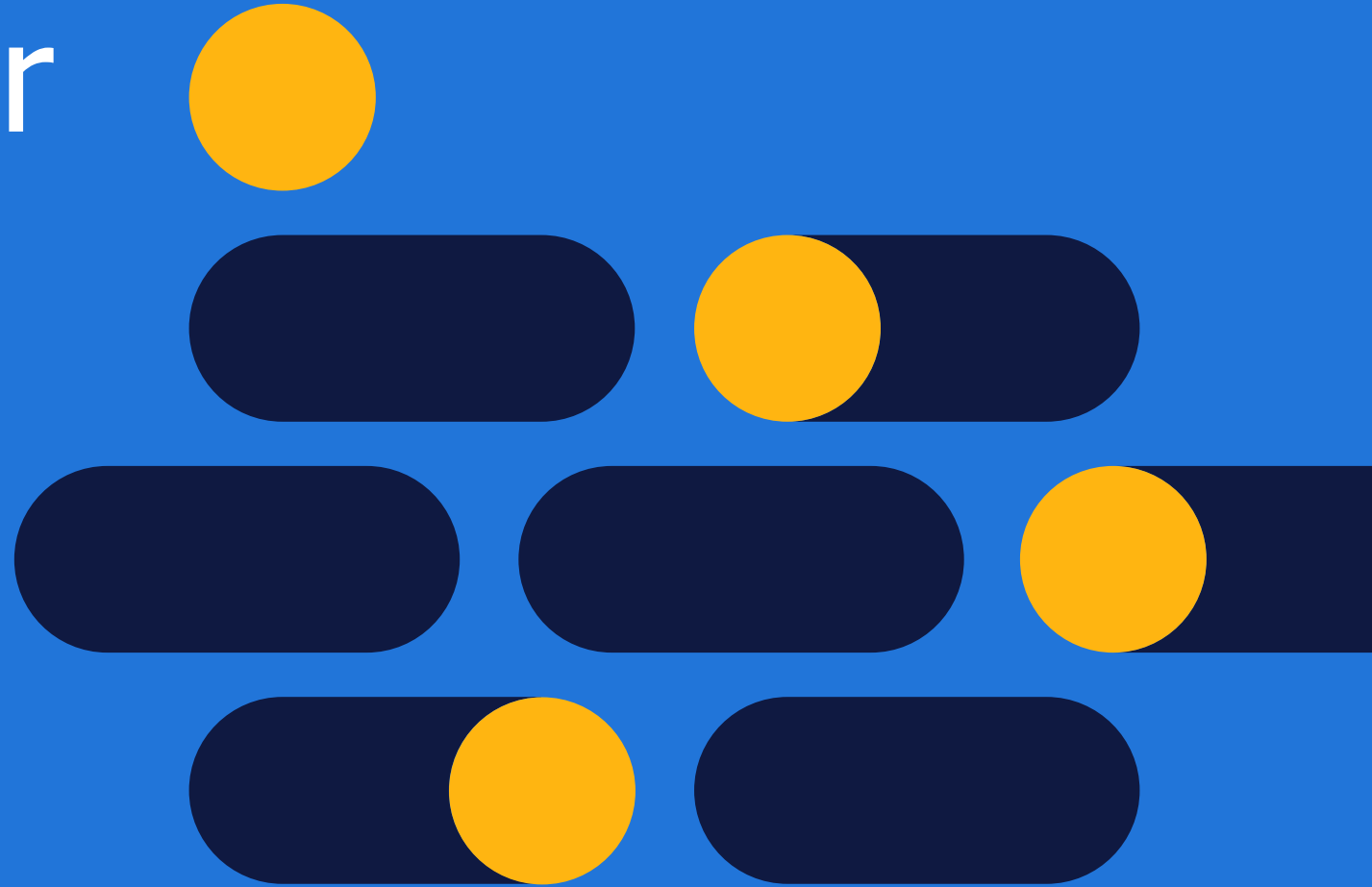
29%

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



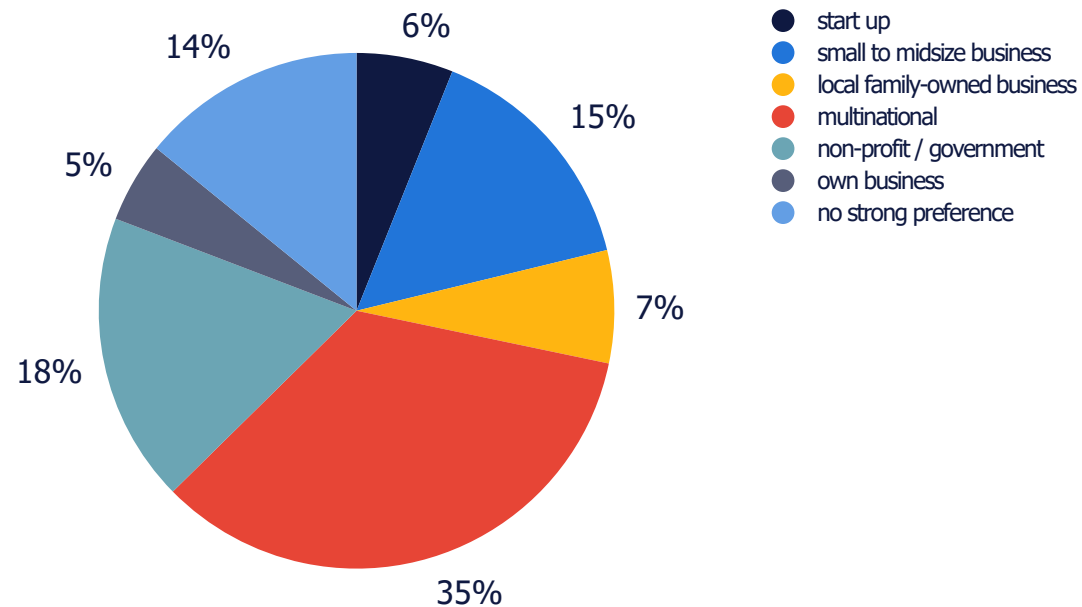
ideal employer

in focus.



# 35% of the hongkongers prefer to work for large (multinational) corporation.

preferred company type



gen z (18-24)

12%

would prefer to work for a start-up

gen x (35-54)

17%

would prefer to work for a small to midsize business

millennials (25-34)

39%

would prefer to work for a large (multinational) corporation

boomers (55-64)

24%

would prefer to work for a non-profit / government organization

# company type preference

## reasons why.

---

### multinational (35%)

job security

financial health

attractive salary & benefits

---

### local family-owned (7%)

work-life balance

job security

interesting job content

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---

### non-profit / government (18%)

job security

work-life balance

attractive salary & benefits

---

### start-up (6%)

interesting job content

work-life balance

job security

---

---

### small to midsize business (15%)

work-life balance

job security

pleasant work atmosphere

---

### own business (5%)

work-life balance

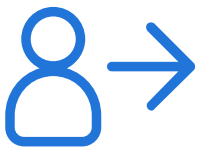
interesting job content

flexible arrangements

---



# company type preference switchers vs stayers.



13%

of the switchers prefer to work for a local family-owned business.

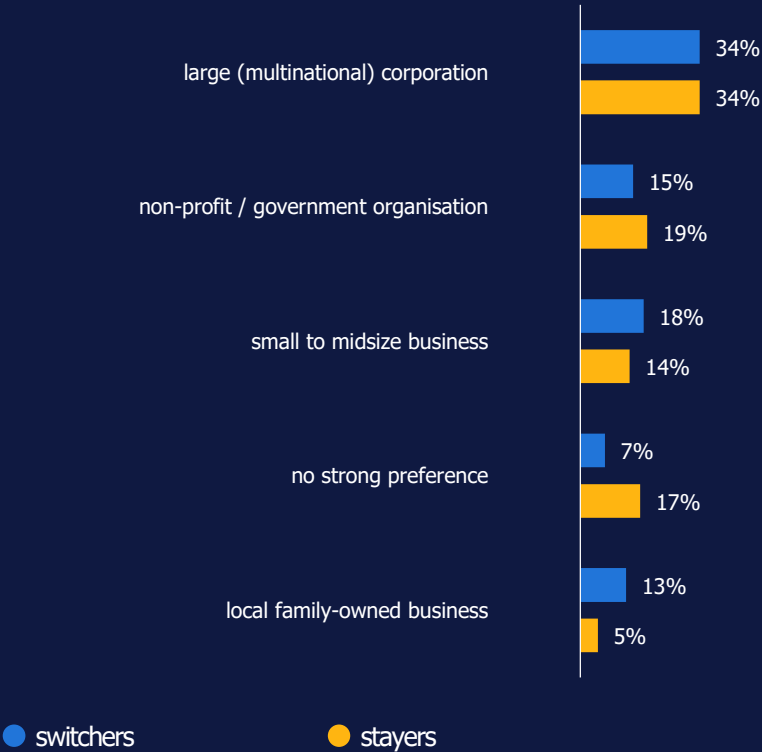


19%

of the stayers prefer to work for a non-profit / government organization.

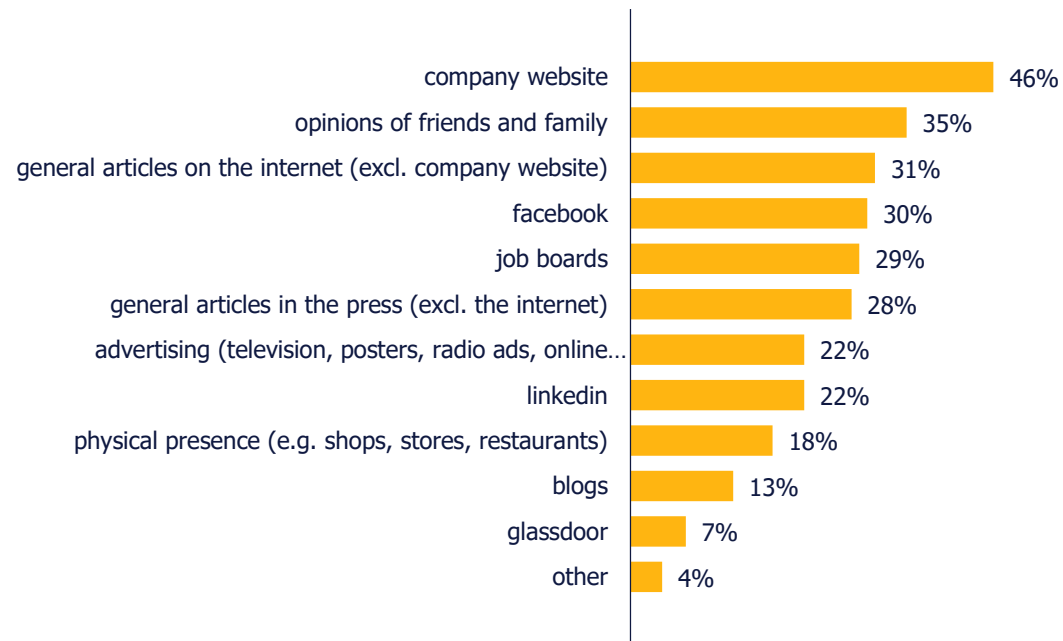


## company type preference



# 91% of the hongkongers check potential employer's reputation.

## channels for reputation check



## most often used

gen z (18-24)

39%

facebook

gen x (35-54)

47%

company website

millennials (25-34)

28%

linkedin

boomers (55-64)

40%

opinions of friend and family

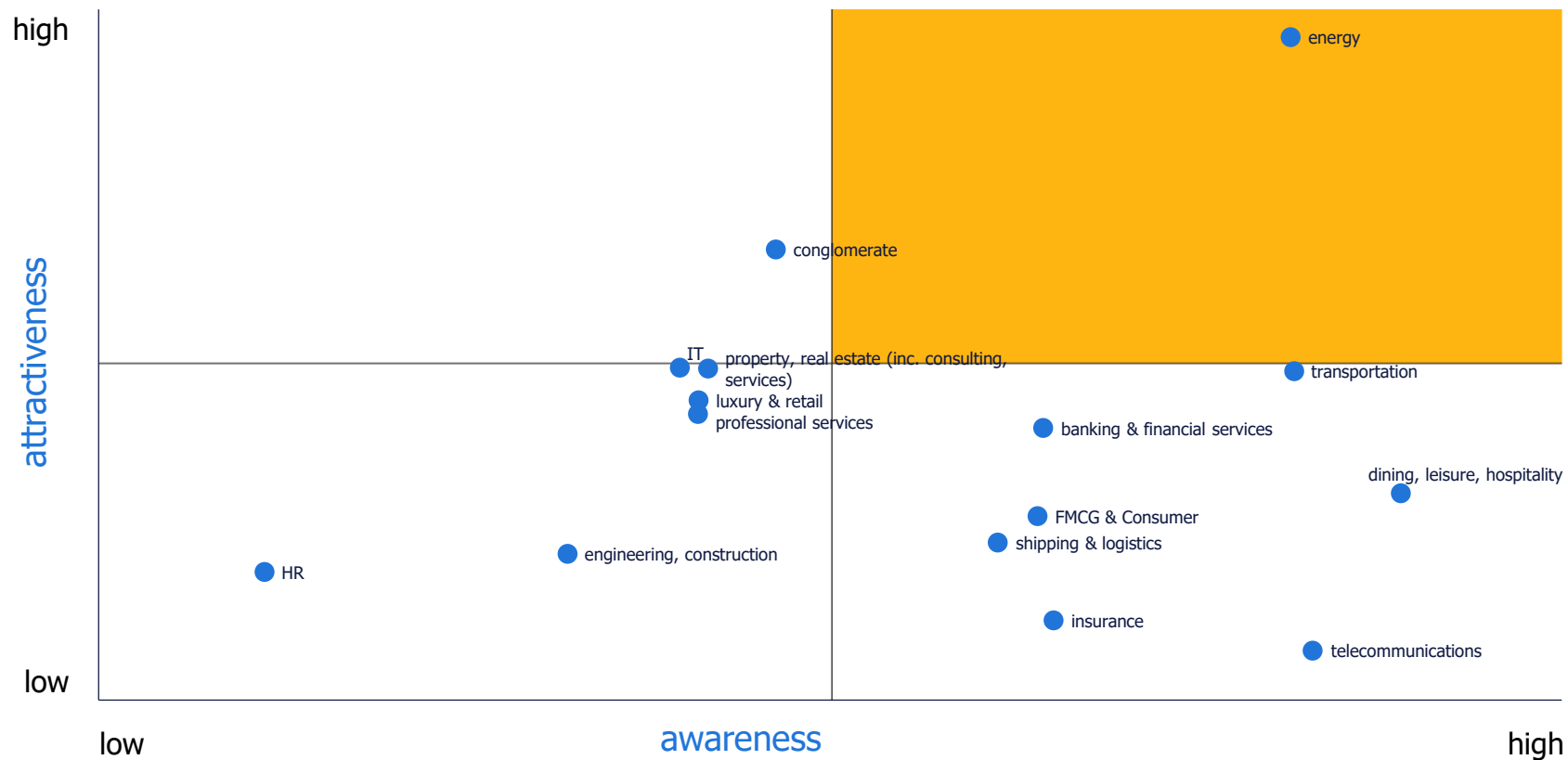
sector



insights.



# top performing sectors in hong kong 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.

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

1/2

sector	top 3 EVP drivers		
	1	2	3
01 energy	financially healthy	job security	very good reputation
02 conglomerate	financially healthy	job security	very good reputation
03 IT	uses latest technologies	financially healthy	very good reputation
04 property, real estate (inc. consulting, services)	financially healthy	job security	career progression
05 transportation	financially healthy	job security	uses latest technologies
06 luxury & retail	financially healthy	very good reputation	job security
07 professional services	financially healthy	career progression	uses latest technologies
08 banking & financial services	financially healthy	career progression	very good reputation
09 dining, leisure, hospitality	financially healthy	very good reputation	job security
10 FMCG & Consumer	financially healthy	very good reputation	job security



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

## 2/2

		top 3 EVP drivers		
sector		1	2	3
11	shipping & logistics	financially healthy	uses latest technologies	job security
12	engineering, construction	financially healthy	job security	career progression
13	HR	financially healthy	career progression	very good reputation
14	insurance	financially healthy	career progression	very good reputation
15	telecommunications	uses latest technologies	financially healthy	job security

top



employers.

# top employers in hong kong.

## top 10 employers 2019

---

- 01 CLP Power Hong Kong Limited
  - 02 The Hong Kong and China Gas Company (Towngas)
  - 03 Swire Properties
  - 04 HK Electric
  - 05 Hong Kong Jockey Club
  - 06 MTR
  - 07 Sun Hung Kai Properties
  - 08 Hang Seng Bank
  - 09 Goldman Sachs
  - 10 LVMH
- 

## top 10 employers 2018

---

- 01 CLP Power Hong Kong Limited
  - 02 Airport Authority Hong Kong
  - 03 MTR
  - 04 Swire Properties
  - 05 The Hong Kong and China Gas Company (Towngas)
  - 06 Hong Kong Jockey Club
  - 07 HK Electric
  - 08 Sun Hung Kai Properties
  - 09 Morgan Stanley
  - 10 Ocean Park Corporation
-

# hong kong's top companies

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

	top 3 EVP drivers		
top 5 companies	1	2	3
1 CLP Power Hong Kong Limited	financially healthy	job security	very good reputation
2 The Hong Kong and China Gas Company (Towngas)	financially healthy	job security	very good reputation
3 Swire Properties	financially healthy	job security	very good reputation
4 HK Electric	financially healthy	job security	very good reputation
5 Hong Kong Jockey Club	financially healthy	gives back to society	job security

# top employers by EVP driver.

EVP driver	1	2	3
attractive salary & benefits	Goldman Sachs	Morgan Stanley	J.P. Morgan
career progression	CLP Power Hong Kong Limited	Swire Properties	Goldman Sachs
financially healthy	Hong Kong Jockey Club	CLP Power Hong Kong Limited	Hang Seng Bank
gives back to society	Hong Kong Jockey Club	CLP Power Hong Kong Limited	Ocean Park Corporation
interesting job content	Ocean Park Corporation	Disneyland	Hong Kong Jockey Club
job security	CLP Power Hong Kong Limited	HK Electric	The Hong Kong and China Gas Company (Towngas)
pleasant work atmosphere	Disneyland	Ocean Park Corporation	CLP Power Hong Kong Limited
uses latest technologies	IBM	HSBC	CLP Power Hong Kong Limited
very good reputation	CLP Power Hong Kong Limited	Hong Kong Jockey Club	The Hong Kong and China Gas Company (Towngas)
work-life balance	CLP Power Hong Kong Limited	The Hong Kong and China Gas Company (Towngas)	HK Electric

deep dive

appendix 1.

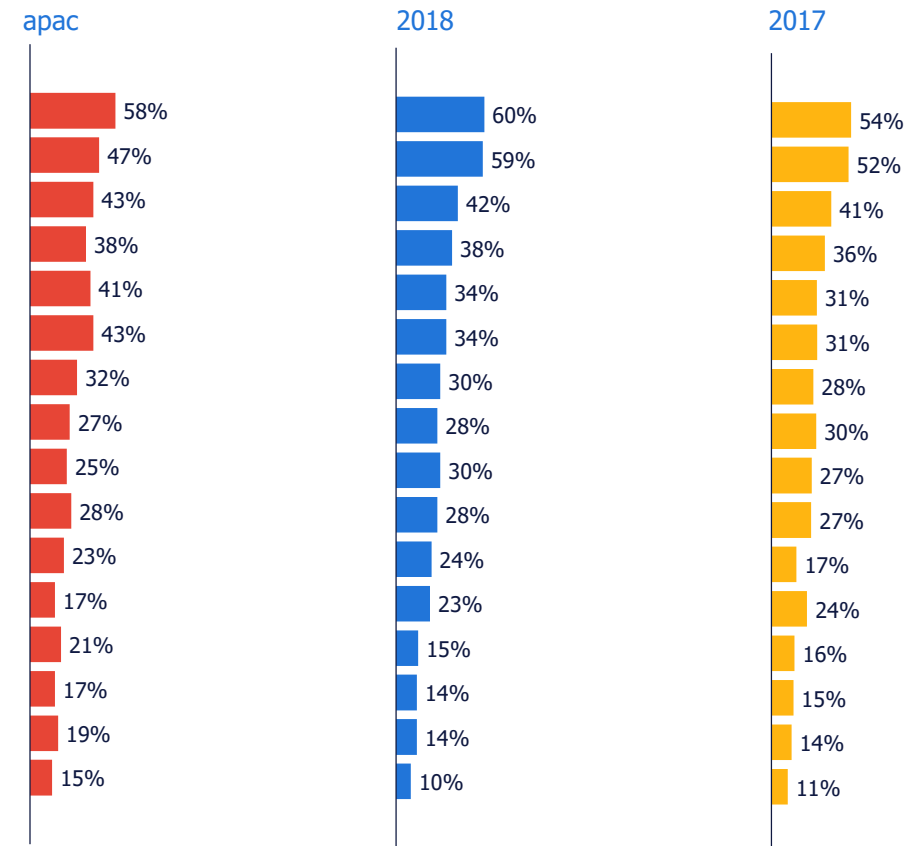
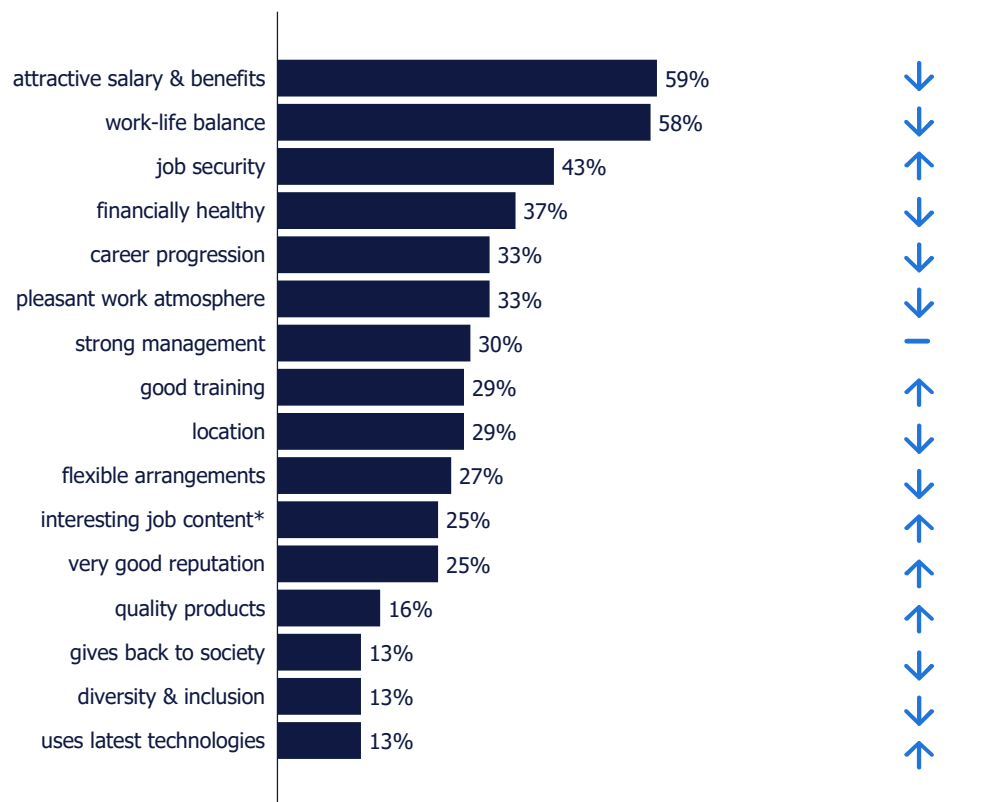




# what potential employees want

## the most important criteria when choosing an employer.

### important criteria

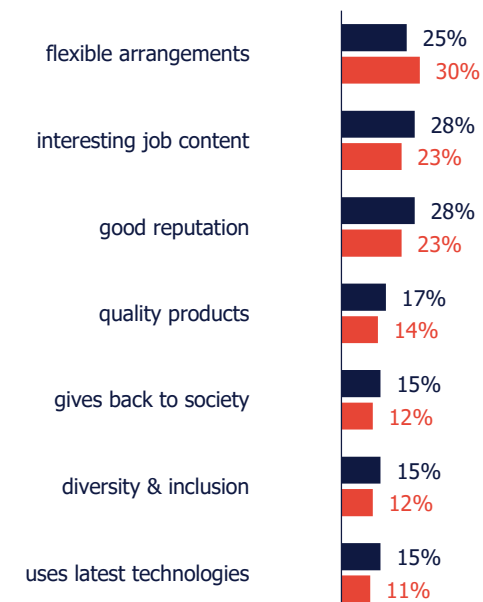
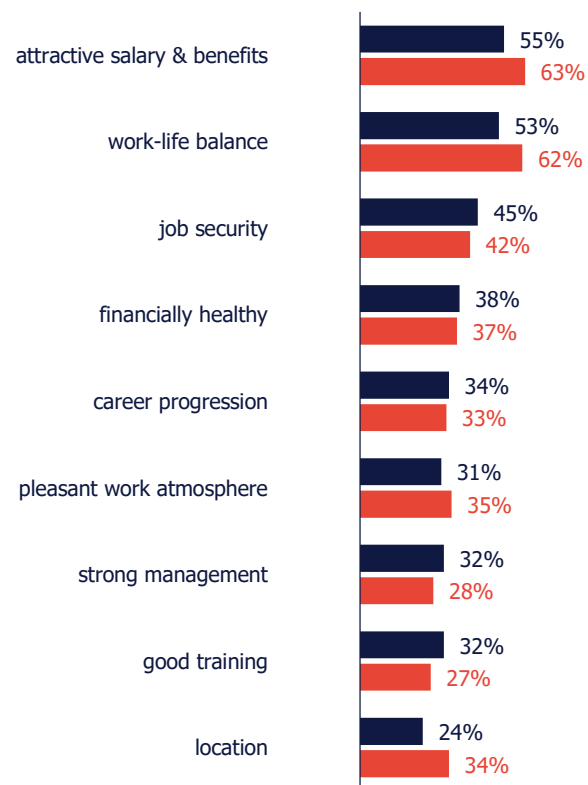


\*2017: work that is stimulating and challenging

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

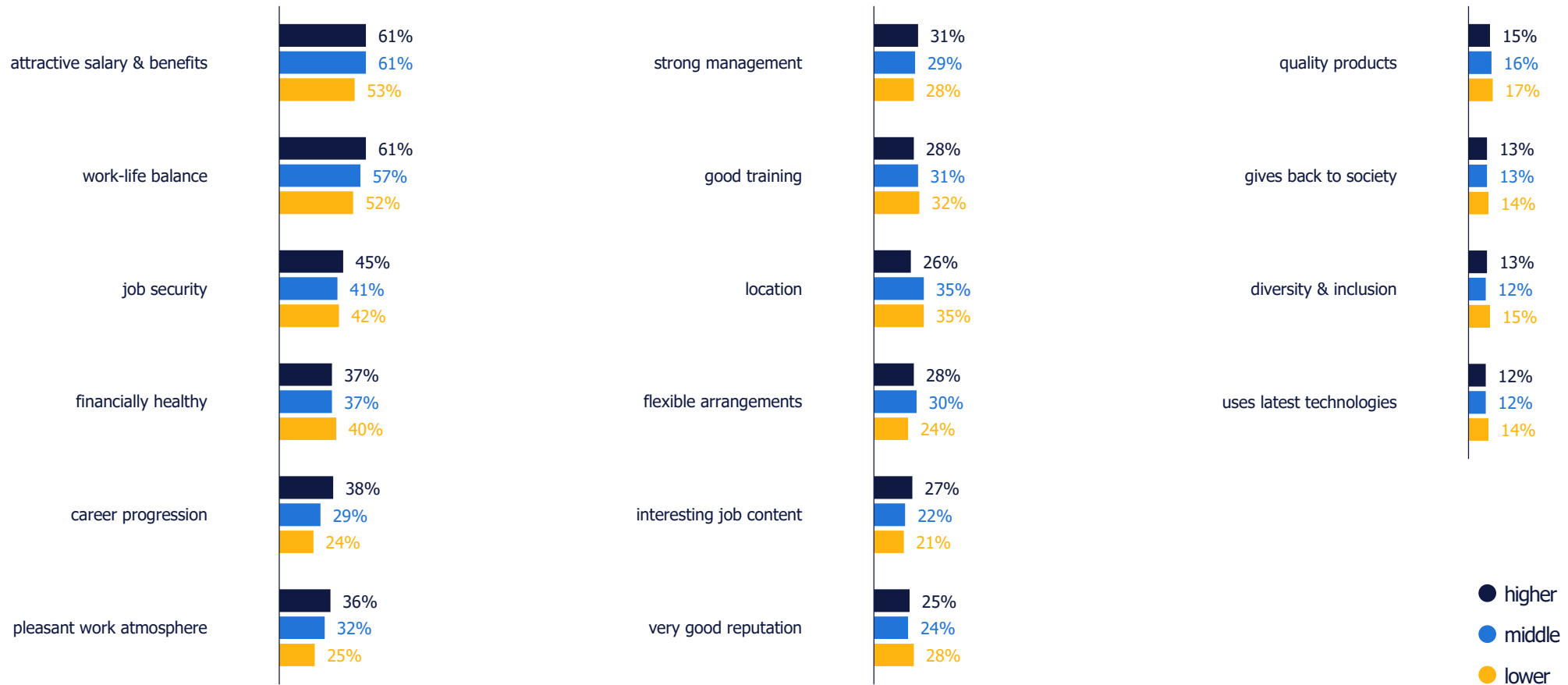


# EVP driver importance by gender.

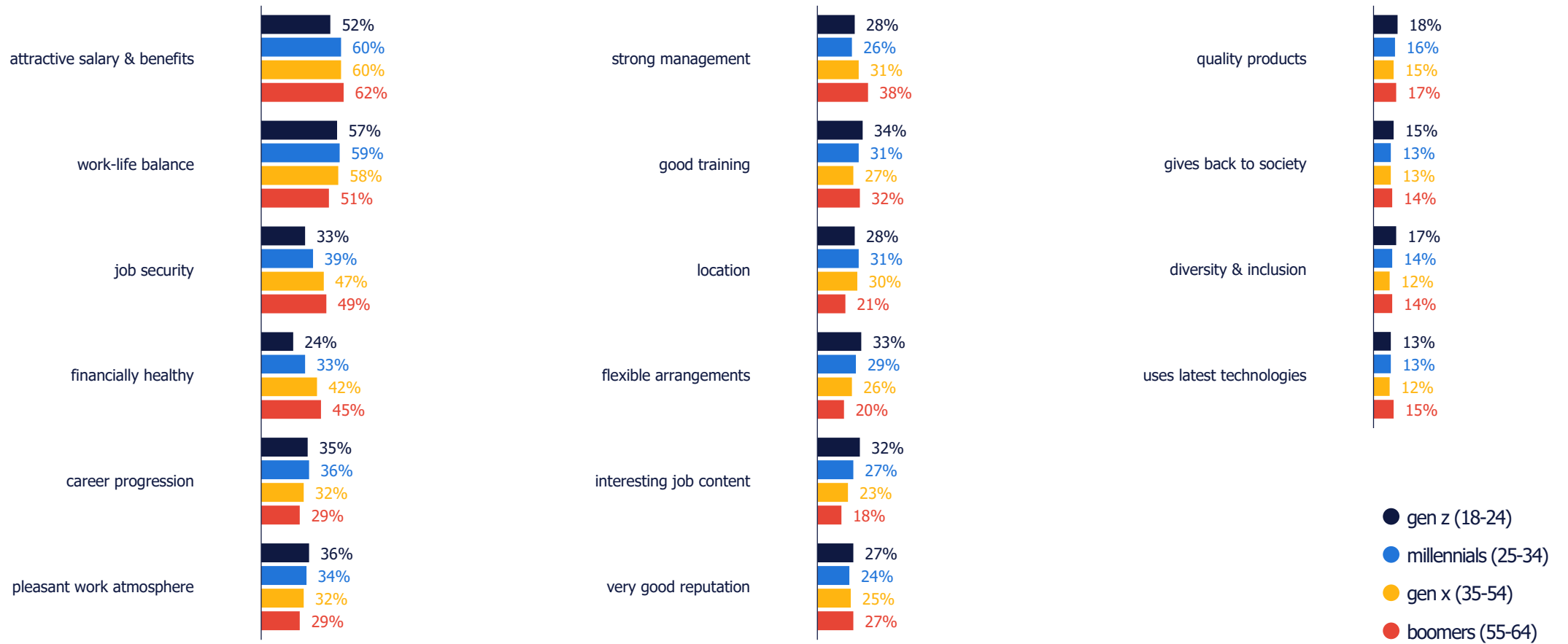


● male  
● female

# EVP driver importance by education.



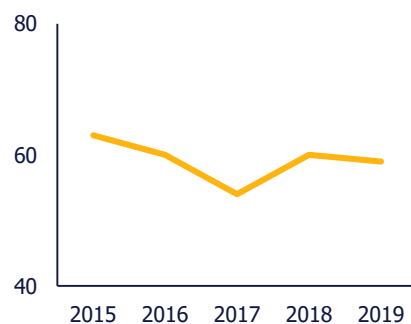
# EVP driver importance by age.



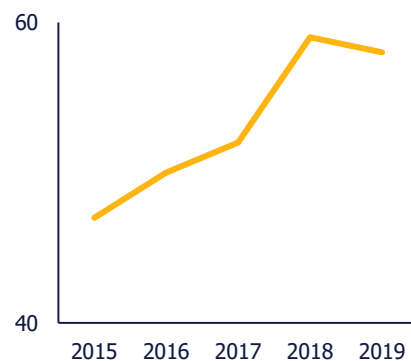
# EVP driver importance trends, total.

1/2

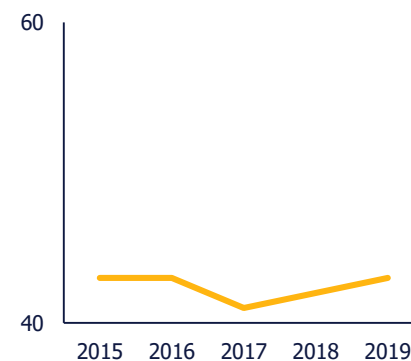
attractive salary & benefits



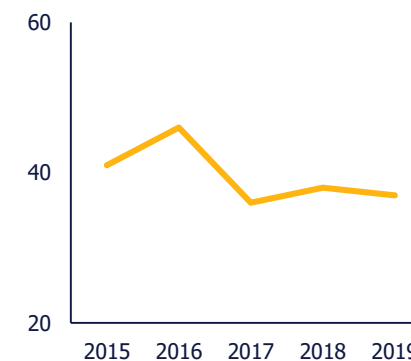
work-life balance



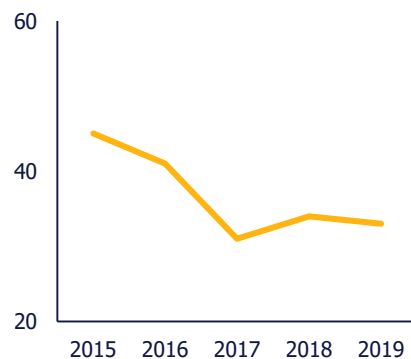
job security



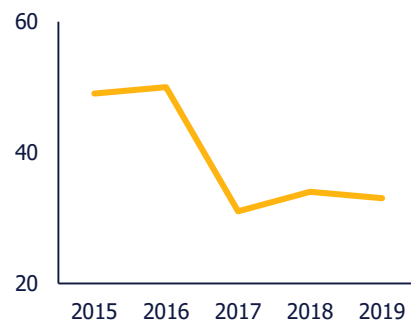
financially healthy



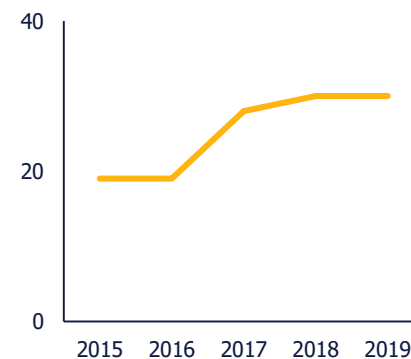
career progression



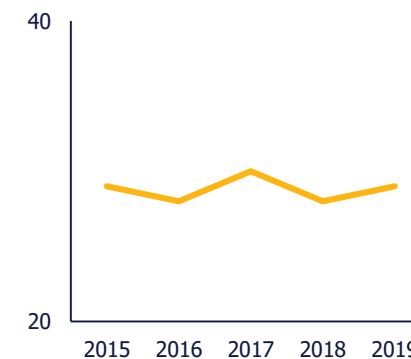
pleasant work atmosphere



strong management



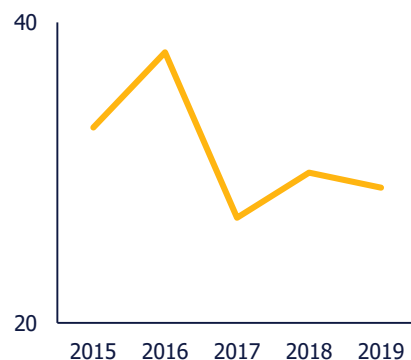
good training



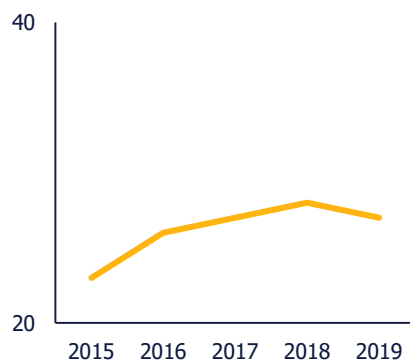
# EVP driver importance trends, total.

2/2

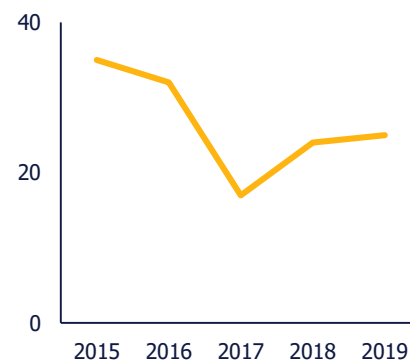
location



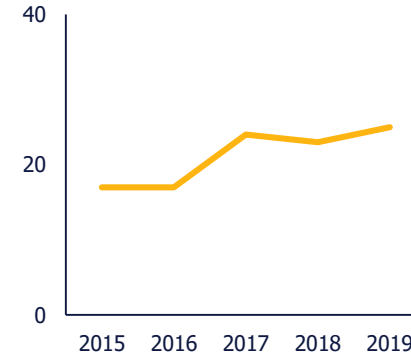
flexible arrangements



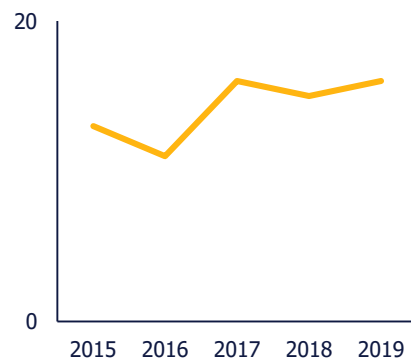
interesting job content\*



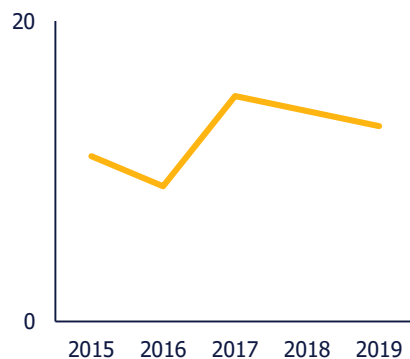
very good reputation\*\*



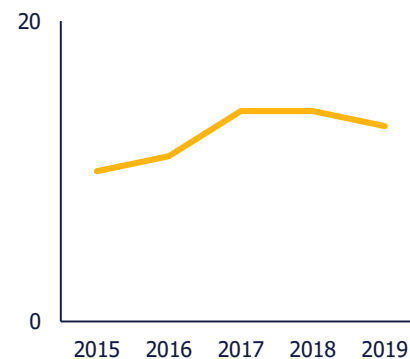
quality products



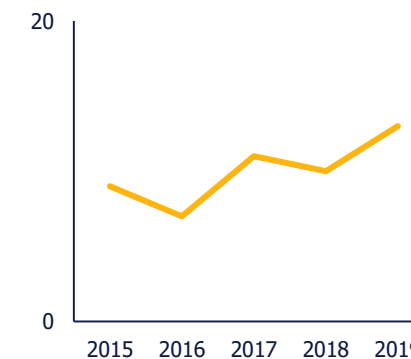
gives back to society



diversity & inclusion



uses latest technologies

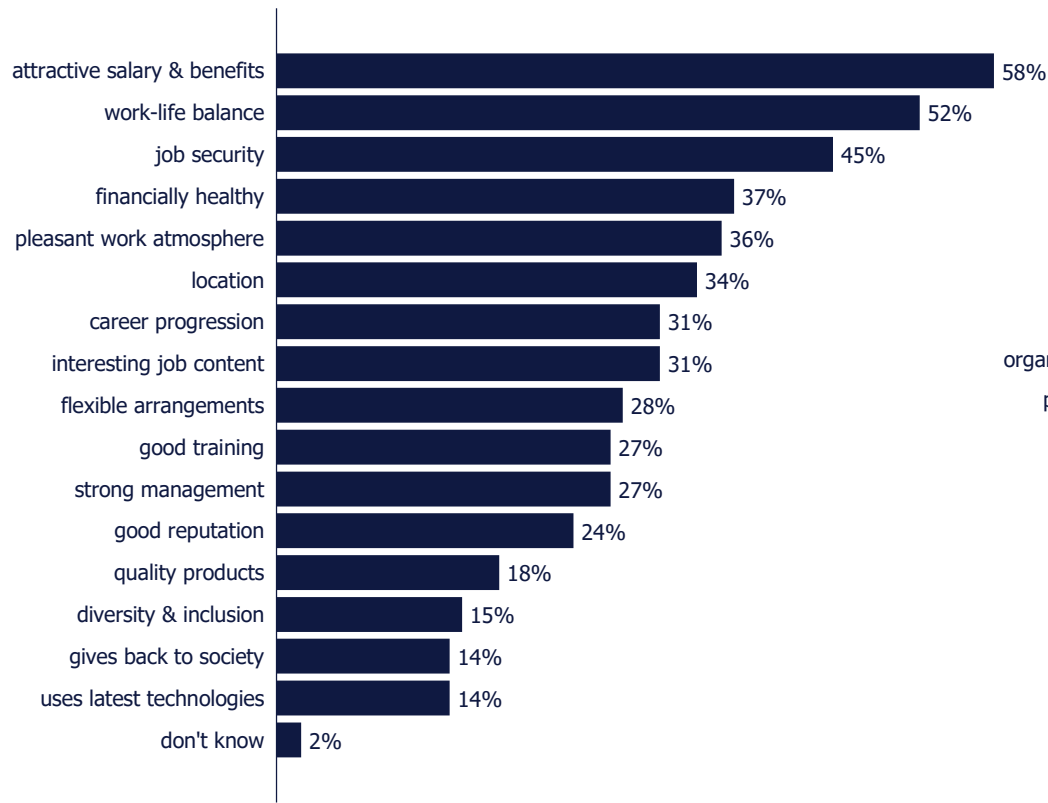


\*2017: work that is stimulating and challenging  
\*\*previous to 2017: strong image/strong values

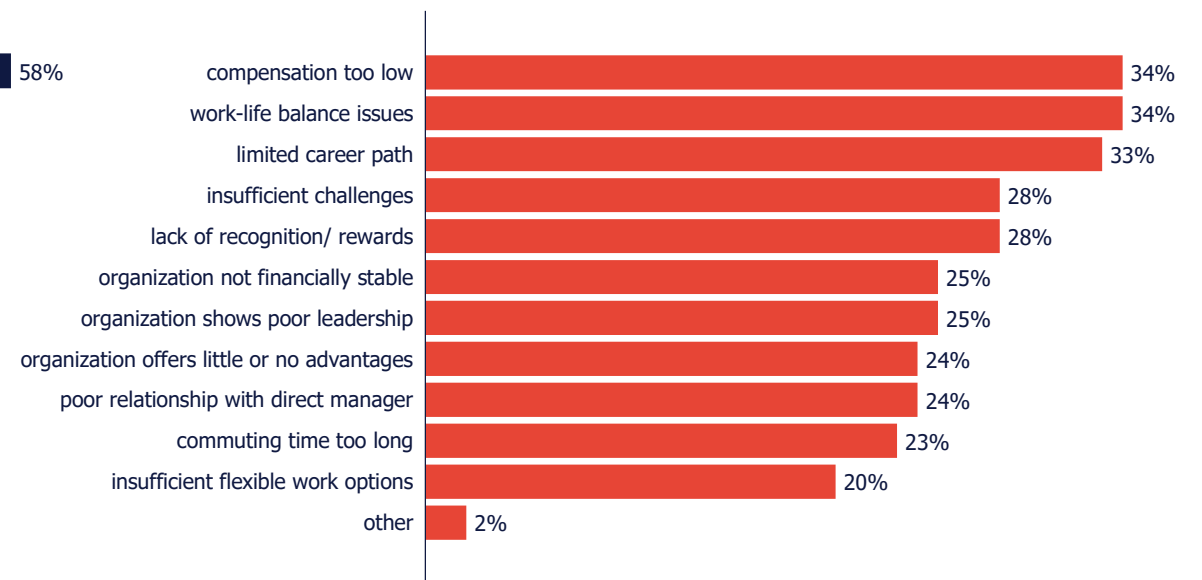


# what factors do the hongkongers stay or leave for.

## 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).



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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

- 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.

