

employer
brand research
2019



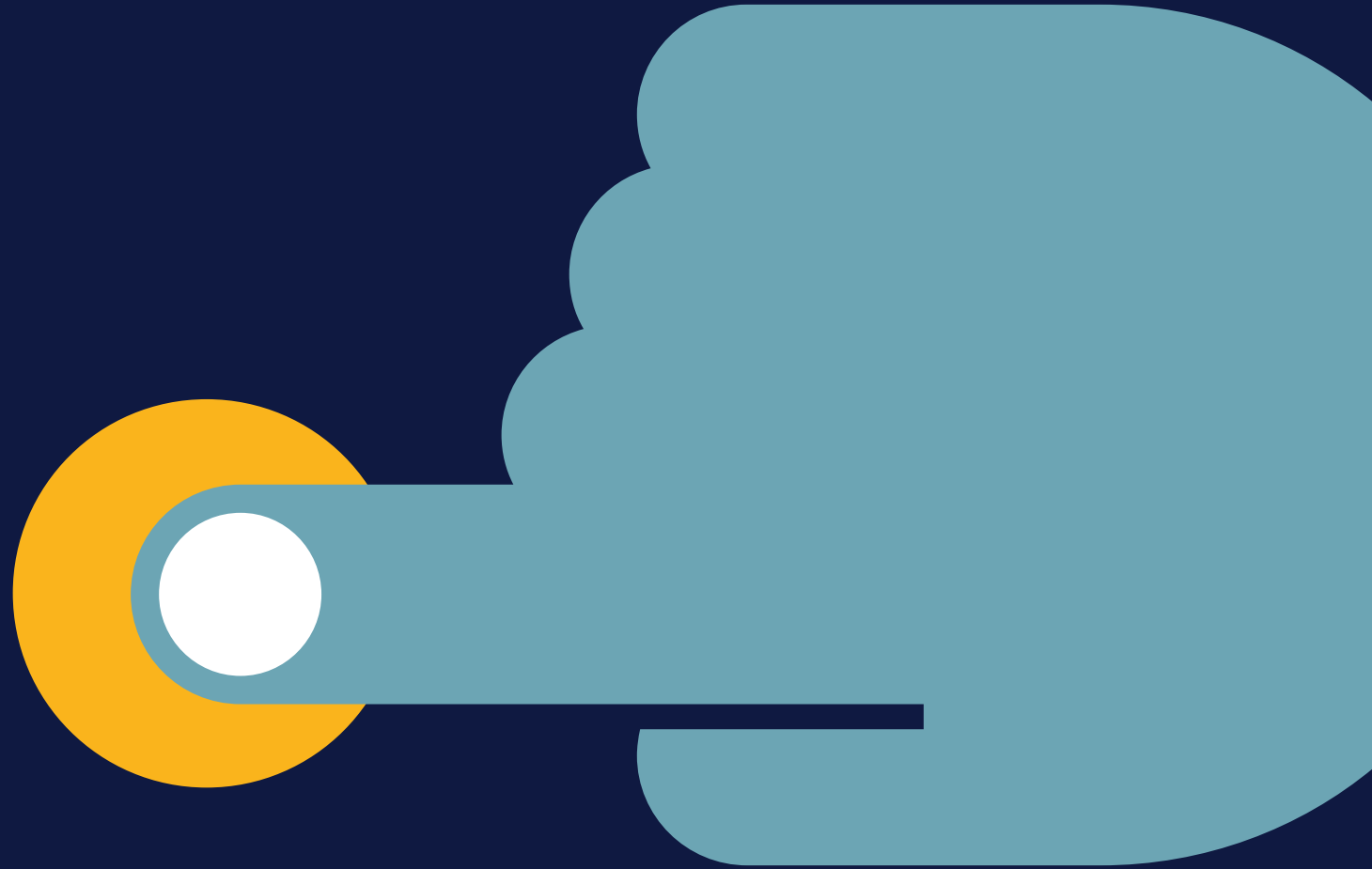
country report
luxembourg.

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.¹

50%

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

96%

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

80%

of workforce leaders agree that a strong employer brand has a significant impact on their ability to hire great workforce.² As people work for cultures, not companies, their perception of you as an employer is of paramount importance. Both recruiters and candidates cite company culture as one of the most important determinants in employer choice. Also, if your culture is transparent: candidates actively research the culture of companies to understand if they'll fit. If candidates see positive employee and candidate experiences on review sites, they feel more confident submitting their resume and making a career move.

70%

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

62%

of candidates research companies on social media before applying.⁵



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

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.⁶

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.⁷

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

- 1,217 respondents

fieldwork

- online interviews
- between 24 december 2018 and 11 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.

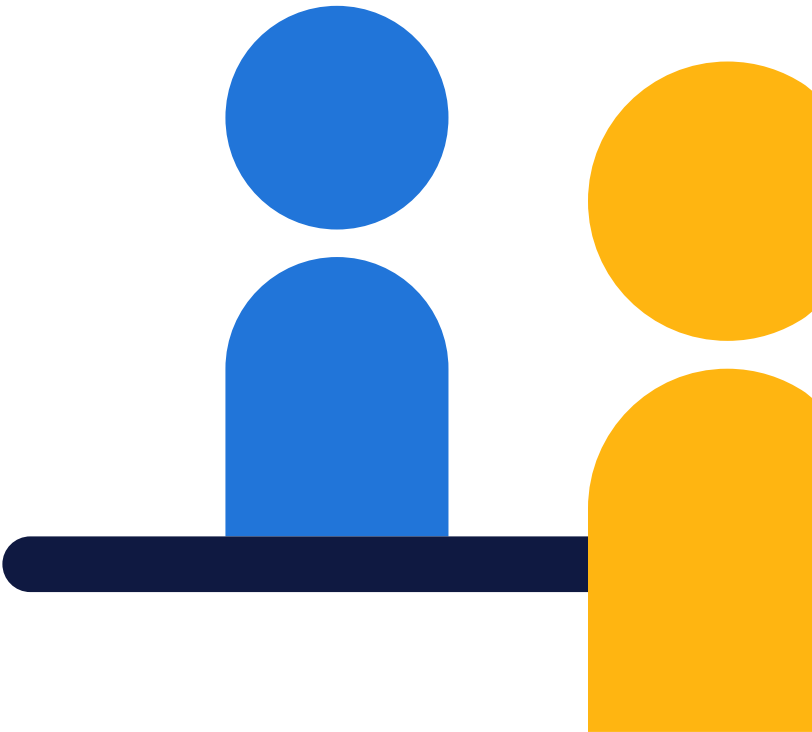
In order to make sure that the less well known brands are assessed by a sufficient number of respondents, we make use of a smart sampling method.

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.



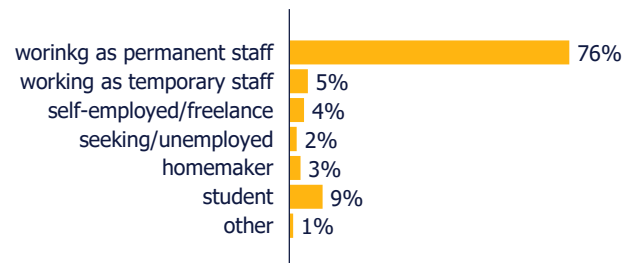
sample composition in luxembourg

socio-demographics, employment situation.

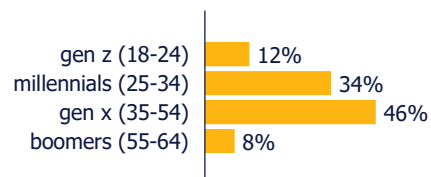
gender



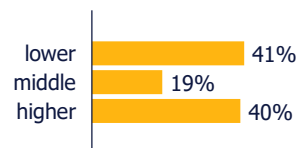
situation



age



education

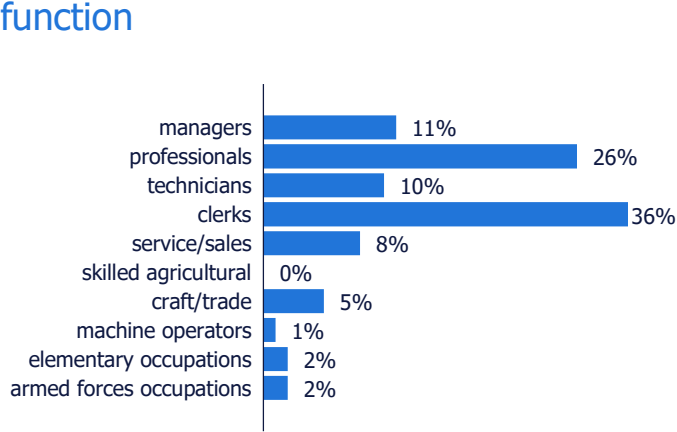
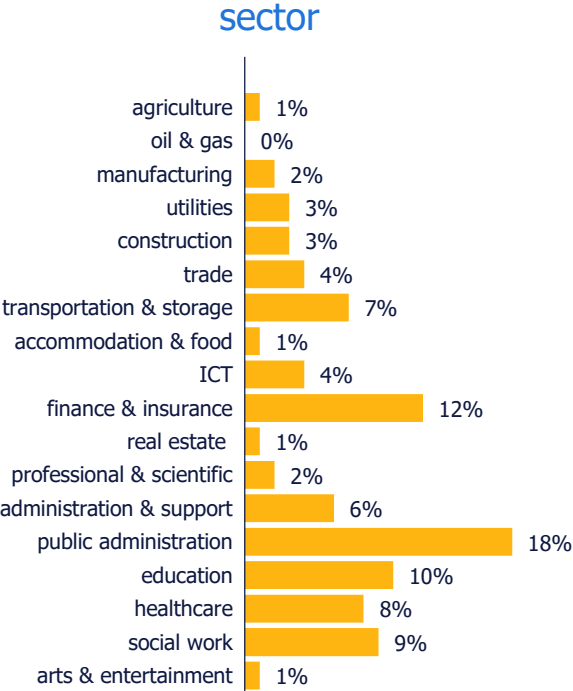


total sample: 1,217

fieldwork: 24 december 2018 and 11 january 2019



sample composition in luxembourg

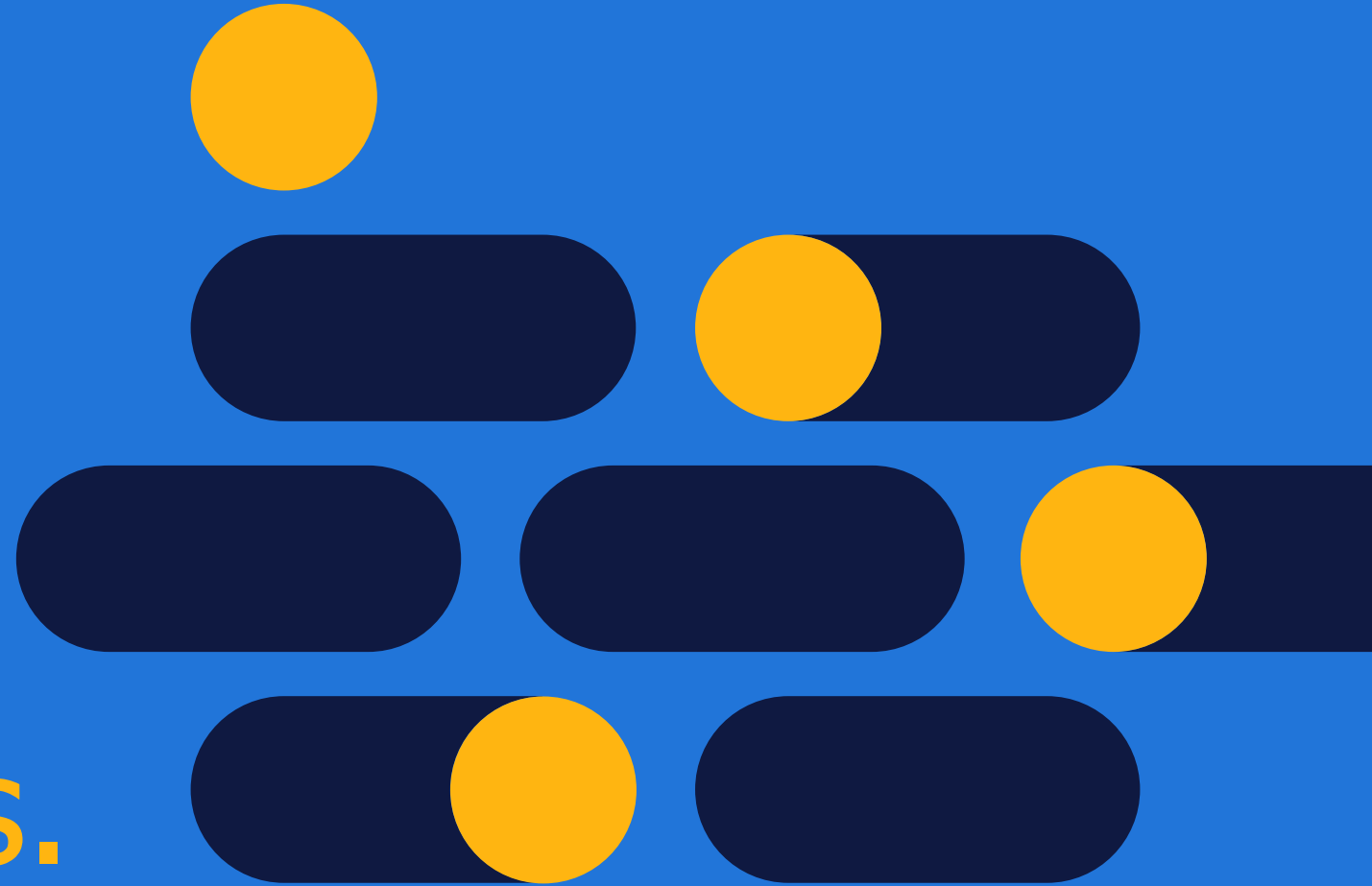


base: currently employed (n=1,031)



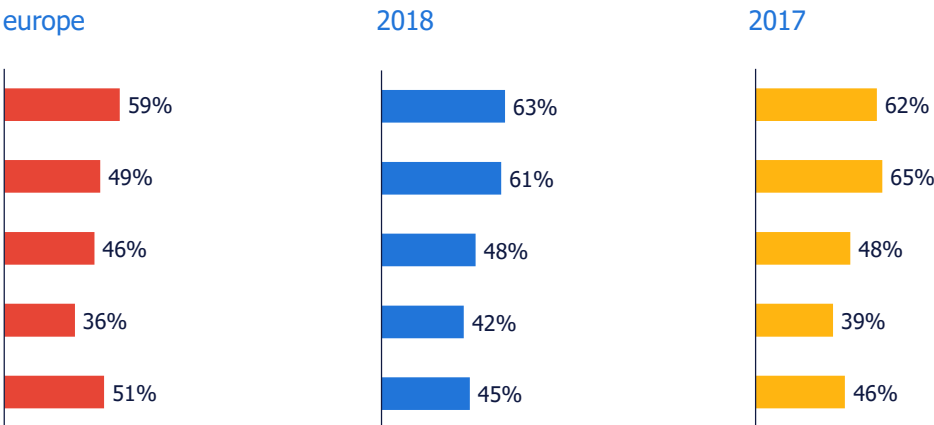
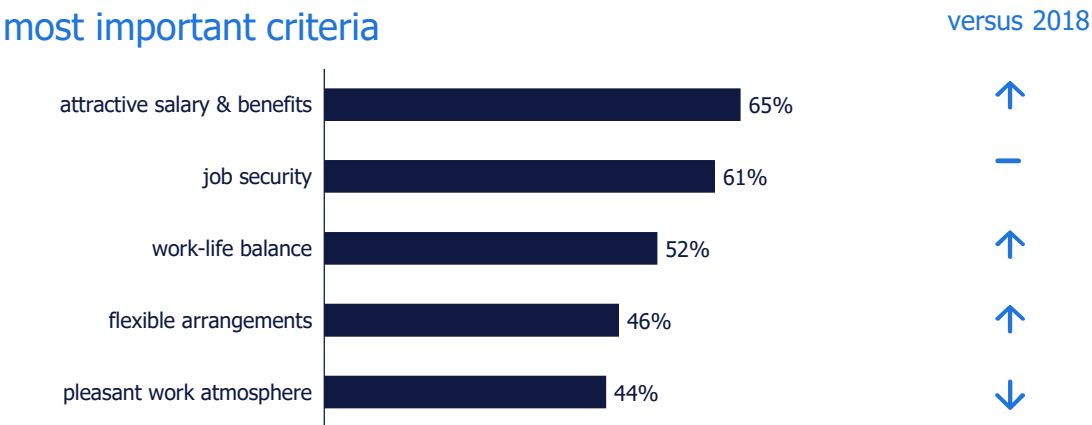
country

EVP drivers.

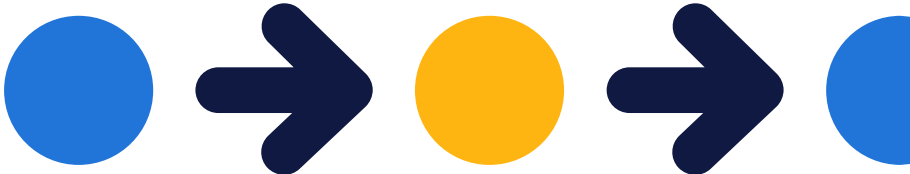


what potential employees want when choosing an employer.

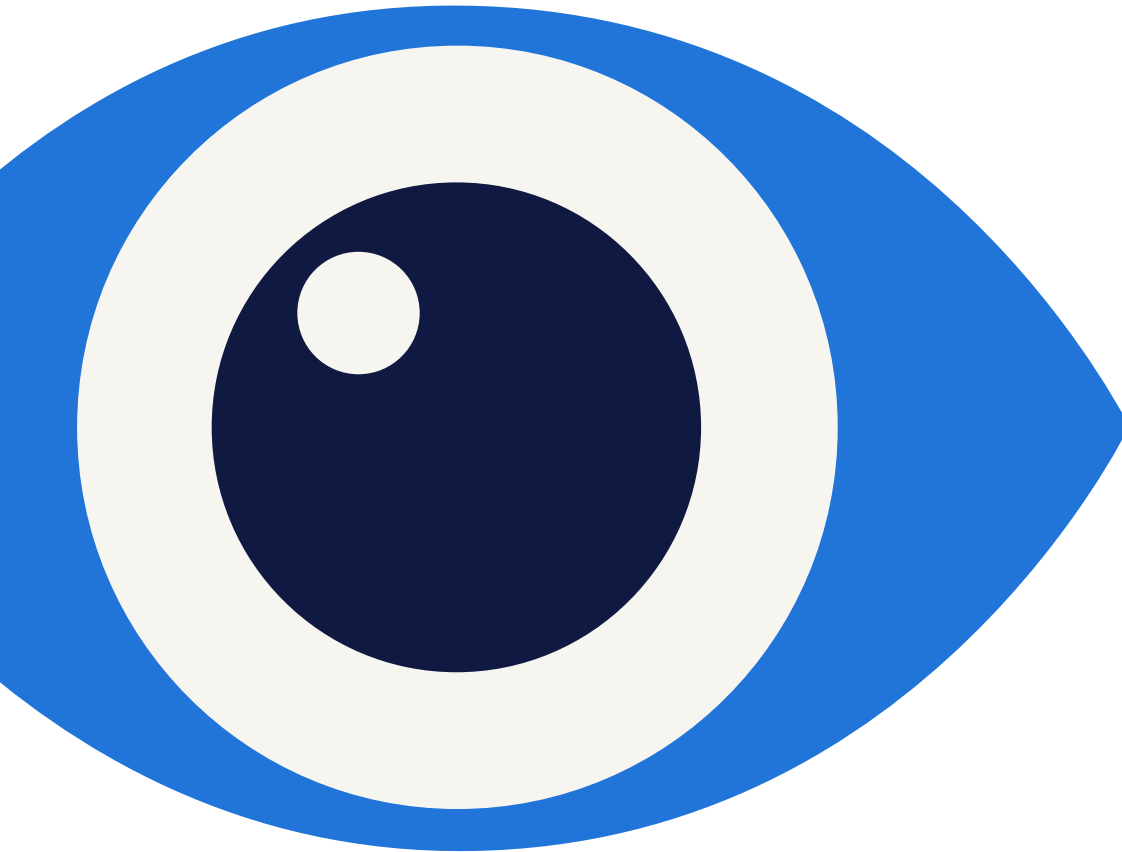
most important criteria



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



perception of employer offer in luxembourg and the region.



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

employers in luxembourg are perceived to offer.

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

employers in europe are perceived to offer.

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

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

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 pleasant work atmosphere
-



what do potential employees want by generational profile.

gen z (18-24)

53%

of the gen z's are looking for pleasant work atmosphere in their employer. This is higher when compared to older workforce.

gen x (35-54)

55%

of the gen x's find good work-life balance a very important pull factor towards an employer. Among boomers, this factor is deemed less important.

millennials (25-34)

69%

of the millennials find attractive salary & benefits a very important pull factor towards an employer. Gen z and boomers are less interested in this offering from their employer.

boomers (55-64)

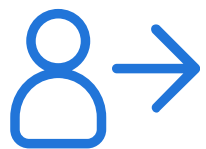
46%

of the boomers finds a financially healthy company a very important attribute. 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.

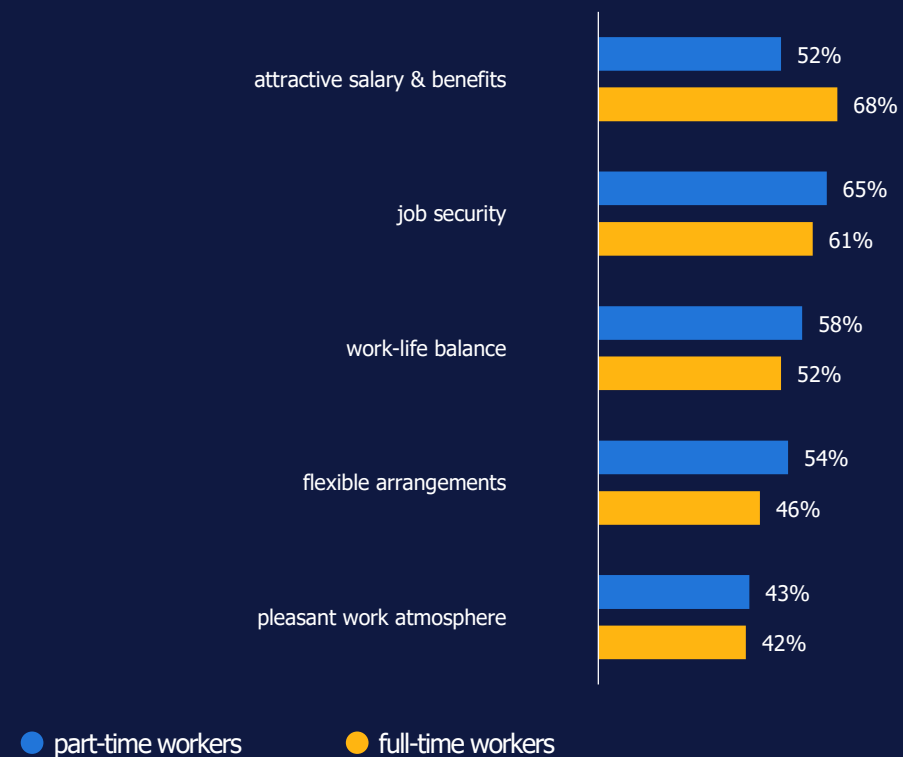


11%

of today's workforce
works part-time.

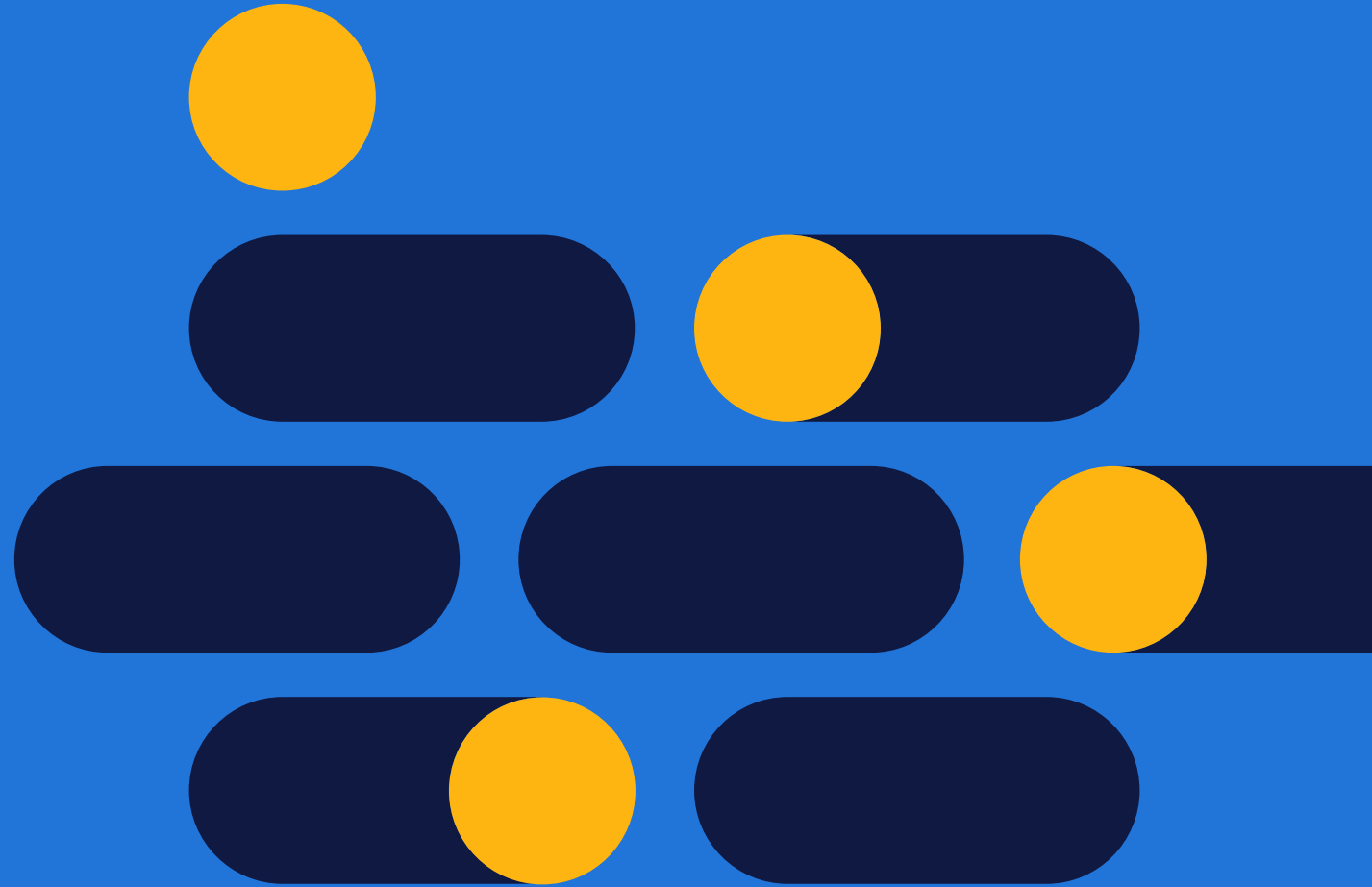


most important attributes



switchers and stayers

in focus.



changing employer luxembourg vs europe.

switchers: changed employer in the past year.



stayers: stayed with their employer in the past year.

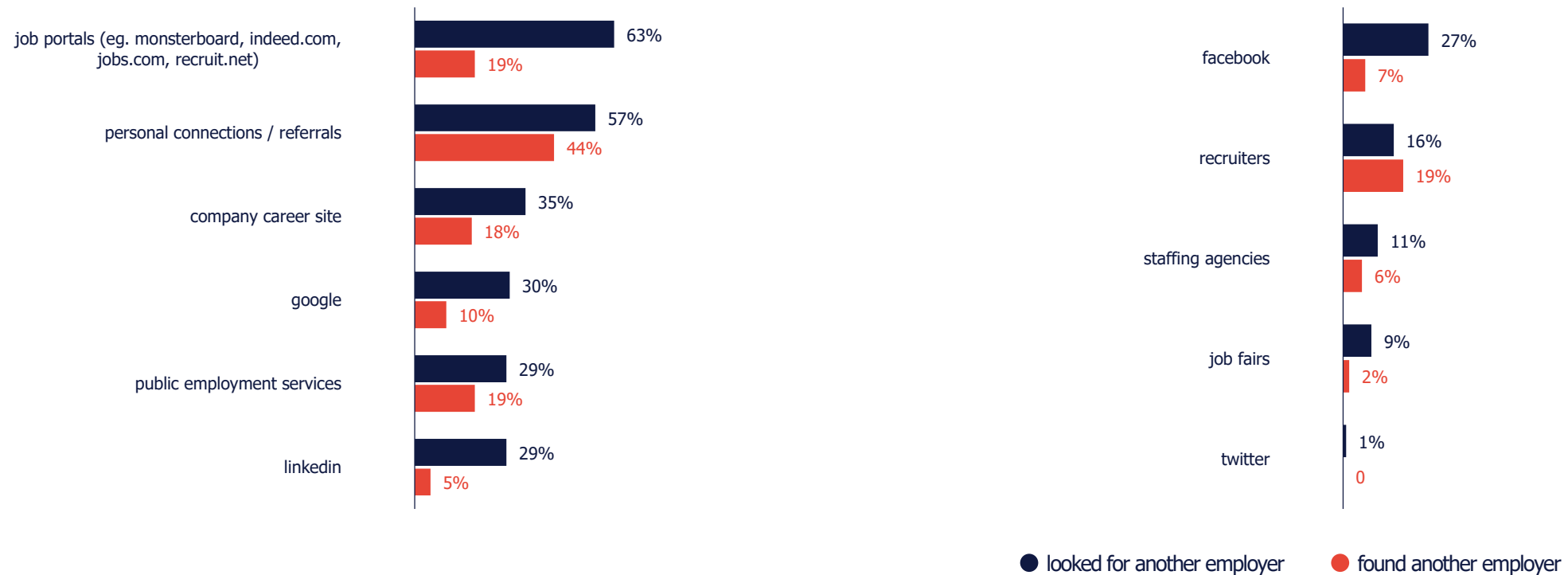


intenders: plan to change employer within the next year.



how do workers in luxembourg look for and find employers.

channels used to look for and find employers



most important attributes switchers vs stayers.



9% (10%)*

switchers: changed
employer in
the past year.



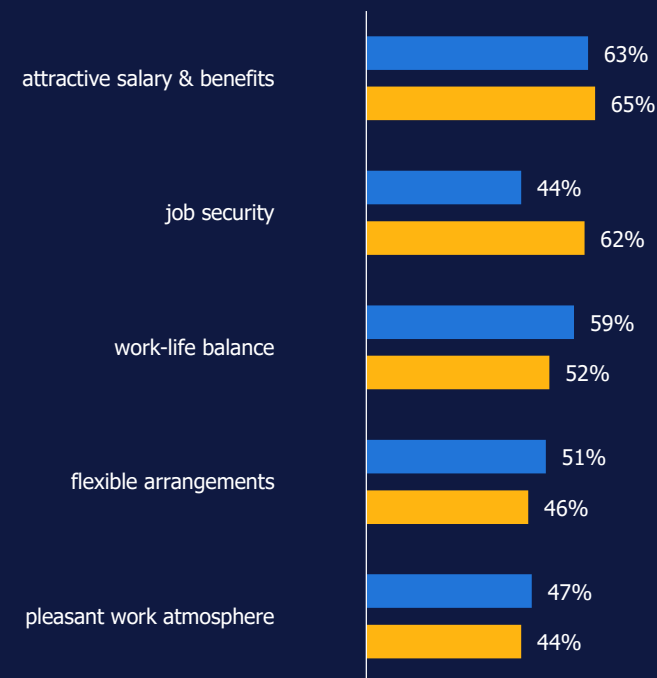
91% (90%)*

stayers: stayed with their
employer in
the past year.

*in 2018



most important attributes



● switchers

● stayers

most important attributes intenders.



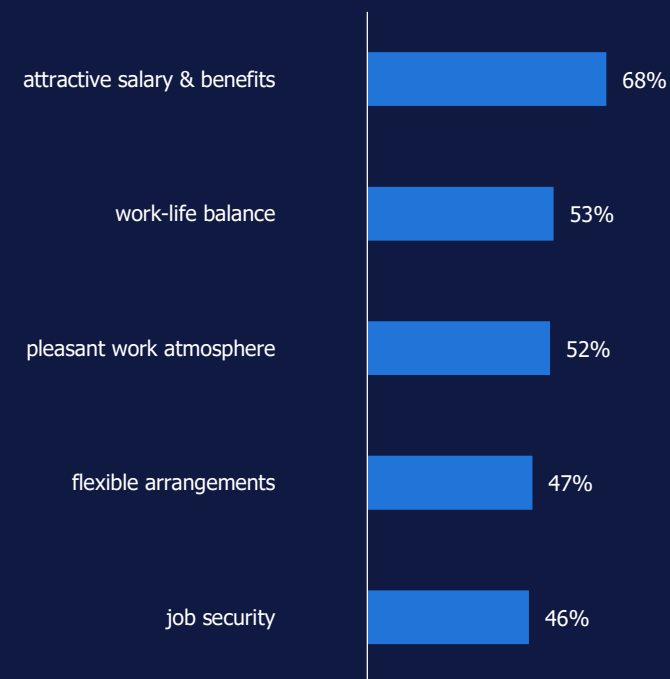
18% (17%)*

intenders: plan to
change employer
within the next year.

*in 2018

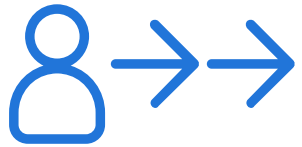


most important attributes



● intenders

channels to look for employers intenders.



40% (36%)*

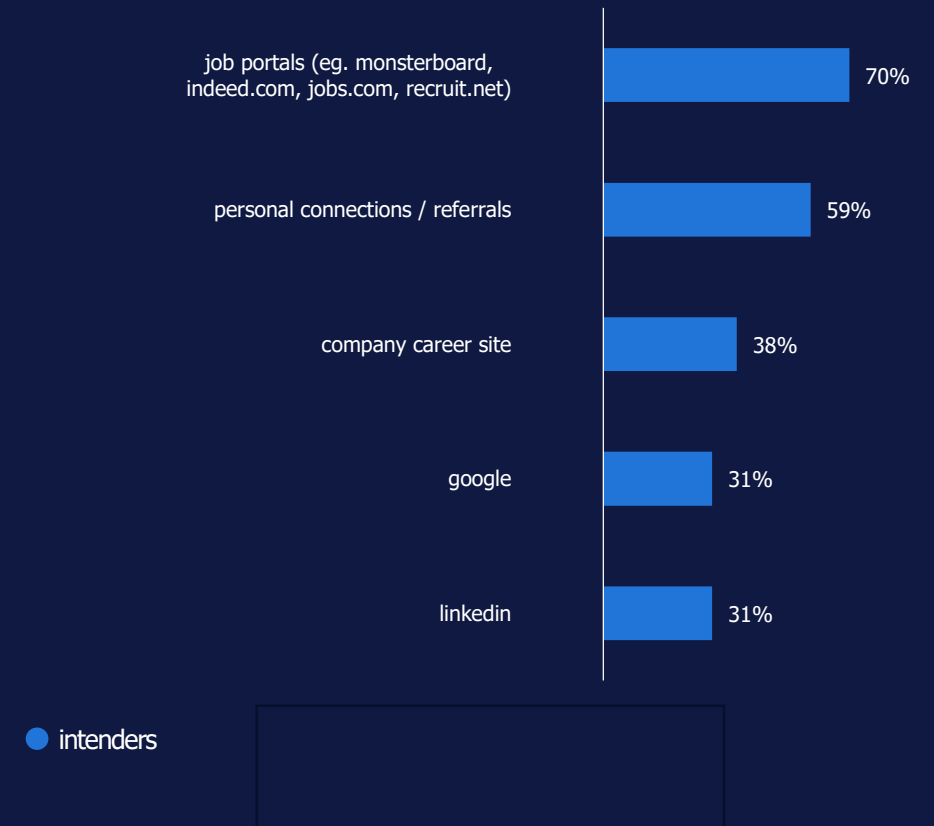
of last year's switchers**
intend to switch again
next year.

** n= 114 switched last year

*in 2018



channels to look for employers

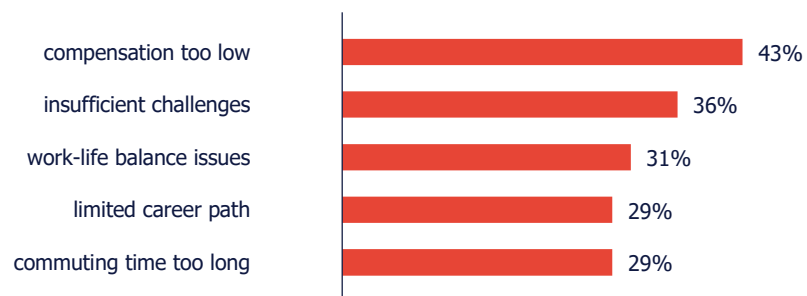


why do luxembourgers stay or leave.

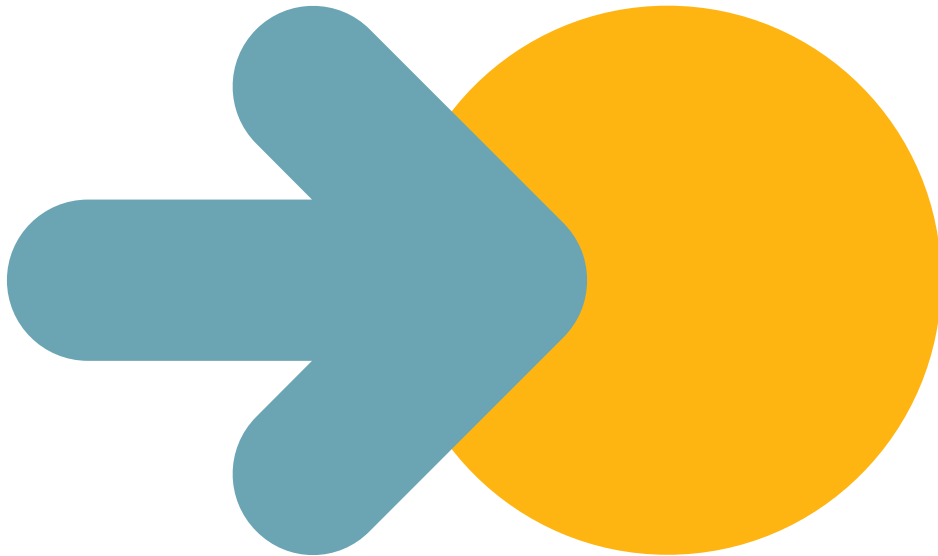
main reasons to stay



main reasons to leave



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



gen z (18-24)

46%

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

gen x (35-54)

48%

of the gen x's stay with their employer for good work-life balance. Among other generations, this factor is deemed less important.

millennials (25-34)

42%

of the millennials stay if their organization is financially healthy. Gen z are less interested in this offering from their employer.

boomers (55-64)

—

base too small.

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

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

gen z (18-24)

53%

of the gen z's are leaving their employer if their compensation is too low. This is higher when compared to gen x.

gen x (35-54)

26%

of the gen x's leave their employer if their organization shows poor leadership. Among younger generations, this factor is deemed less important.

millennials (25-34)

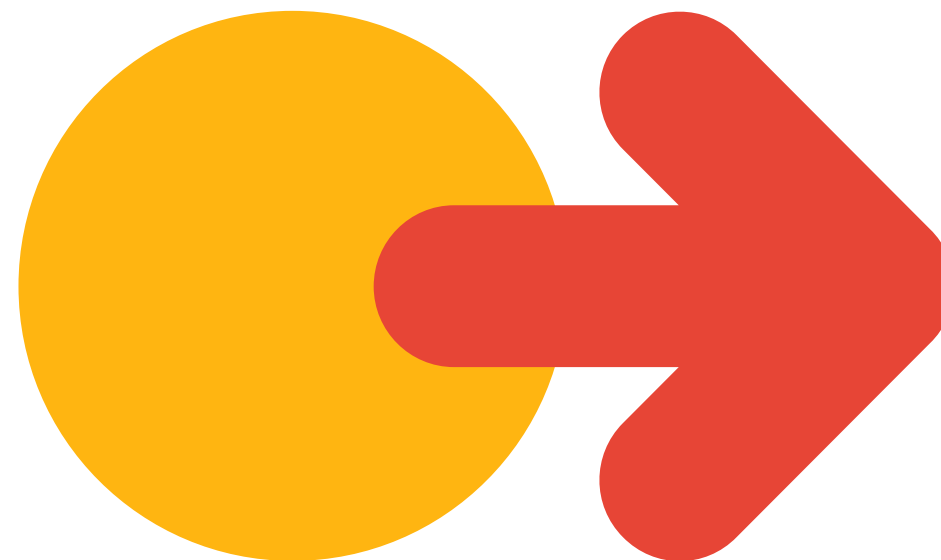
35%

of the millennials leave if they have work-life balance issues. Gen z are less interested in this offering from their employer.

boomers (55-64)

—

base is too small.

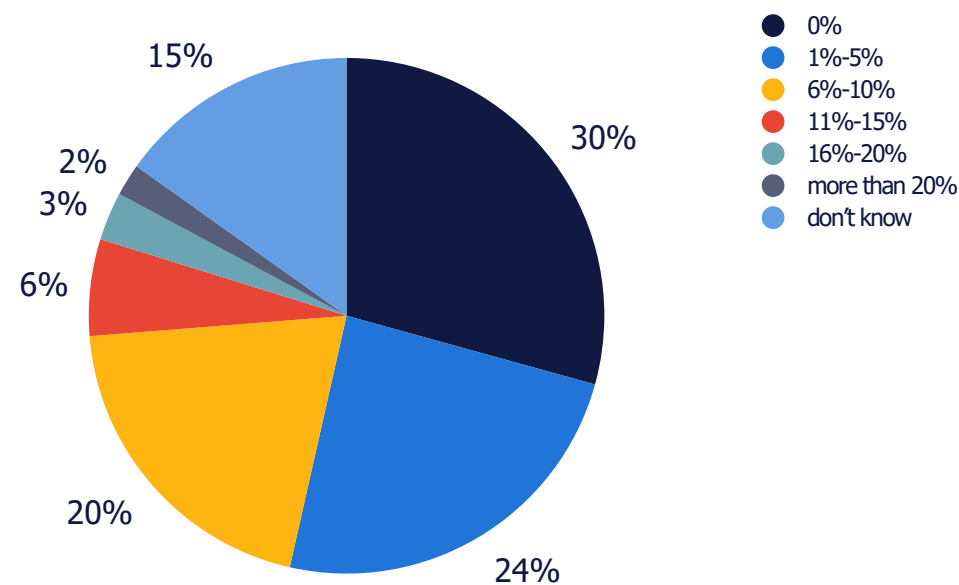


[click here](#) for a breakdown of all results.



willingness to forfeit salary for more work security.

amount of salary employees are willing to forfeit



luxembourg

11%

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

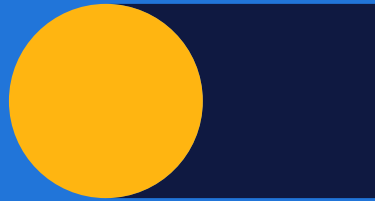
europe

16%

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



ideal employer

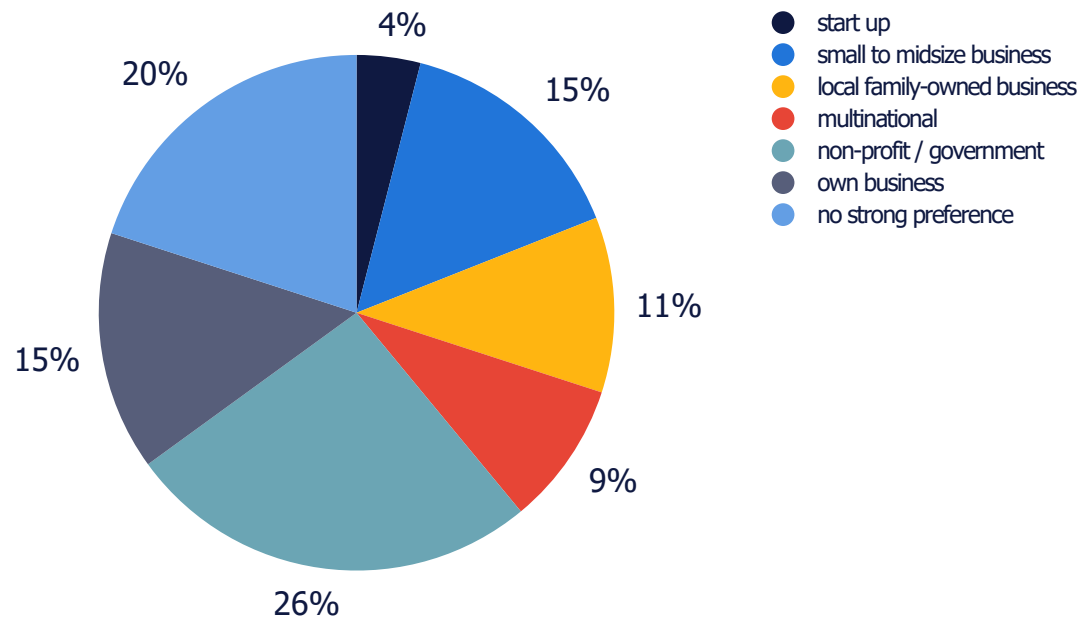


in focus.



26% of the luxembourgers prefer to work for a non-profit / government organization.

preferred company type



gen z (18-24)

27%

have no strong preference

gen x (35-54)

15%

would prefer to work for a small to midsize business.

millennials (25-34)

31%

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

boomers (55-64)

—

base is too small.

company type preference

reasons why.

non-profit / government (26%)

job security

financial health

attractive salary & benefits

local family-owned (11%)

pleasant work atmosphere

job security

work-life balance

small to midsize business (15%)

job security

interesting job content

pleasant work atmosphere

multinational (9%)

career progression

financial health

attractive salary & benefits

own business (15%)

interesting job content

work-life balance

pleasant work atmosphere

start-up (4%)

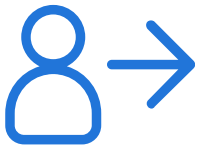
interesting job content

career progression

pleasant work atmosphere



company type preference switchers vs stayers.



27%

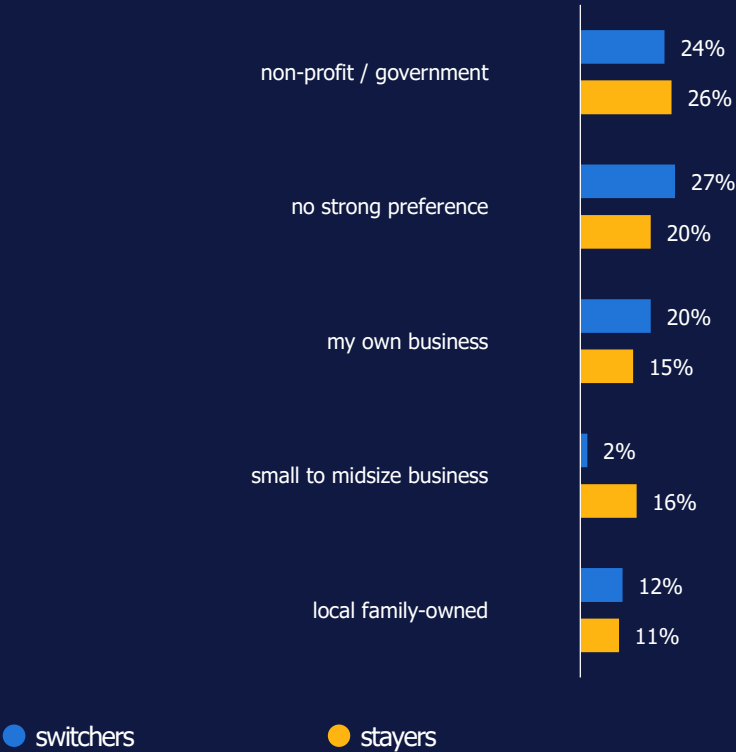
of the switchers have
no strong preference.



26%

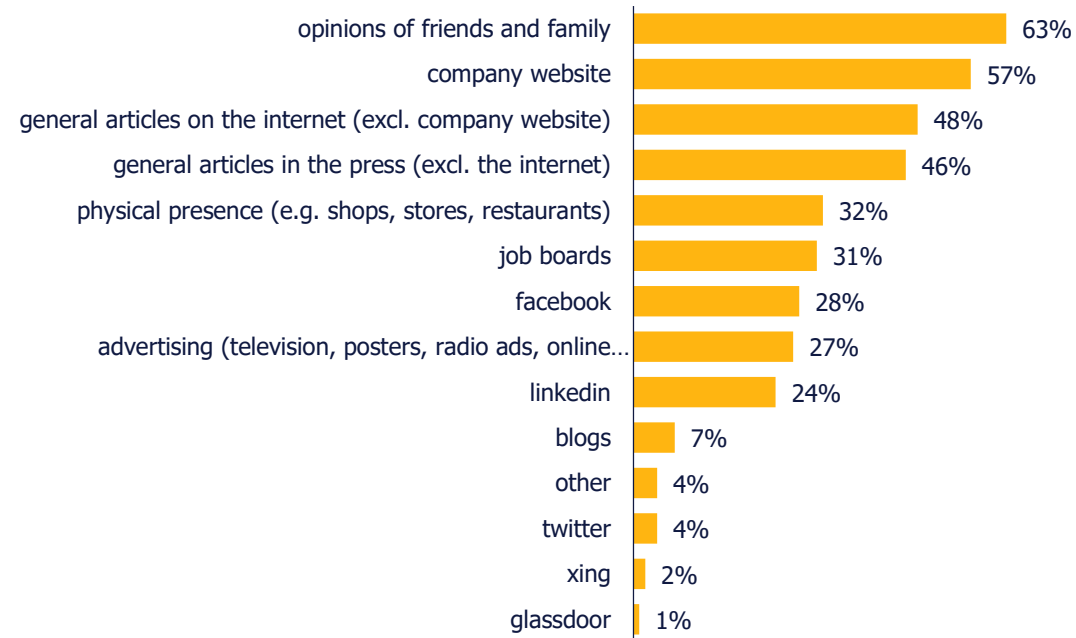
of the stayers prefer to
work for a non-profit /
government
organization.

company type preference



91% of the luxembourgers check potential employer's reputation.

channels for reputation check



gen z (18-24)

40%

facebook

gen x (35-54)

63%

opinions of friends and family

millennials (25-34)

31%

advertising (television, posters,
radio ads, online banners, excl.
press)

boomers (55-64)

—

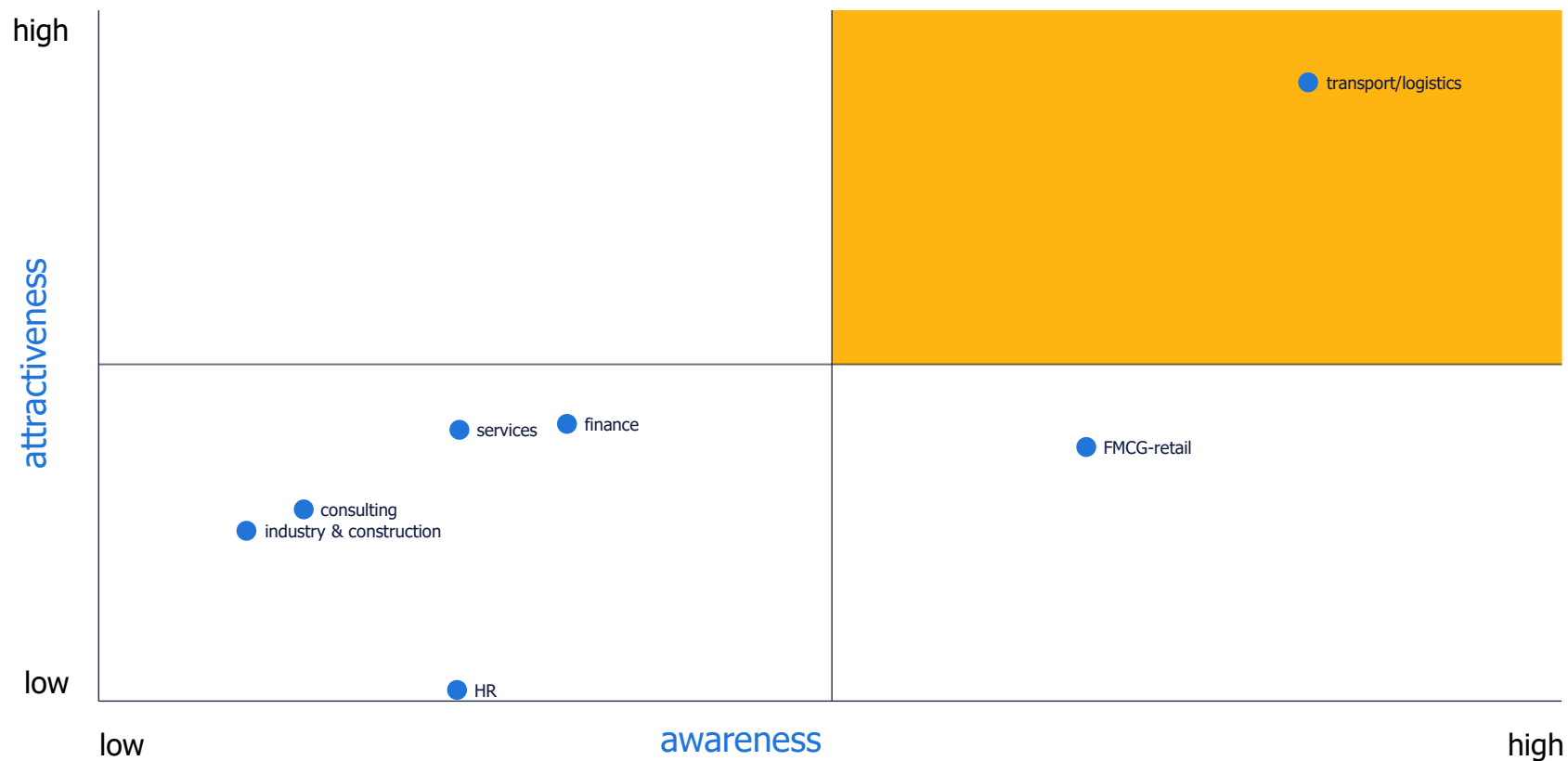
base is too small.

sector



insights.

top performing sectors in luxembourg 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.

luxembourg's sectors score best on these 3 EVP drivers.

		top 3 EVP drivers		
sector		1	2	3
01	transport/logistics	financially healthy	job security	very good reputation
02	finance	financially healthy	uses latest technologies	job security
03	services	financially healthy	job security	uses latest technologies
04	FMCG-retail	financially healthy	job security	uses latest technologies
05	consulting	financially healthy	uses latest technologies	career progression
06	industry & construction	uses latest technologies	financially healthy	very good reputation
07	HR	financially healthy	uses latest technologies	very good reputation

top



employers.

top employers in luxembourg.

top 10 employers 2019

- 01 Groupe CFL
 - 02 Banque et Caisse d'Epargne de l'Etat Luxembourg
 - 03 Luxair
 - 04 Group Post Luxembourg
 - 05 Cargolux Airlines International
 - 06 Centre Hospitalier Emile Mayrisch
 - 07 Banque de Luxembourg
 - 08 Groupe Foyer
 - 09 Groupe Cactus
 - 10 Centre Hospitalier Neuro Psychiatrique
-

top 10 employers 2018

- 01 Banque et Caisse d'Epargne de l'Etat Luxembourg
 - 02 Luxair
 - 03 Groupe CFL
 - 04 RTL Group
 - 05 Group Post Luxembourg
 - 06 Banque de Luxembourg
 - 07 Cargolux Airlines International
 - 08 Raiffaisen
 - 09 Groupe Cactus
 - 10 Home pour Personnes Agées
-

luxembourg's top companies

top 3 EVP drivers of the top 5 companies.

	top 3 EVP drivers		
top 5 companies	1	2	3
1 Groupe CFL	job security	financially healthy	attractive salary & benefits
2 Banque et Caisse d'Epargne de l'Etat Luxembourg	financially healthy	job security	very good reputation
3 Luxair	financially healthy	very good reputation	interesting job content
4 Group Post Luxembourg	job security	financially healthy	uses latest technologies
5 Cargolux Airlines International	financially healthy	uses latest technologies	job security

top employers by EVP driver.

EVP driver	1	2	3
attractive salary & benefits	Banque et Caisse d'Epargne de l'Etat Luxembourg	Groupe CFL	Banque de Luxembourg
career progression	Groupe CFL	Banque et Caisse d'Epargne de l'Etat Luxembourg	EY
financially healthy	Banque et Caisse d'Epargne de l'Etat Luxembourg	Amazon.com	Groupe Cactus
gives back to society	Groupe CFL	Groupe Cactus	Groupe Encevo
interesting job content	Luxair	Cargolux Airlines International	Groupe CFL
job security	Banque et Caisse d'Epargne de l'Etat Luxembourg	Groupe CFL	Group Post Luxembourg
pleasant work atmosphere	Banque et Caisse d'Epargne de l'Etat Luxembourg	Groupe CFL	Group Post Luxembourg
uses latest technologies	Amazon.com	Cargolux Airlines International	Group Post Luxembourg
very good reputation	Banque et Caisse d'Epargne de l'Etat Luxembourg	Luxair	Cargolux Airlines International
work-life balance	Banque et Caisse d'Epargne de l'Etat Luxembourg	Group Post Luxembourg	Groupe CFL

deep dive

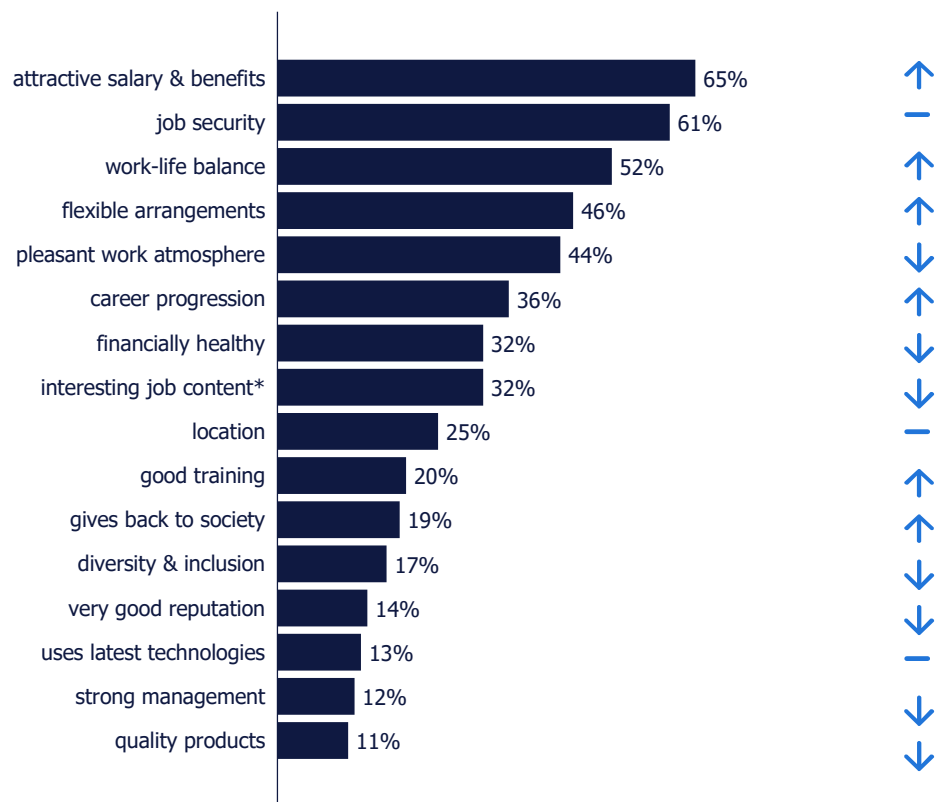
appendix 1.



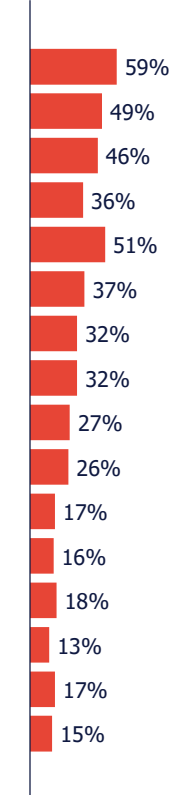
what potential employees want

the most important criteria when choosing an employer.

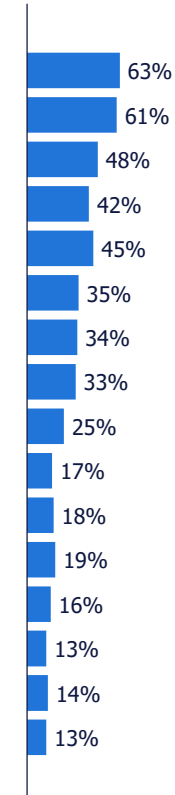
important criteria



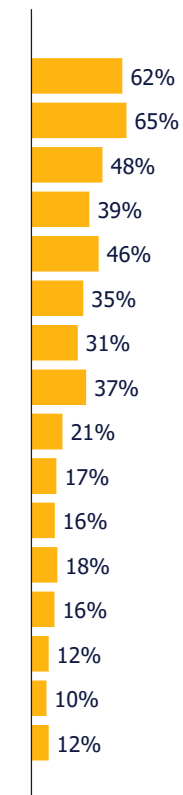
europe



2018



2017

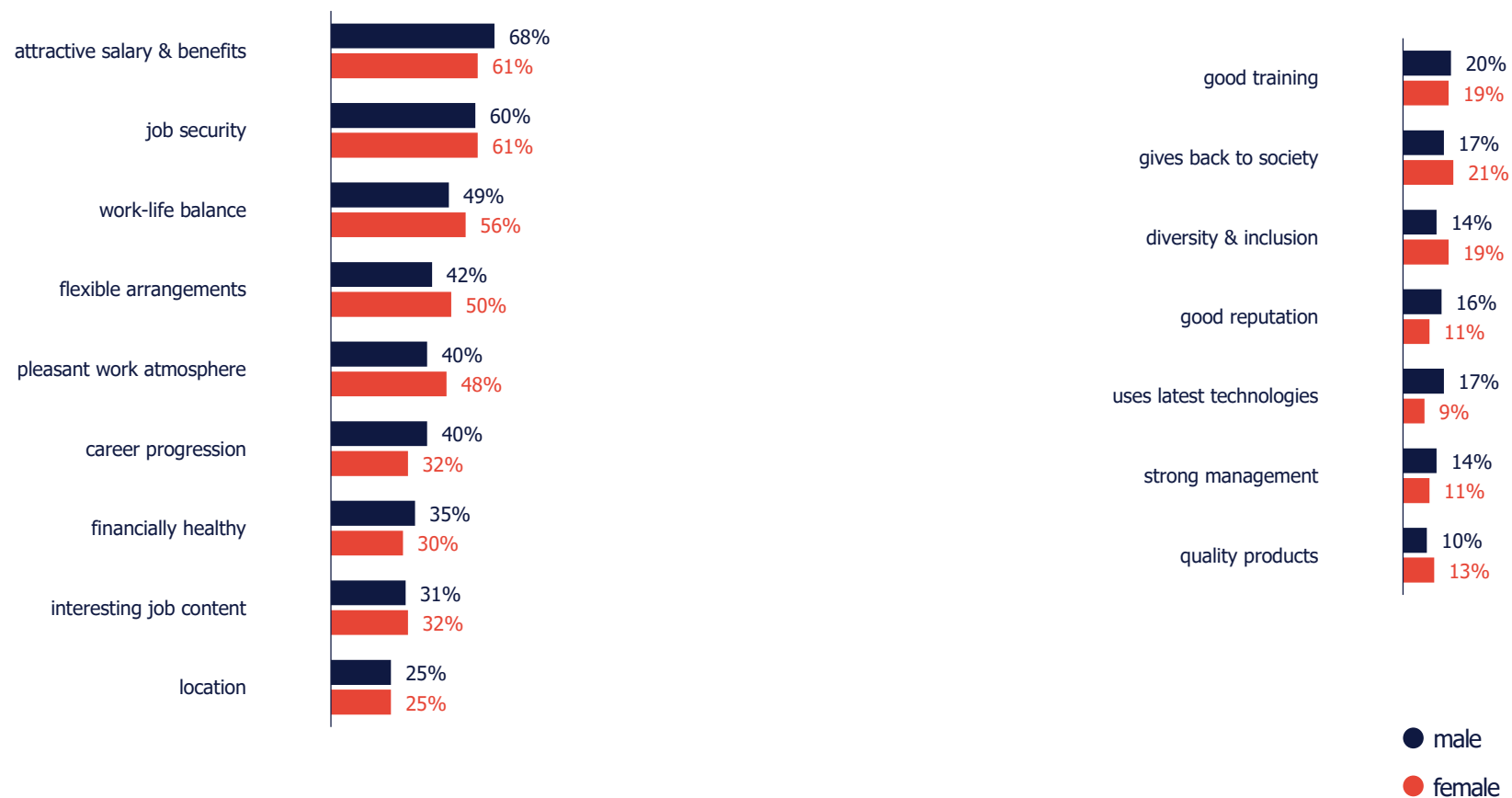


*2017: work that is stimulating and challenging

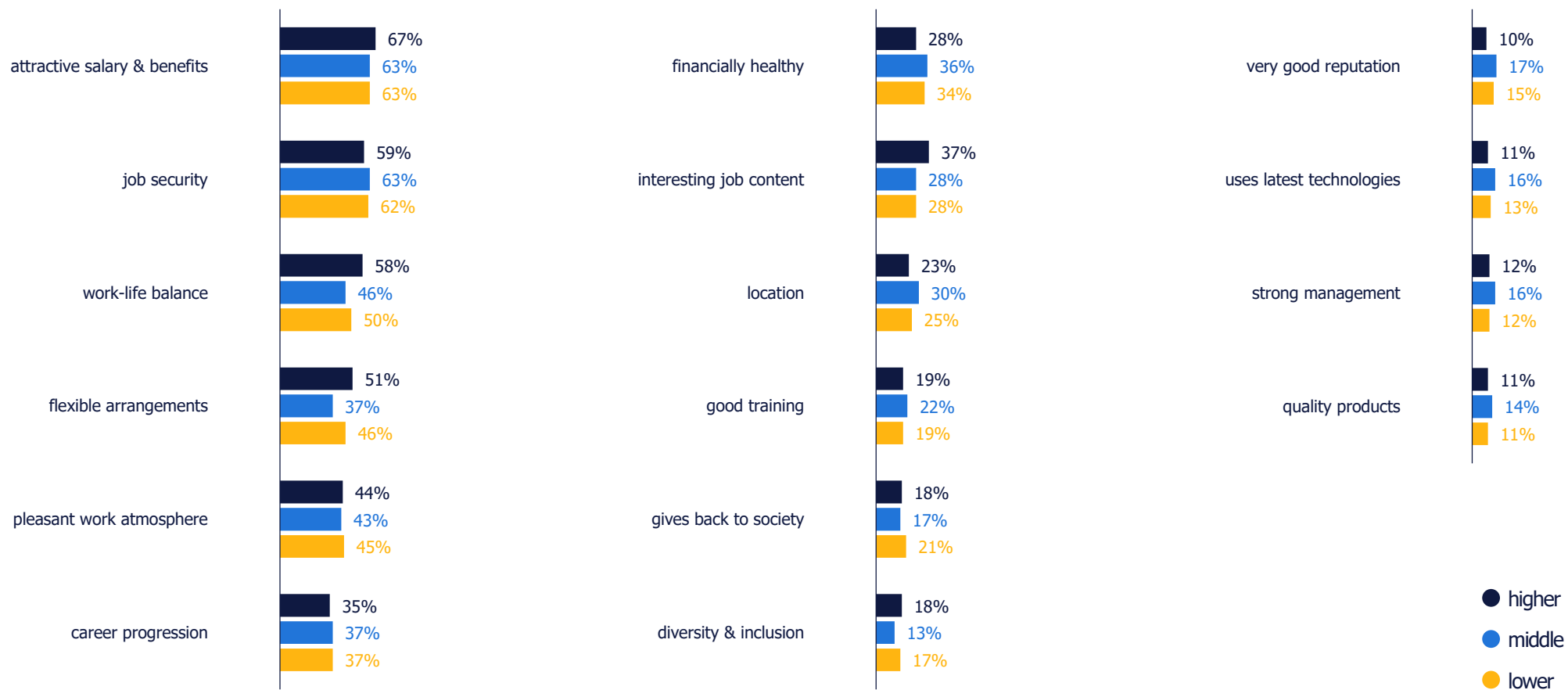
Characteristics highest rated by the labor force. Stressing these elements or improving them is critical for your EVP because they contribute most to the strength of your employer brand.



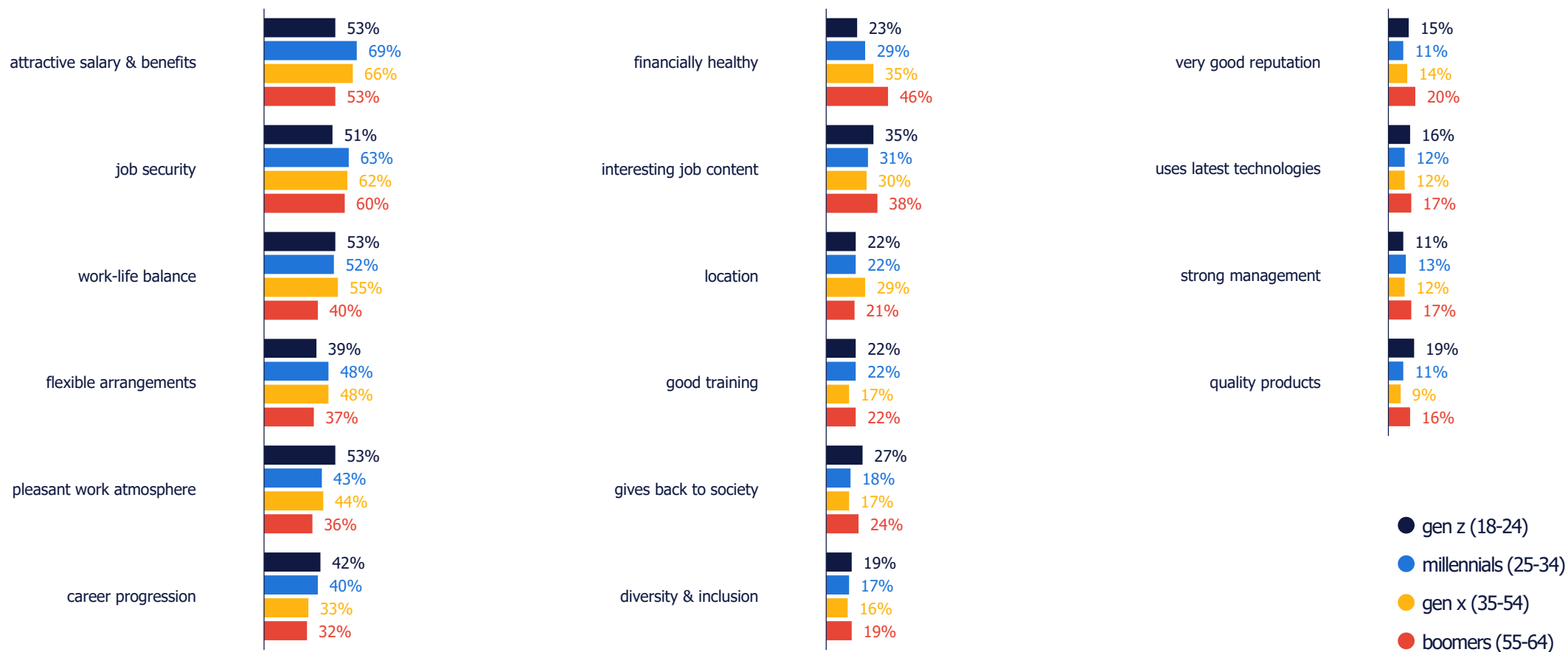
EVP driver importance by gender.



EVP driver importance by education.



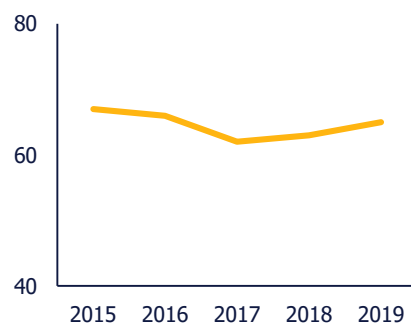
EVP driver importance by age.



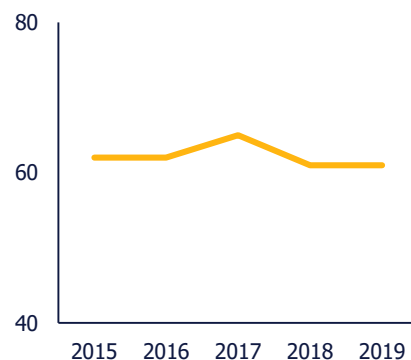
EVP driver importance trends, total.

1/2

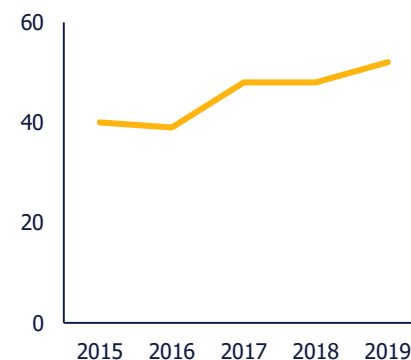
attractive salary & benefits



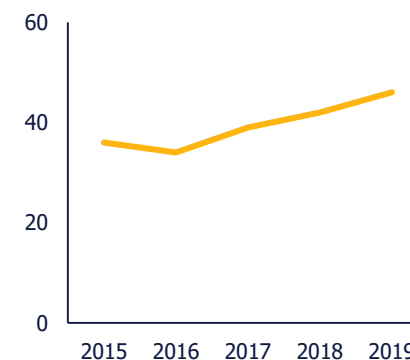
job security



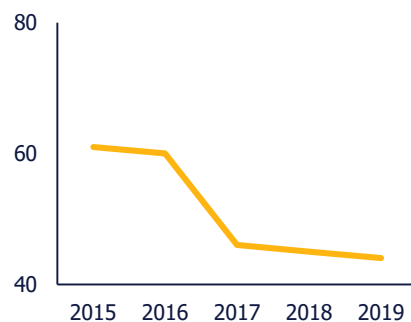
work-life balance



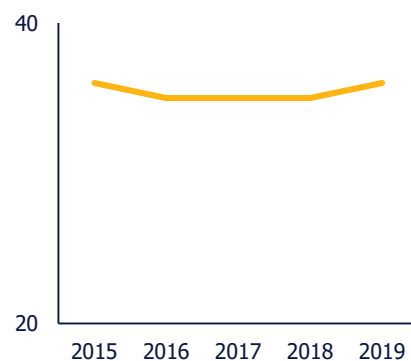
flexible arrangements



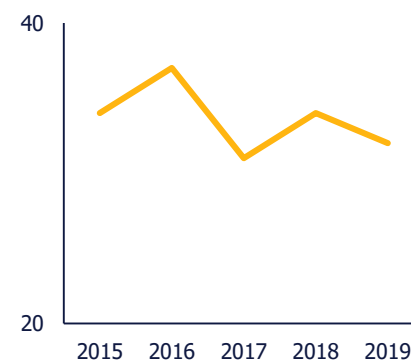
pleasant work atmosphere



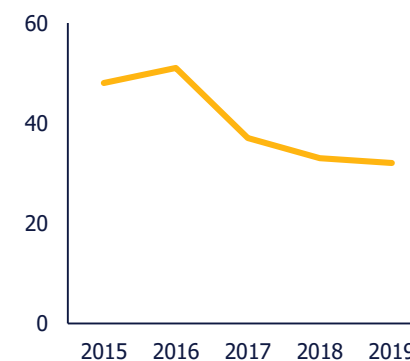
career progression



financially healthy



interesting job content*



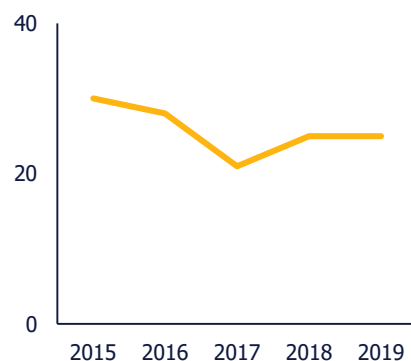
*2017: work that is stimulating and challenging



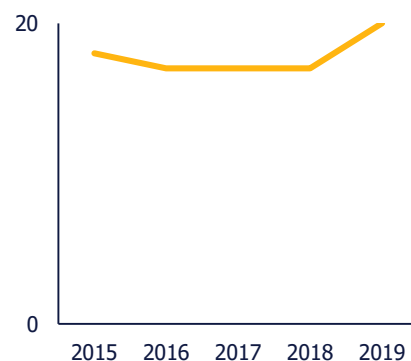
EVP driver importance trends, total.

2/2

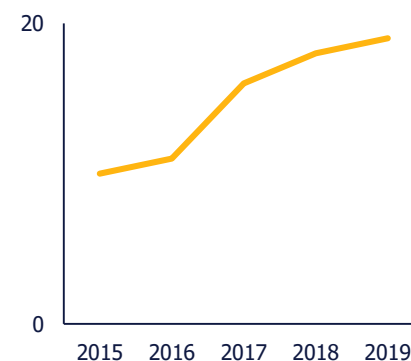
location



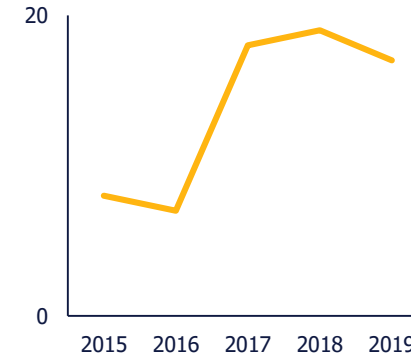
good training



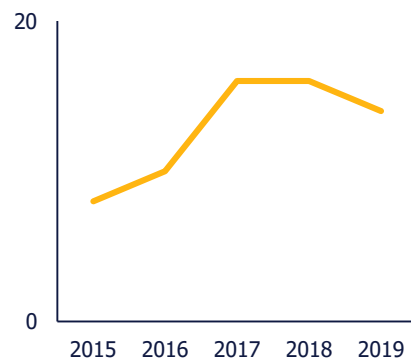
gives back to society



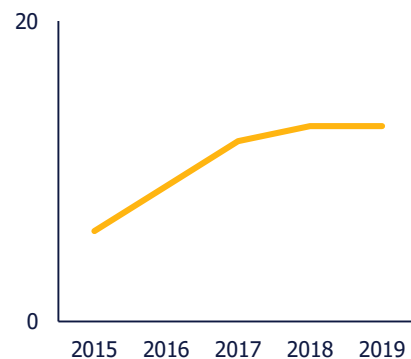
diversity & inclusion



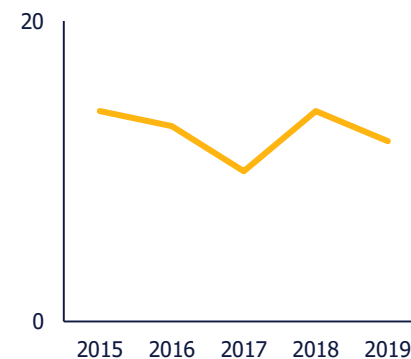
very good reputation*



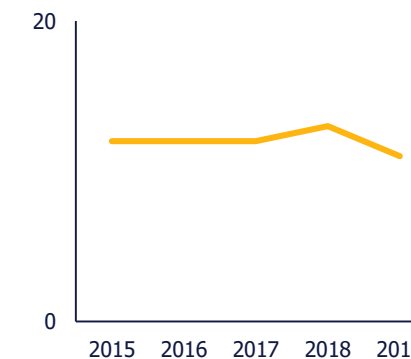
uses latest technologies



strong management



quality products

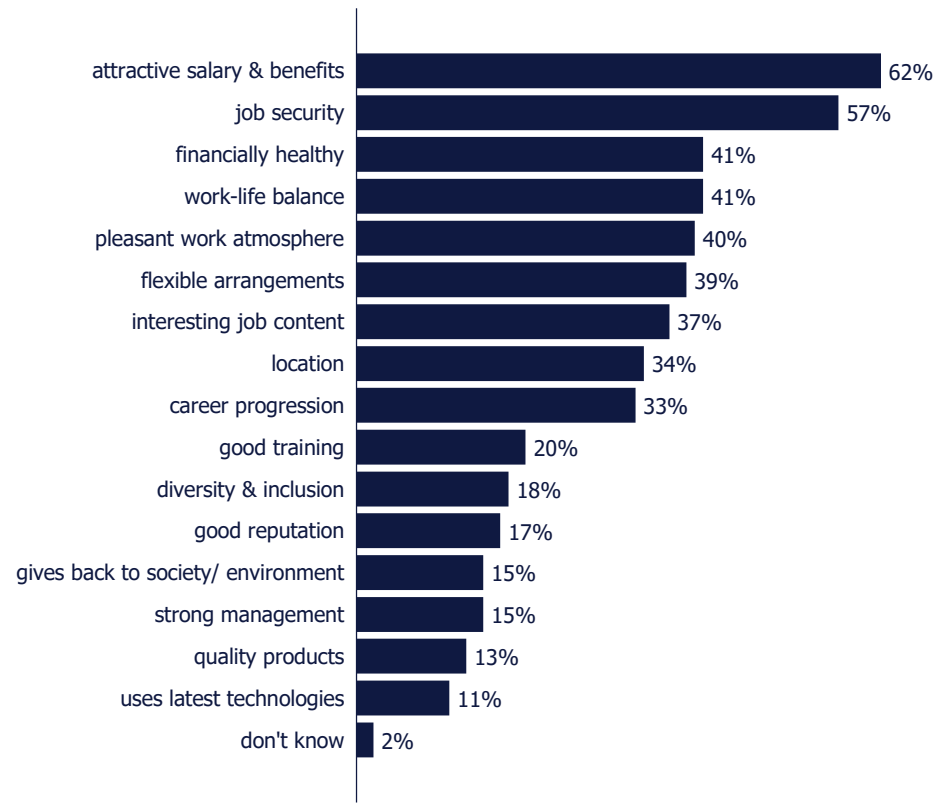


*previous to 2017: strong image/strong values

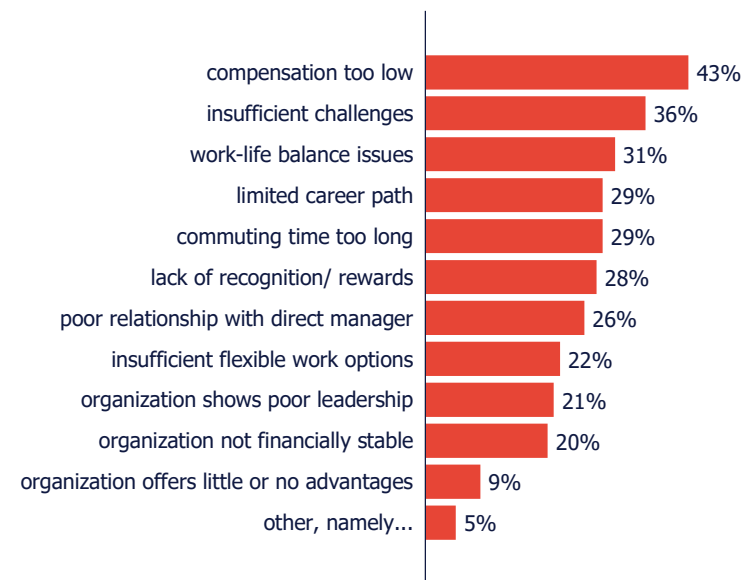


what factors do the luxembourgers stay or leave for.

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.

