

employer brand research 2019



country report
united kingdom.

contents.

- 1 introduction
- 2 country results
- 3 sector insights
- 4 top employers
- 5 deep dive
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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

- 8,182 respondents

fieldwork

- online interviews
- between 5 and 24 december 2018

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.

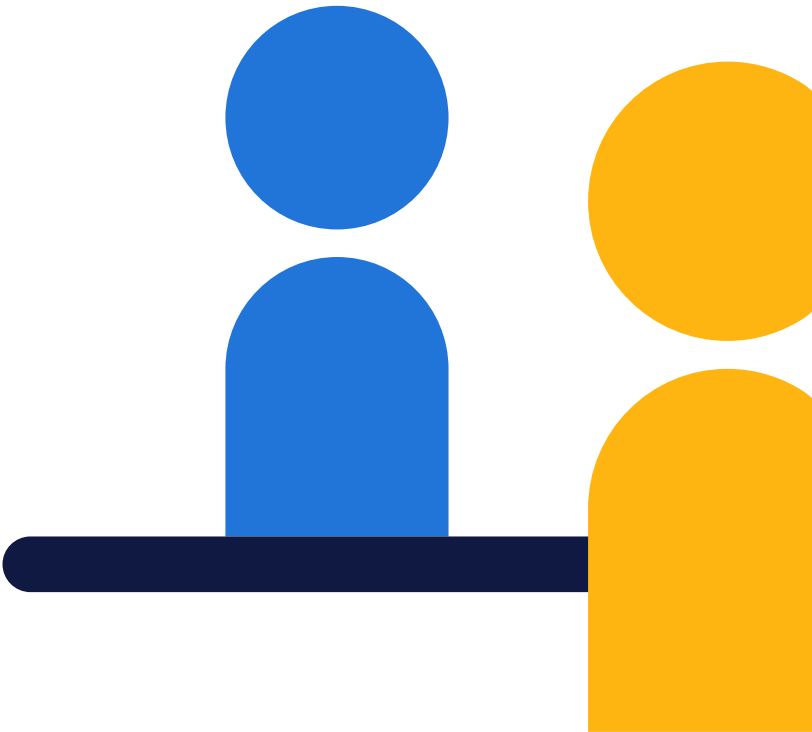
In order to make sure that the less well known brands are assessed by a sufficient number of respondents, we make use of a smart sampling method.

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.



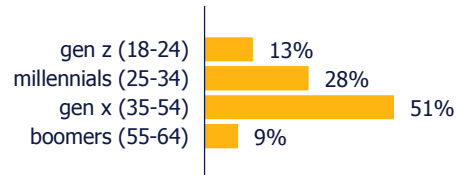
sample composition in the united kingdom

socio-demographics, employment situation, region.

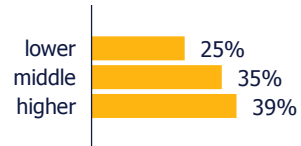
gender



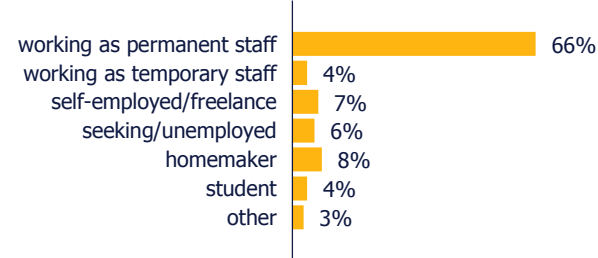
age



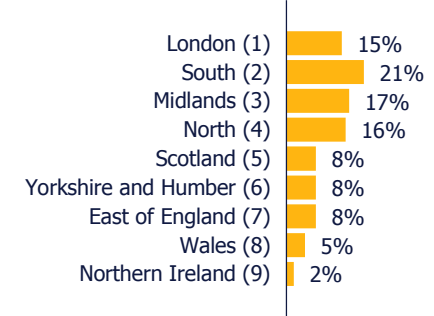
education



situation



region

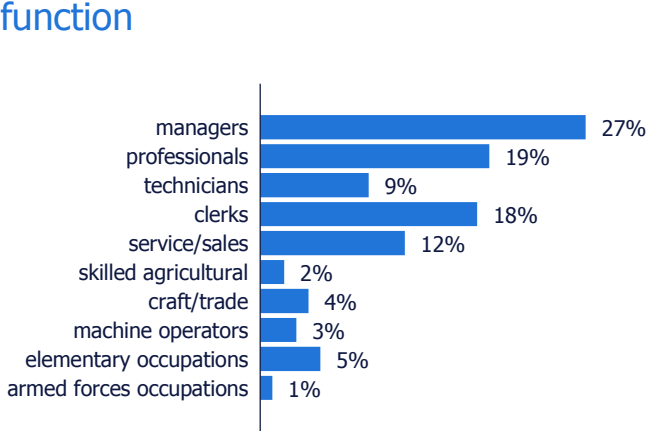
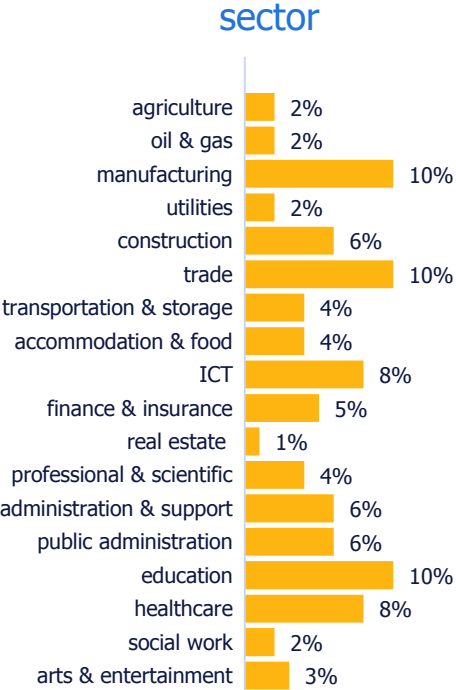


1. London
2. South East, South West
3. East Midlands, West Midlands
4. North East, North West
5. Scotland
6. Yorkshire and Humber
7. East Of England
8. Wales
9. Northern Ireland

total sample: 8,182
fieldwork: between 5 and 24 december 2018



sample composition in the united kingdom

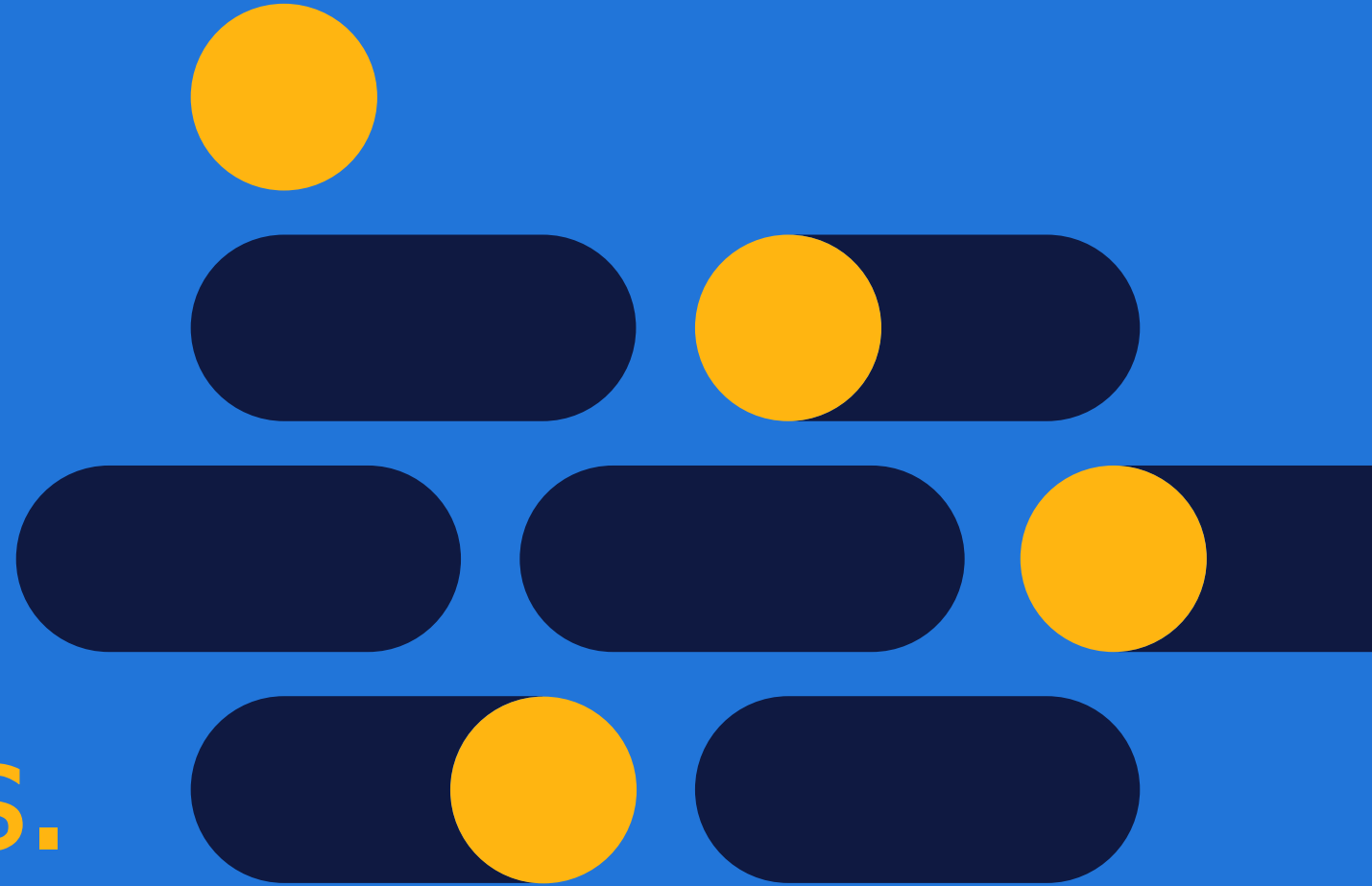


base: currently employed (n=6,365)



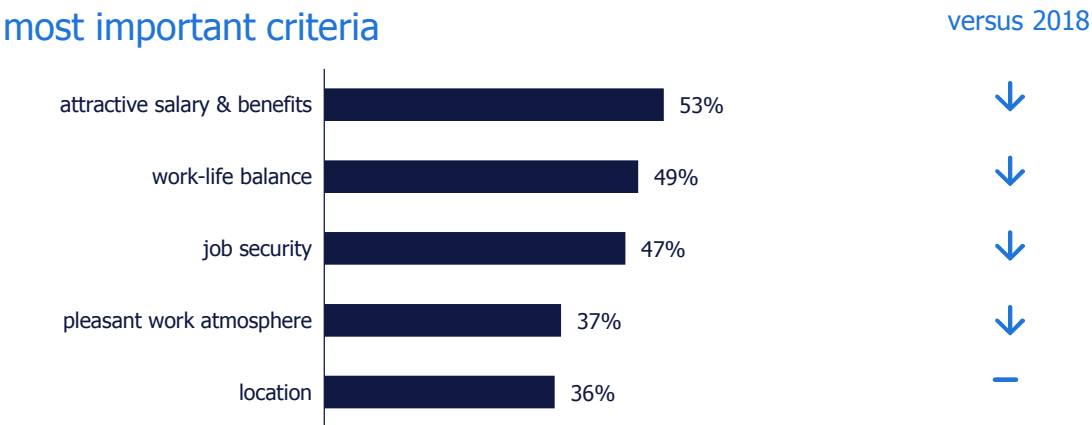
country

EVP drivers.

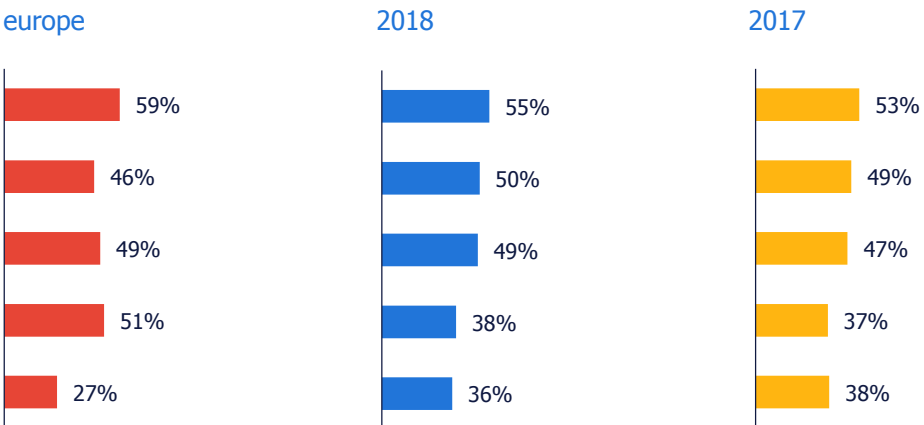


what potential employees want when choosing an employer.

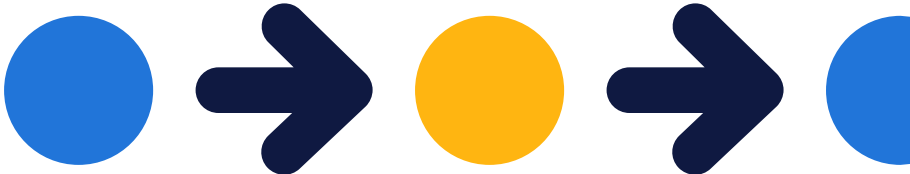
most important criteria



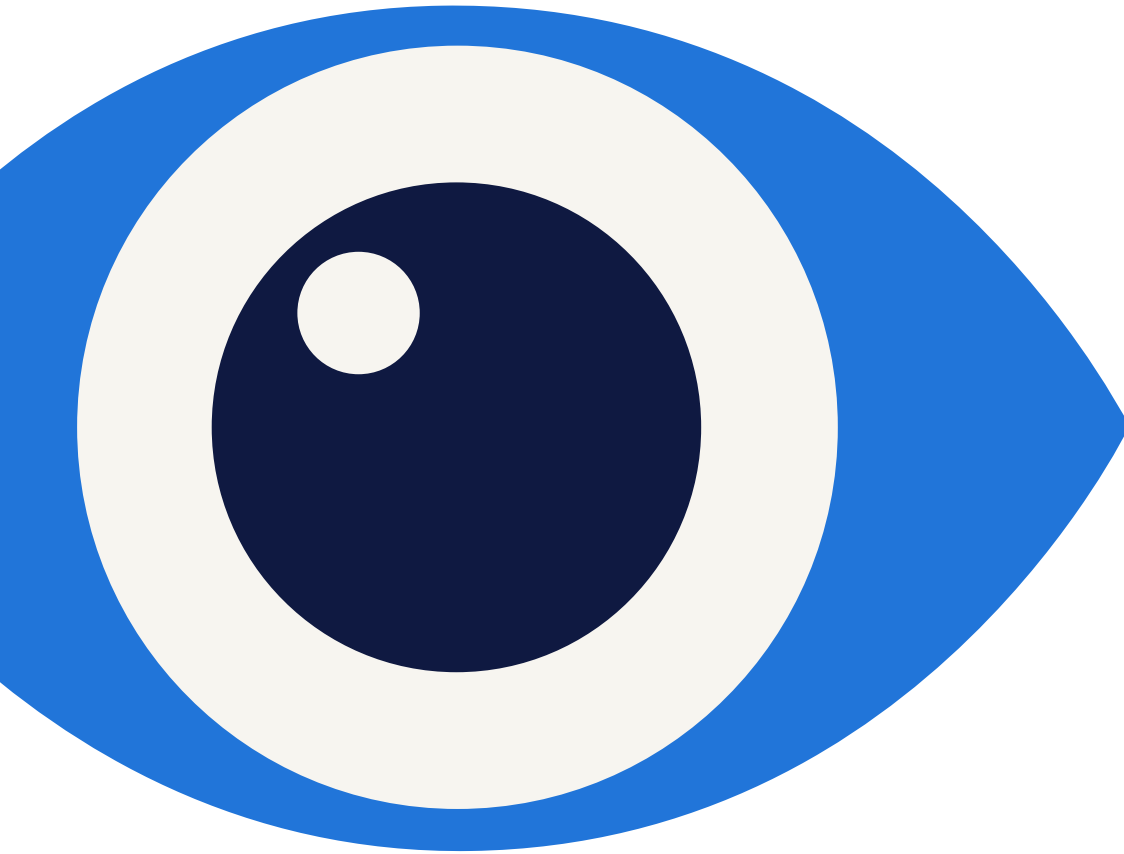
europa



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



perception of employer offer in the united kingdom and the region.



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

employers in the uk are perceived to offer.

- 1 financially healthy
- 2 uses latest technologies
- 3 job security
- 4 career progression
- 5 very good reputation
- 6 attractive salary & benefits
- 7 pleasant work atmosphere
- 8 interesting job content
- 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 the uk.

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)

28%

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

gen x (35-54)

52%

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

millennials (25-34)

38%

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

boomers (55-64)

44%

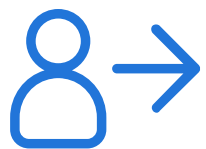
of the boomers are attracted a pleasant working atmosphere or a convenient location. This is less so among the other cohorts.



[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.

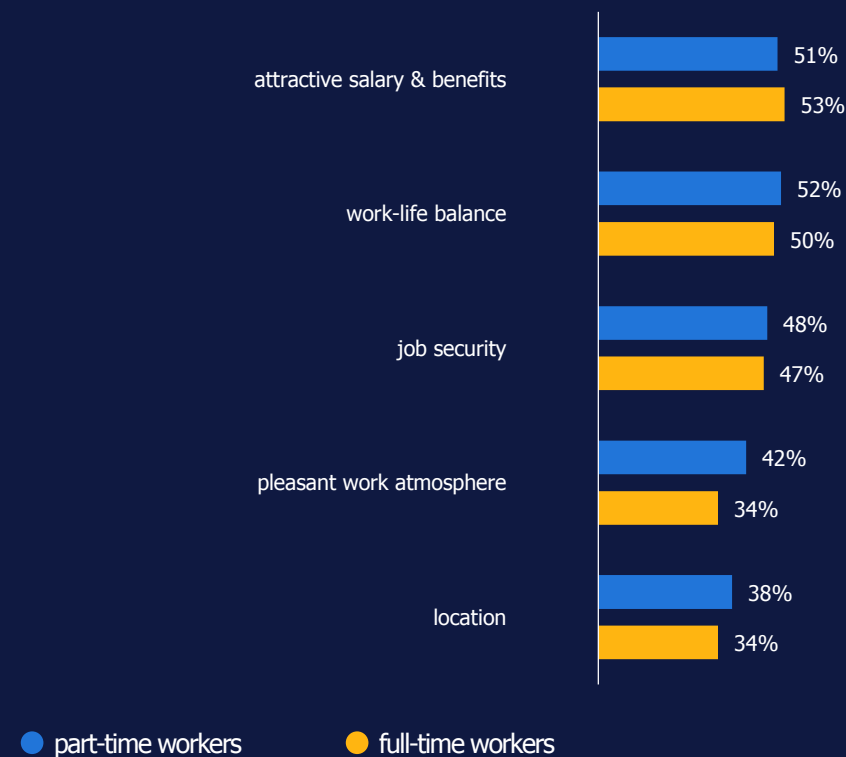


22%

of today's workforce
works part-time.

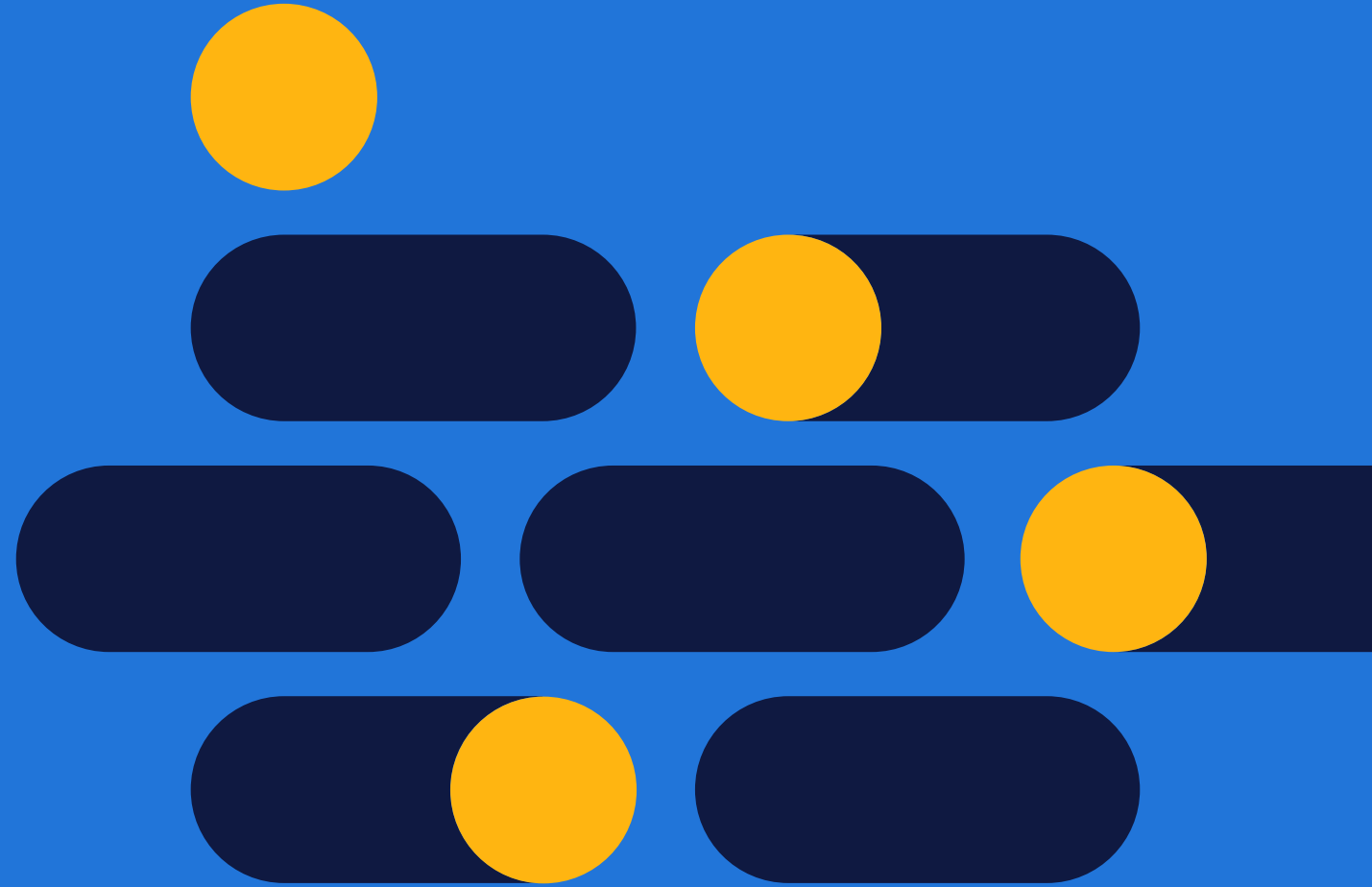


most important attributes



switchers and stayers

in focus.



changing employer united kingdom vs europe.

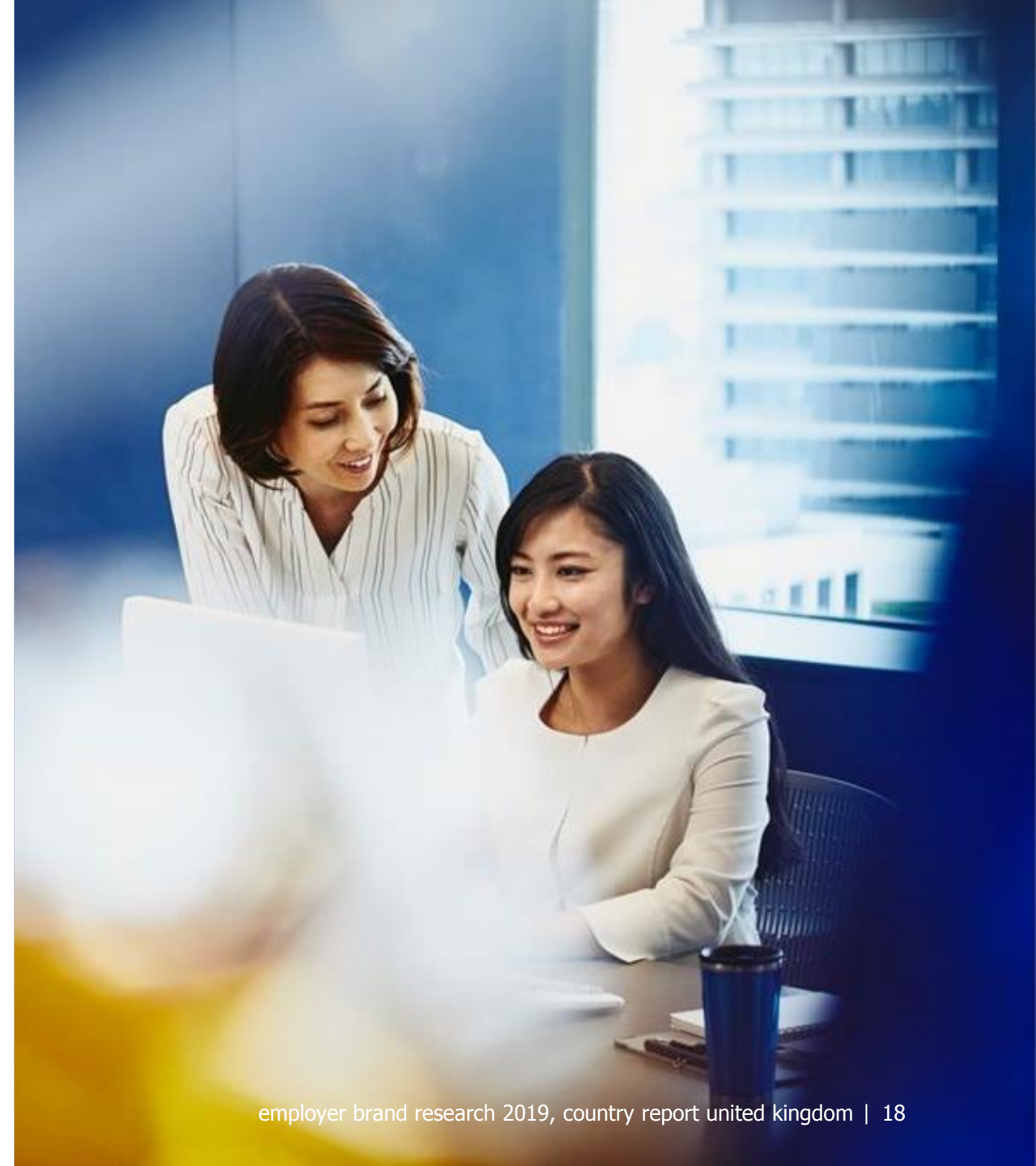
switchers: changed employer in the past year.



stayers: stayed with their employer in the past year.

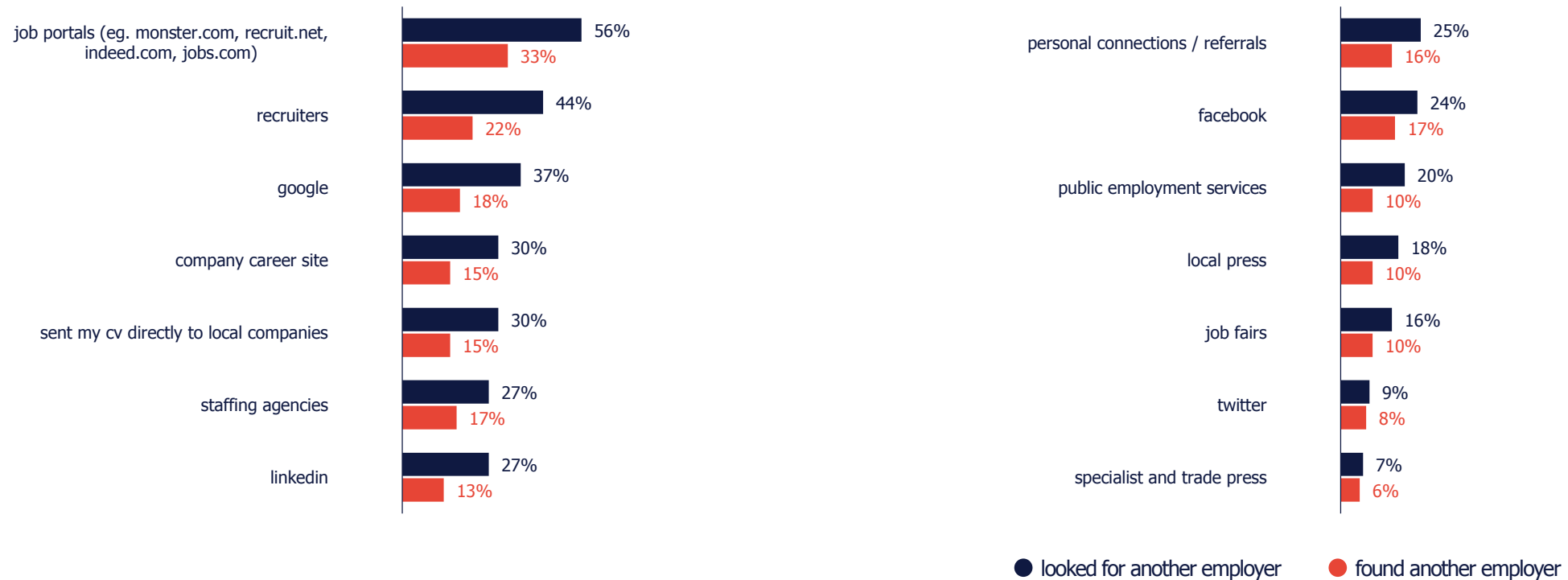


intenders: plan to change employer within the next year.



how do the british workers look for and find employers.

channels used to look for and find employers



most important attributes switchers vs stayers.



21% (18%)*

switchers: changed
employer in
the past year.



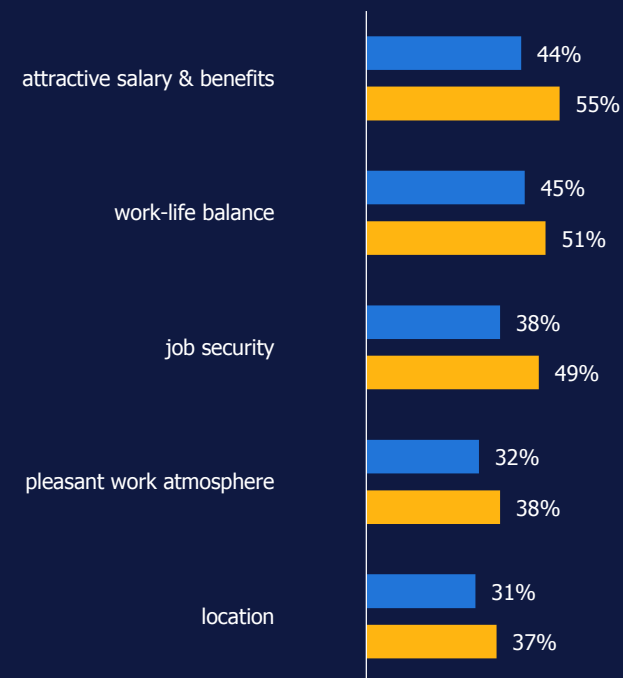
79% (82%)*

stayers: stayed with their
employer in
the past year.

*in 2018



most important attributes



● switchers

● stayers

most important attributes intenders.



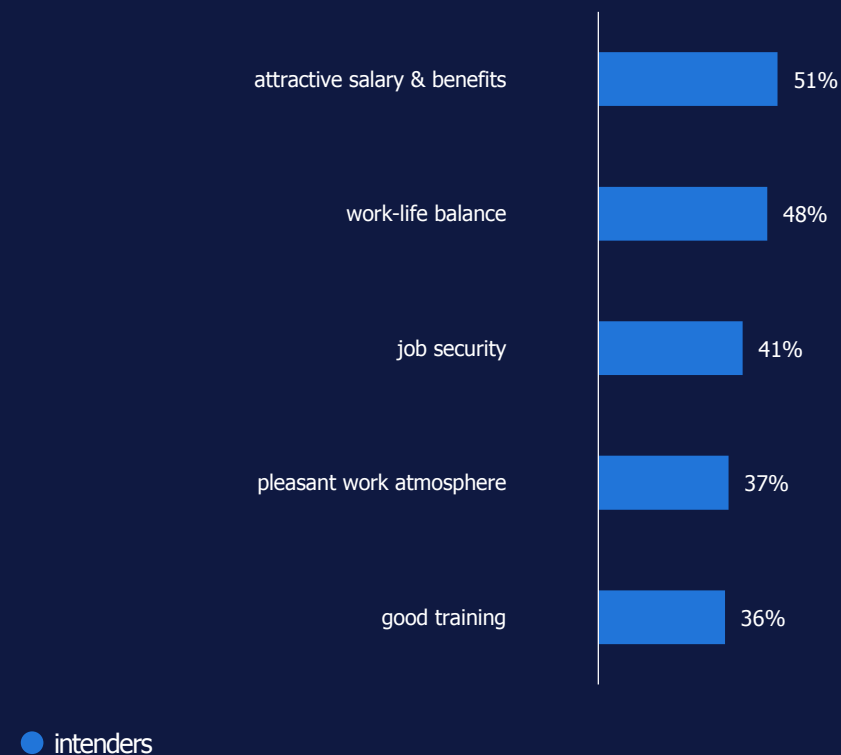
27% (25%)*

intenders: plan to
change employer
within the next year.

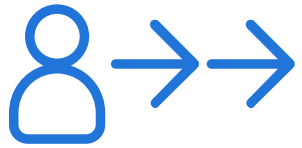
*in 2018



most important attributes



channels to look for employers intenders.



54% (52%)*

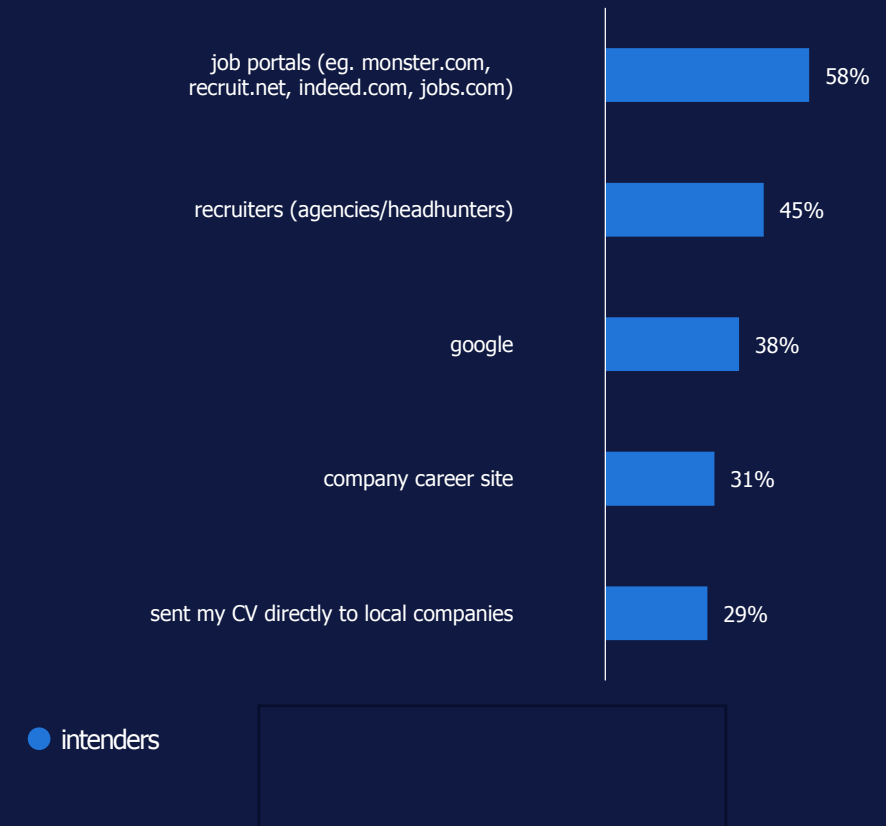
of last year's switchers**
intend to switch again
next year.

** n= 1,687 switched last year

*in 2018



channels to look for employers

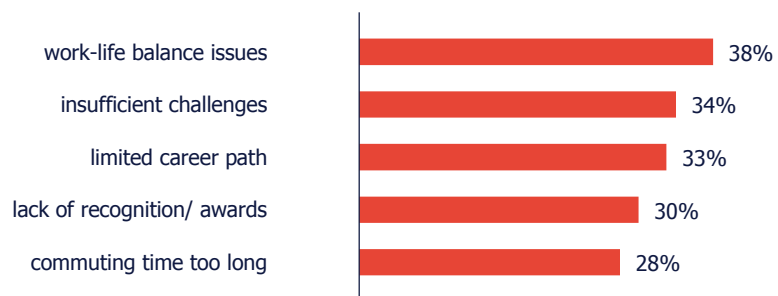


why do the british stay or leave.

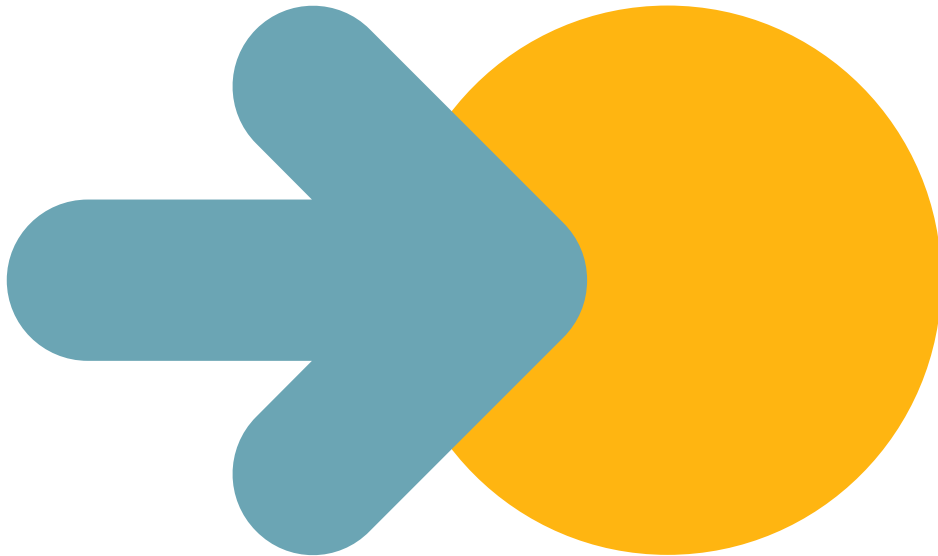
main reasons to stay



main reasons to leave



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



gen z (18-24)

25%

of the gen z's are staying with an employer that promotes diversity & inclusion in the workplace. This is higher when compared to older workforce.

gen x (35-54)

47%

of the gen x's stay with their employer if they provide a good work-life balance. Among younger generations, this factor is deemed less important.

millennials (25-34)

36%

of the millennials stay if they have career opportunities. Other generations are less interested in this offering from their employer.

boomers (55-64)

57%

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

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

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

gen z (18-24)

39%

of the gen z's are leaving their employer if they have insufficient challenges. This is higher when compared to millennials and gen x.

gen x (35-54)

40%

of the gen x's leave their employer if they have work-life issues. Among younger generations, this factor is deemed less important.

millennials (25-34)

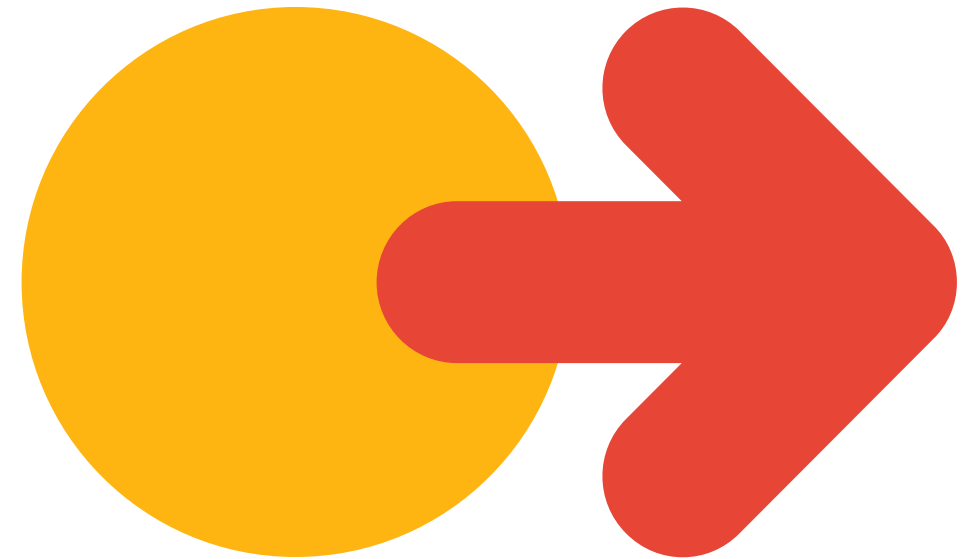
36%

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

boomers (55-64)

30%

of the boomers leave their employer because they have a poor relationship with their direct manager. This is less so among younger generations.

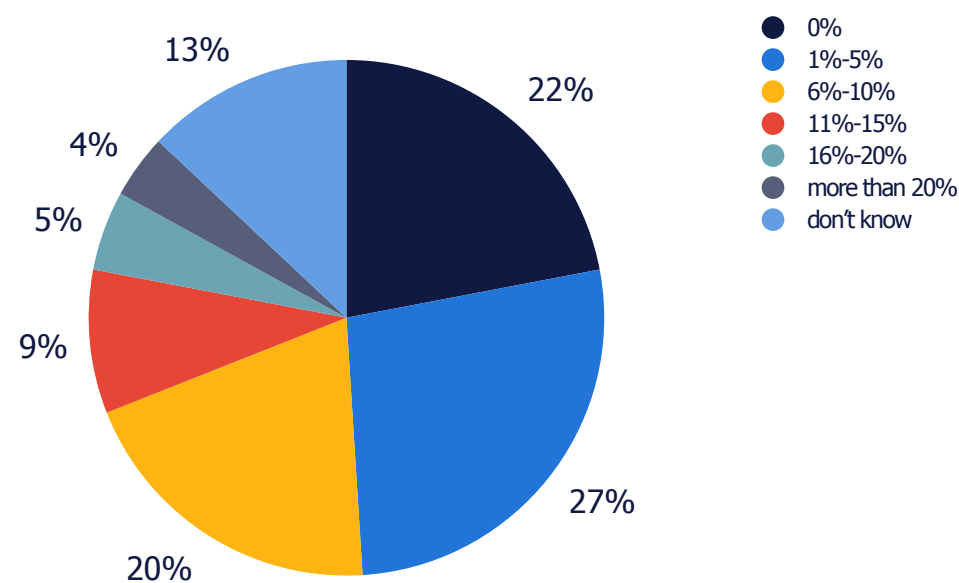


[click here](#) for a breakdown of all results.



willingness to forfeit salary for more work security.

amount of salary employees are willing to forfeit



united kingdom

18%

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

europe

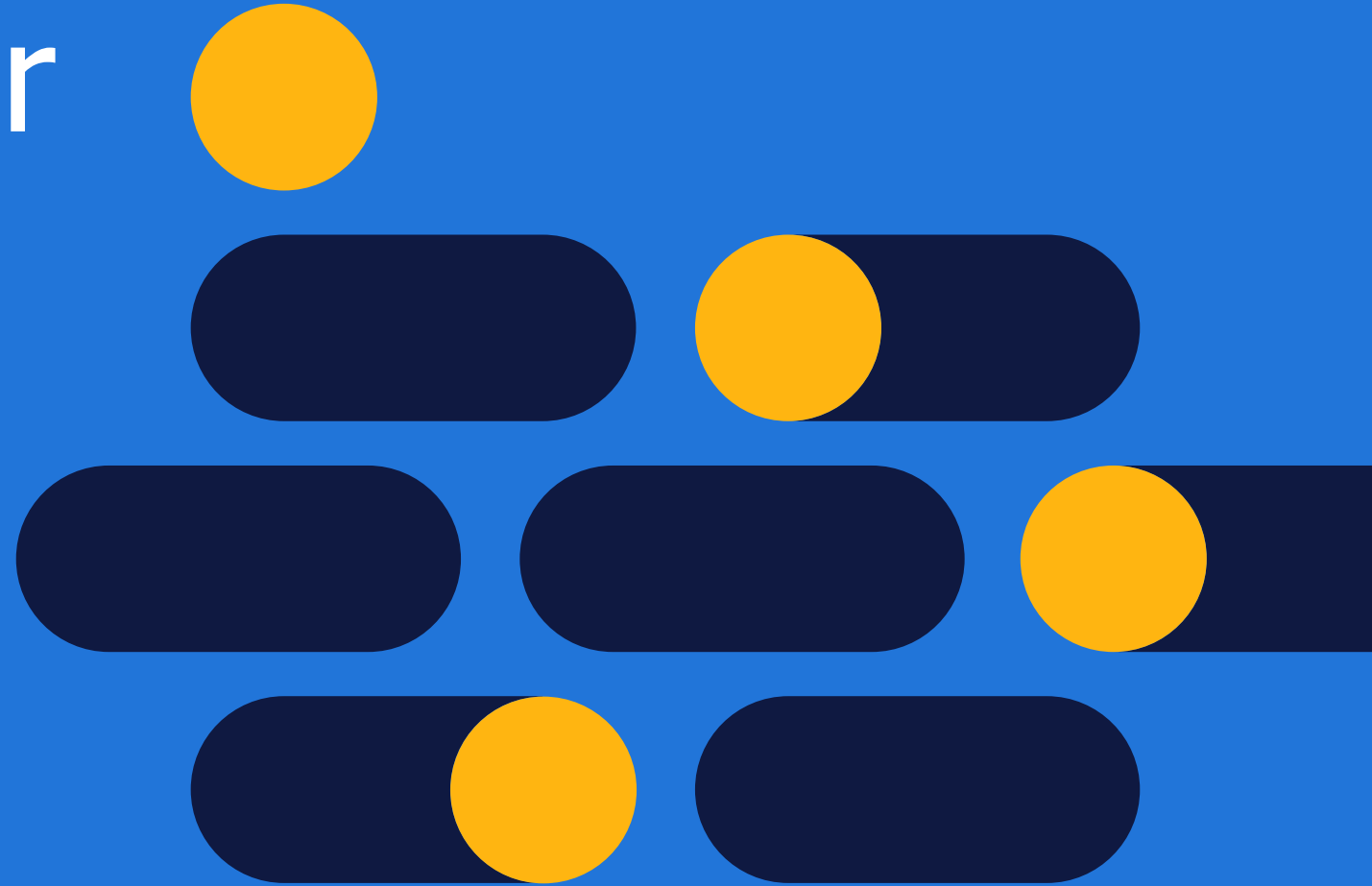
16%

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



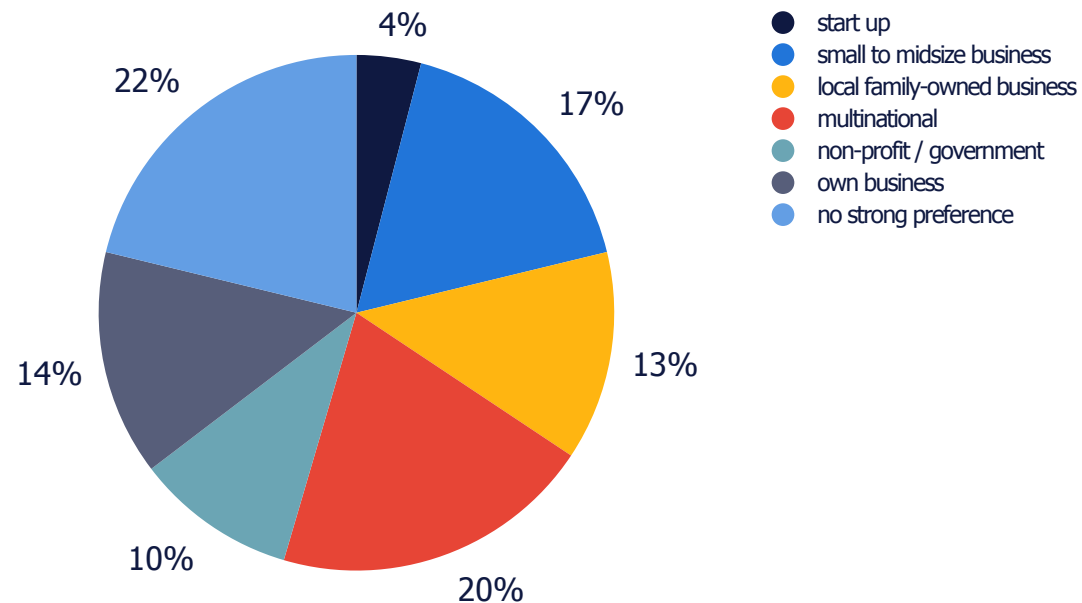
ideal employer

in focus.



22% of the british have no strong preference for a certain type of company.

preferred company type



gen z (18-24)

20%

would prefer to work for a small
to midsize business

gen x (35-54)

24%

have no strong preference

millennials (25-34)

23%

would prefer to work for a large
(multinational) corporation

boomers (55-64)

30%

have no strong preference

company type preference

reasons why.

multinational (20%)

job security
financial health
career progression

small to midsize business (17%)

pleasant work atmosphere
work-life balance
job security

own business (14%)

work-life balance
pleasant work atmosphere
flexible arrangements

local family-owned (13%)

pleasant work atmosphere
work-life balance
job security

non-profit / government (10%)

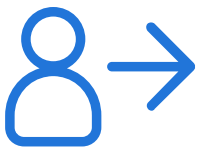
job security
work-life balance
interesting job content

start-up (4%)

pleasant work atmosphere
interesting job content
career progression



company type preference switchers vs stayers.



25%

of the switchers prefer to work for a large (multinational) corporation.

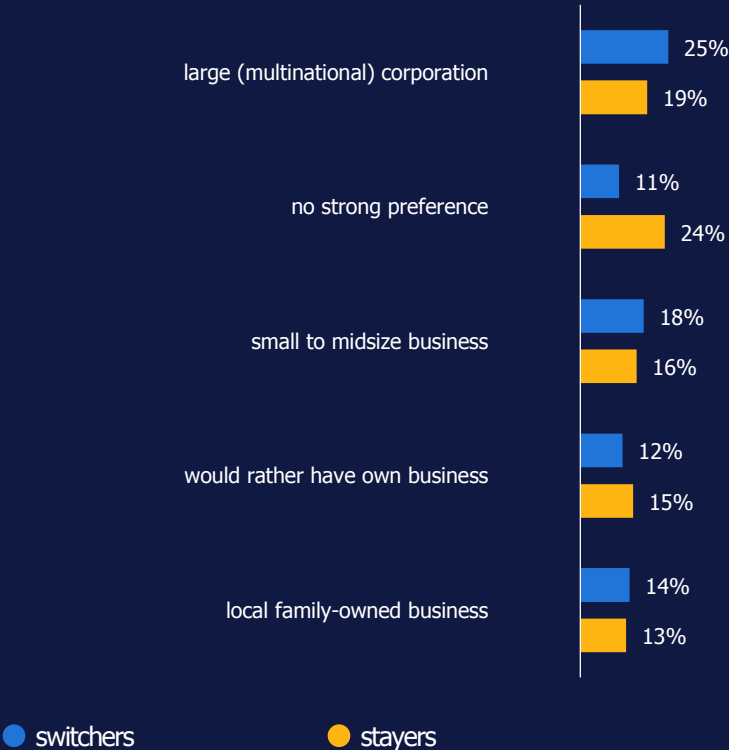


24%

of the stayers have no strong preference.

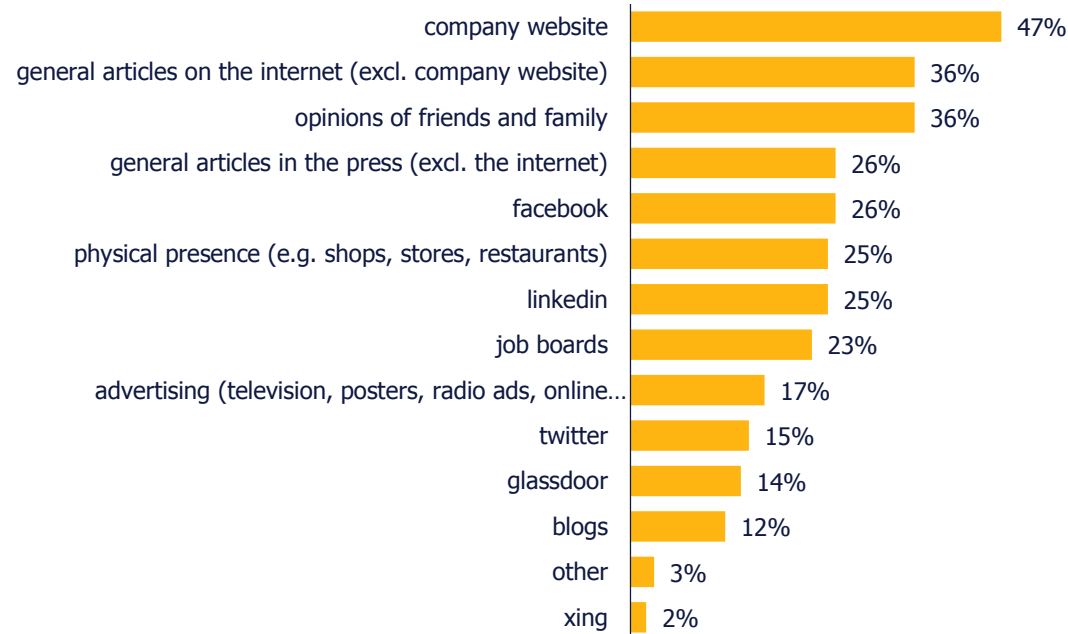


company type preference



85% of the british check potential employer's reputation.

channels for reputation check



gen z (18-24)

27%

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

millennials (25-34)

27%

linkedin

gen x (35-54)

49%

company website

boomers (55-64)

26%

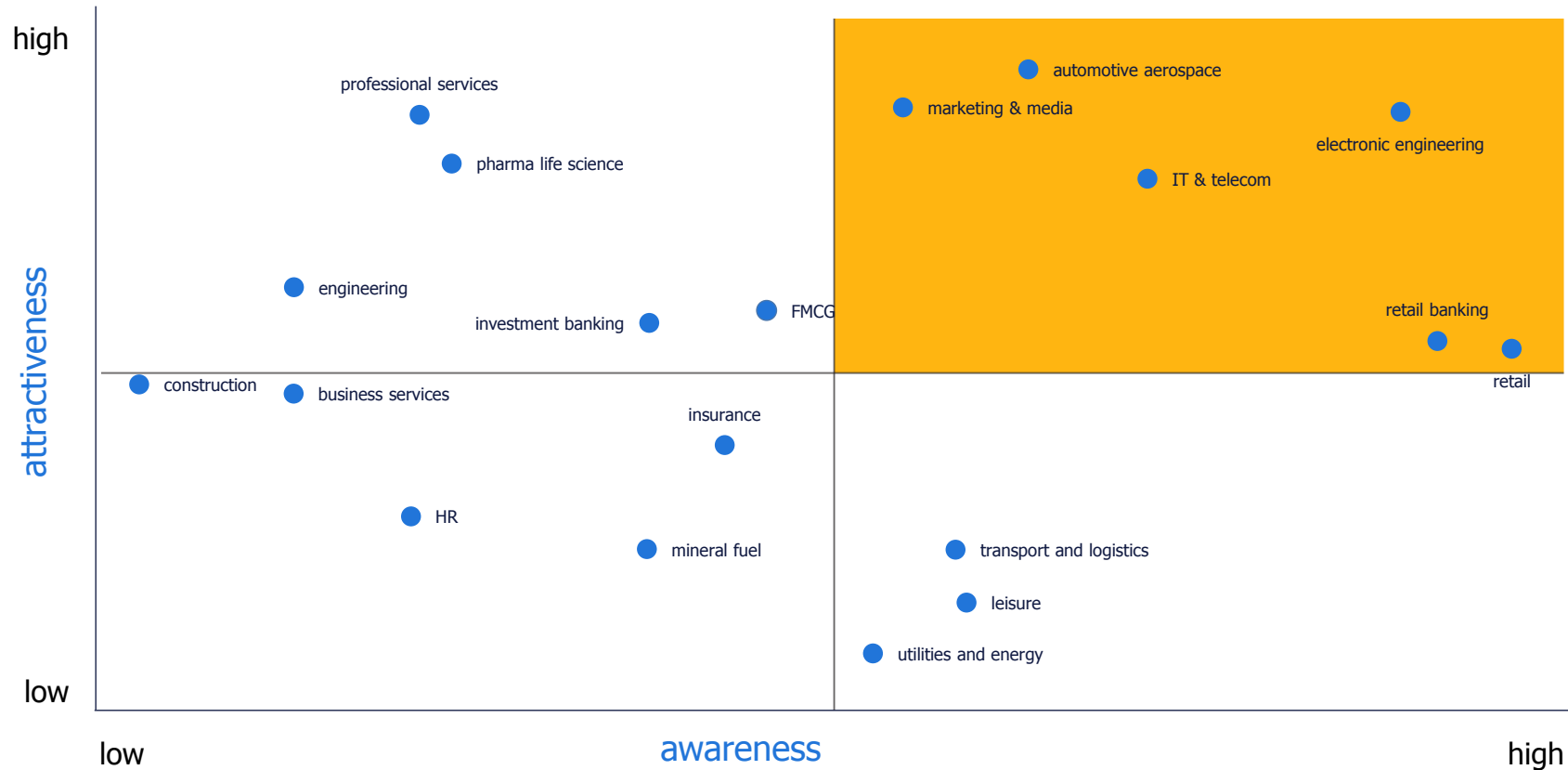
don't check employers'
reputation

sector



insights.

top performing sectors in the united kingdom 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.

united kingdom's sectors score best on these 3 EVP drivers.

1/2

	top 3 EVP drivers		
sector	1	2	3
01 automotive aerospace	uses latest technologies	financially healthy	very good reputation
02 marketing & media	financially healthy	uses latest technologies	career progression
03 electronic engineering	uses latest technologies	financially healthy	very good reputation
04 professional services	financially healthy	career progression	uses latest technologies
05 pharma life science	financially healthy	uses latest technologies	career progression
06 IT & telecom	uses latest technologies	financially healthy	career progression
07 engineering	uses latest technologies	financially healthy	career progression
08 FMCG	financially healthy	job security	very good reputation
09 investment banking	financially healthy	uses latest technologies	attractive salary & benefits
10 retail banking	financially healthy	uses latest technologies	career progression

united kingdom's sectors score best on these 3 EVP drivers.

2/2

	top 3 EVP drivers		
sector	1	2	3
11 retail	financially healthy	very good reputation	uses latest technologies
12 construction	financially healthy	career progression	uses latest technologies
13 business services	financially healthy	uses latest technologies	career progression
14 insurance	financially healthy	uses latest technologies	job security
15 HR	financially healthy	career progression	uses latest technologies
16 mineral fuel	financially healthy	uses latest technologies	career progression
17 transport and logistics	financially healthy	job security	uses latest technologies
18 leisure	financially healthy	uses latest technologies	career progression
19 utilities and energy	financially healthy	uses latest technologies	job security

top



employers.

top employers in the united kingdom.

top 10 employers 2019

- 01 John Lewis
 - 02 TI Automotive
 - 03 Credit Suisse
 - 04 SSP Group
 - 05 Jaguar Land Rover
 - 06 PwC
 - 07 BMW
 - 08 British Airways
 - 09 Marks & Spencer
 - 10 Rolls-Royce Group
-

top 10 employers 2018

- 01 John Lewis
 - 02 Rolls-Royce Group
 - 03 British Airways
 - 04 British Sky Broadcasting Group (Sky TV)
 - 05 Marks & Spencer
 - 06 Jaguar Land Rover
 - 07 Unilever (Dove, Persil, Bovril...)
 - 08 Deloitte
 - 09 BAE Systems
 - 10 BMW
-

united kingdom's top companies

top 3 EVP drivers of the top 5 companies.

	top 3 EVP drivers		
top 5 companies	1	2	3
1 John Lewis	very good reputation	financially healthy	pleasant work atmosphere
2 TI Automotive	uses latest technologies	interesting job content	attractive salary & benefits
3 Credit Suisse	financially healthy	uses latest technologies	attractive salary & benefits
4 SSP Group	job security	attractive salary & benefits	uses latest technologies
5 Jaguar Land Rover	uses latest technologies	financially healthy	very good reputation

top employers by EVP driver.

EVP driver	1	2	3
attractive salary & benefits	Credit Suisse	Rolls-Royce Group	PwC
career progression	Credit Suisse	Deloitte	Barclays Investment Bank
financially healthy	Amazon	Credit Suisse	GlaxoSmithkline
gives back to society	SSP Group	Co-op Food	TI Automotive
interesting job content	British Airways	TI Automotive	IBM
job security	SSP Group	GlaxoSmithkline	National Grid
pleasant work atmosphere	TI Automotive	SSP Group	Carnival UK
uses latest technologies	IBM	BAE Systems	Siemens
very good reputation	John Lewis	Rolls-Royce Group	Jaguar Land Rover
work-life balance	SSP Group	TI Automotive	Vinci

deep dive

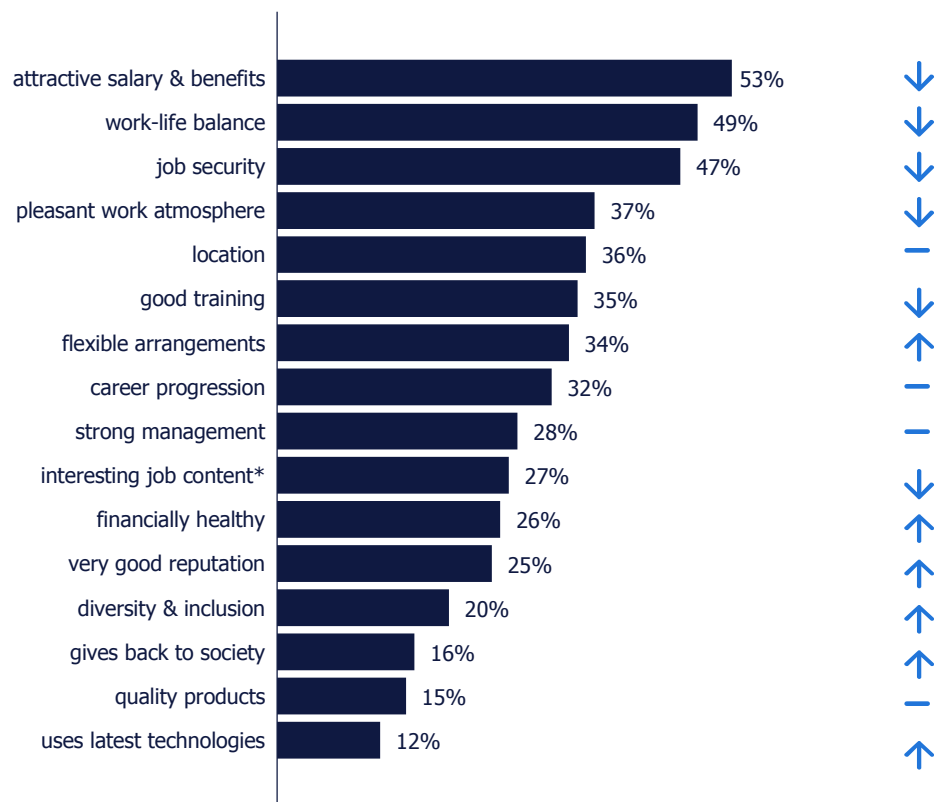
appendix 1.



what potential employees want

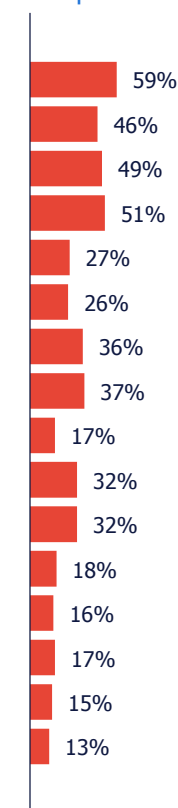
the most important criteria when choosing an employer.

important criteria

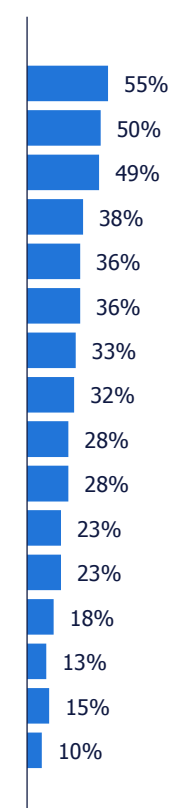


Characteristics highest rated by the labor force. Stressing these elements or improving them is critical for your EVP because they contribute most to the strength of your employer brand.

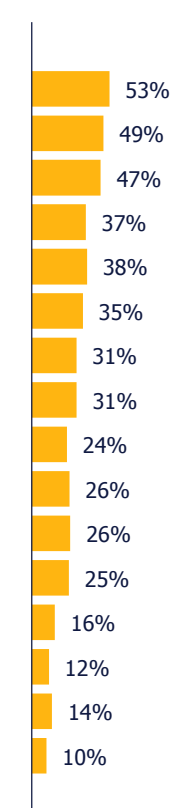
europe



2018

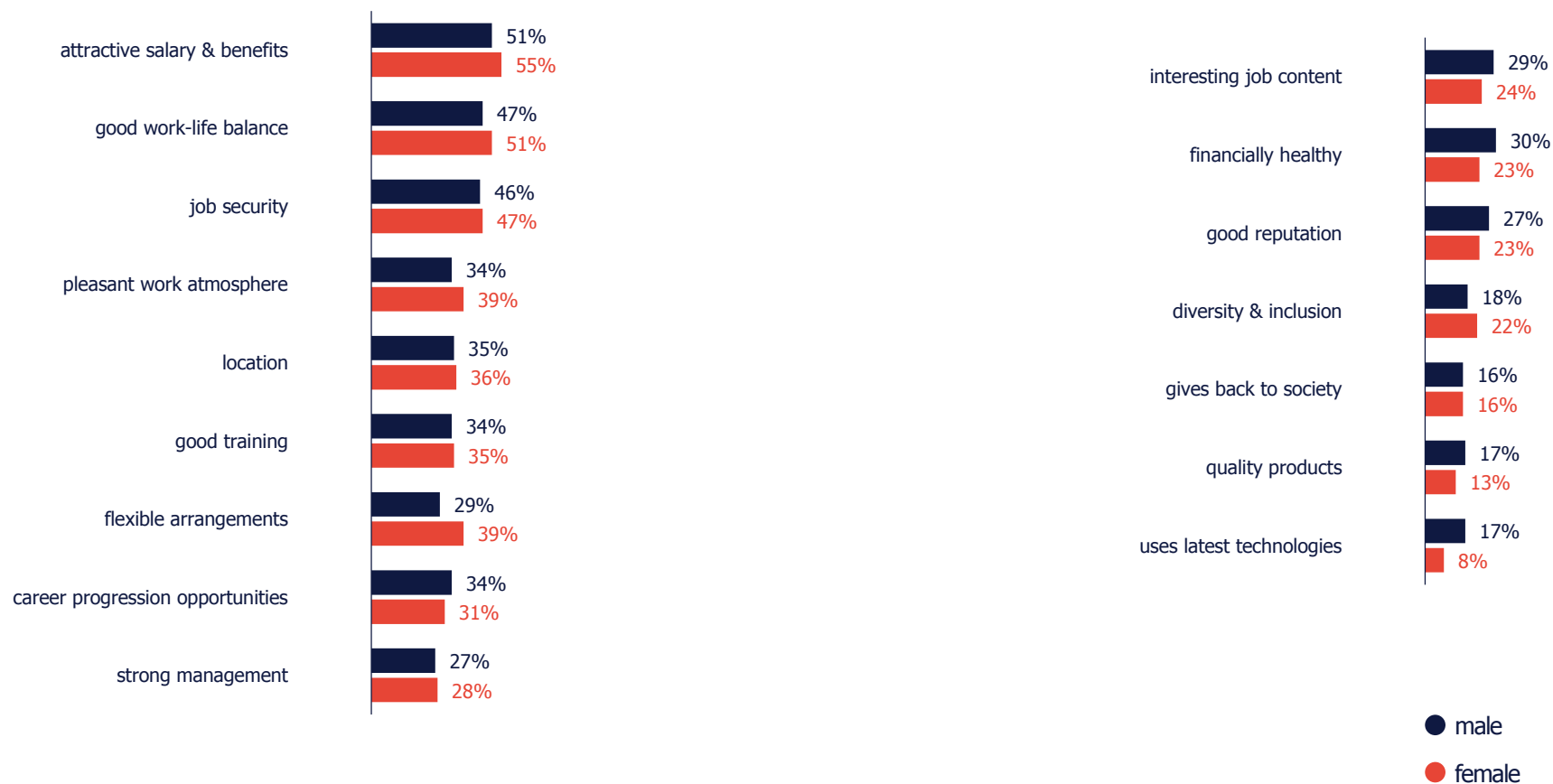


2017

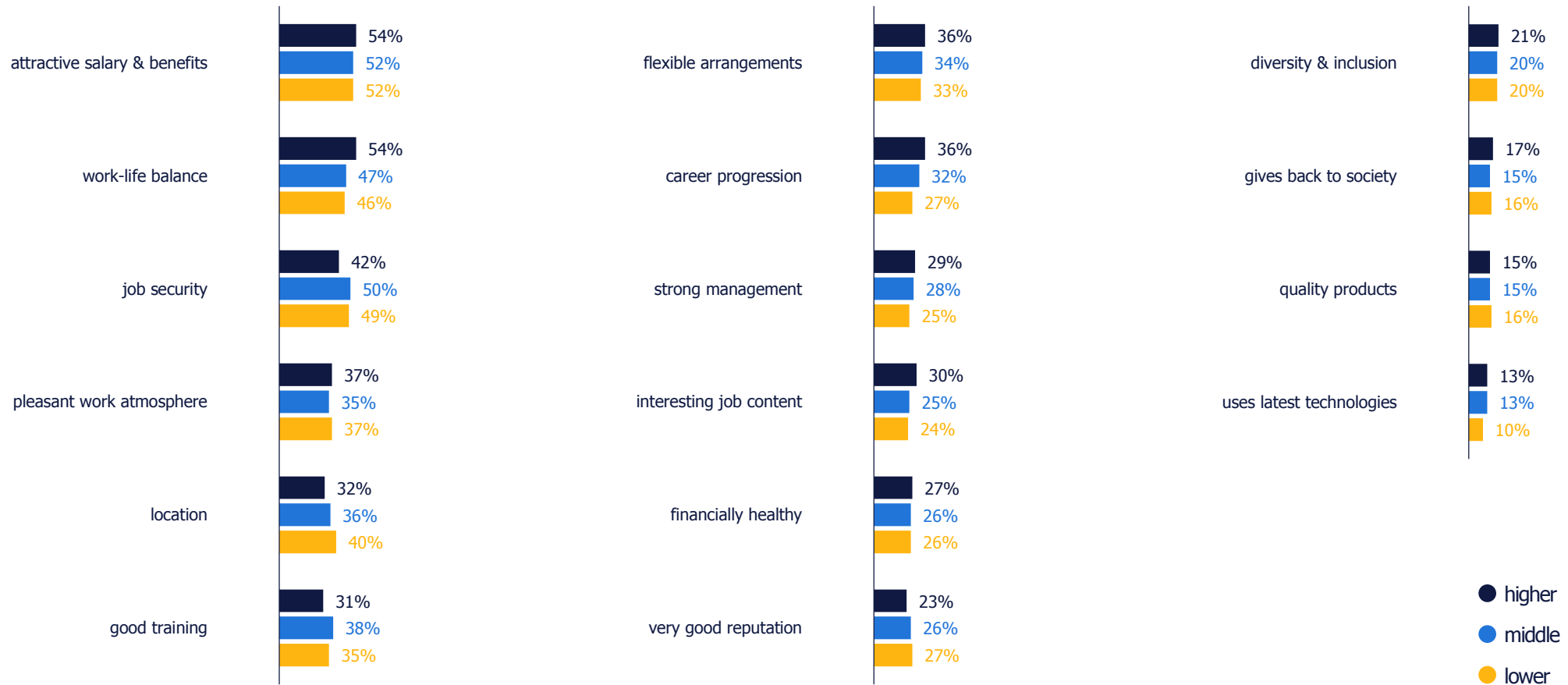


*2017: work that is stimulating and challenging

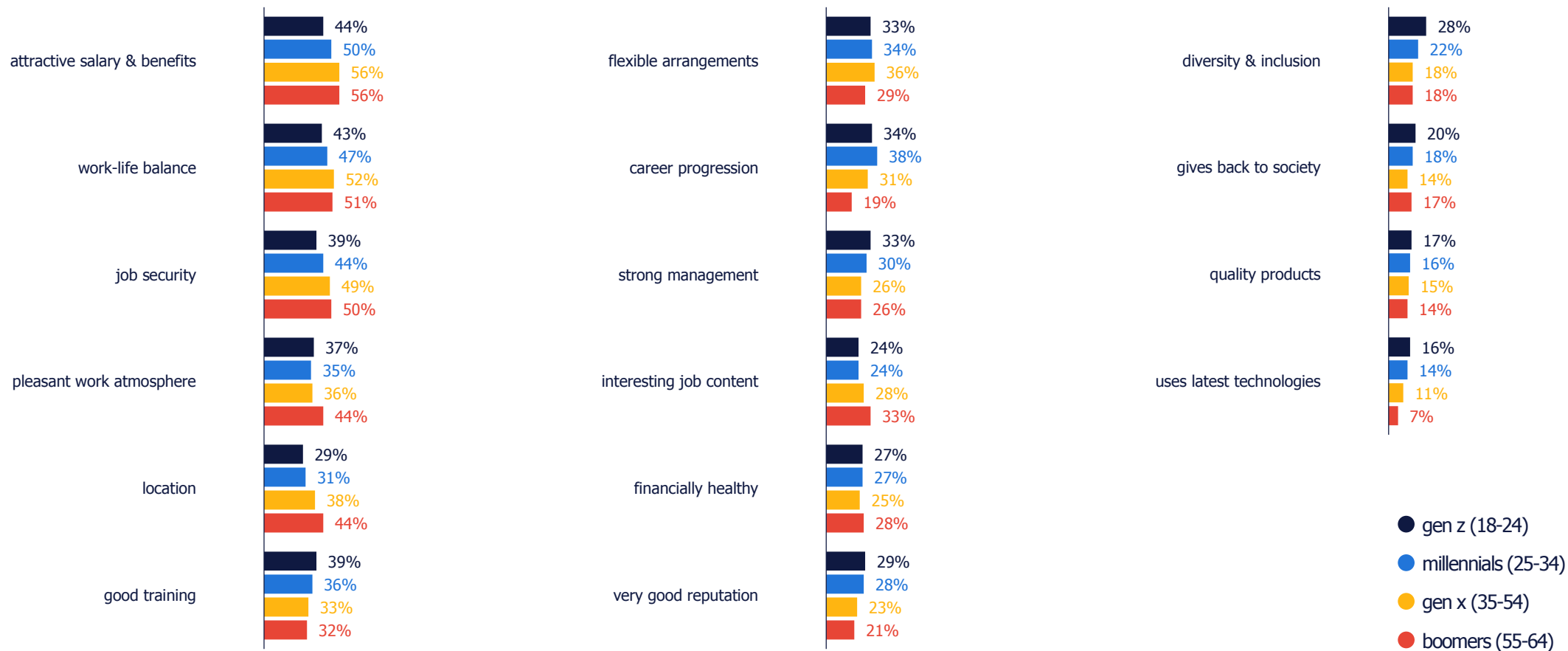
EVP driver importance by gender.



EVP driver importance by education.



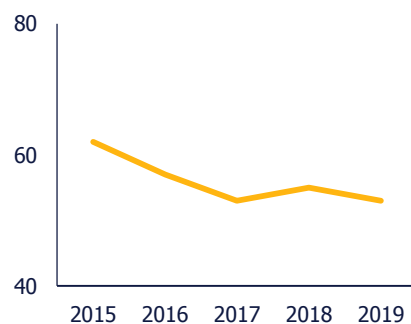
EVP driver importance by age.



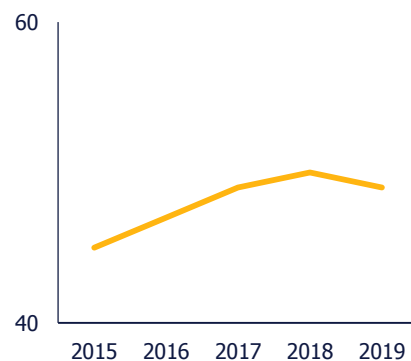
EVP driver importance trends, total.

1/2

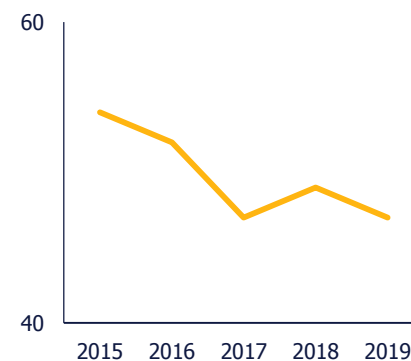
attractive salary & benefits



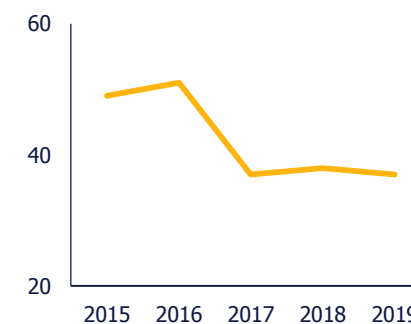
work-life balance



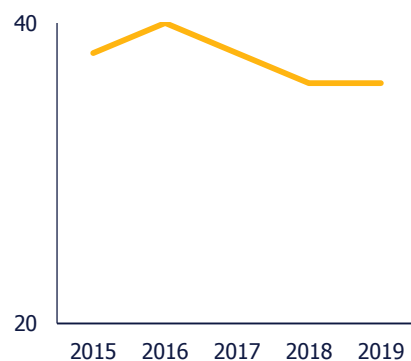
job security



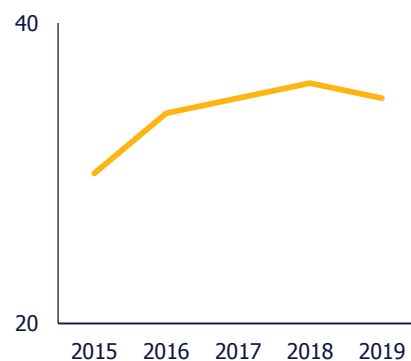
pleasant work atmosphere



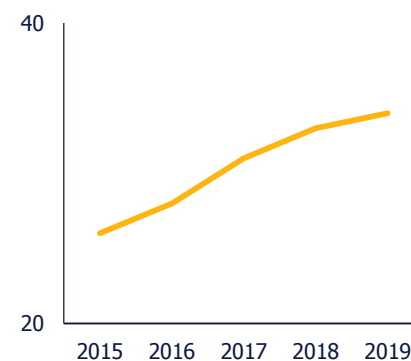
location



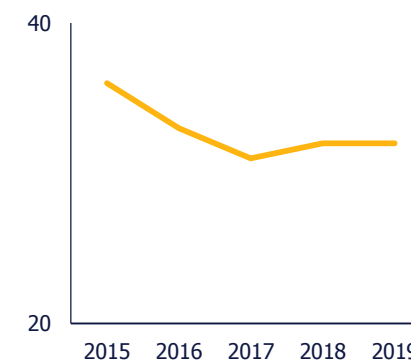
good training



flexible arrangements



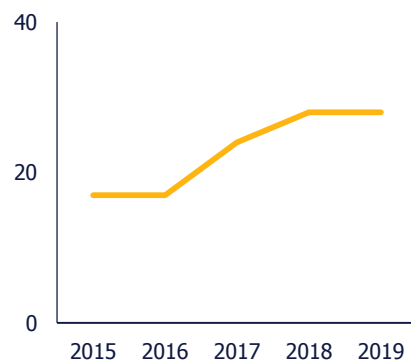
career progression



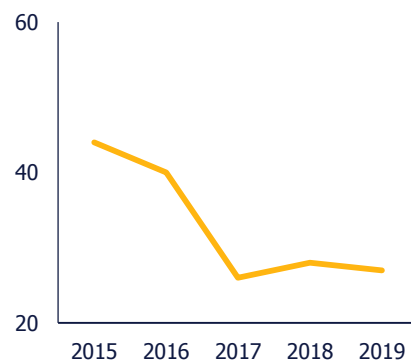
EVP driver importance trends, total.

2/2

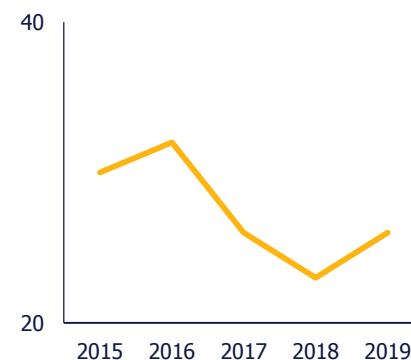
strong management



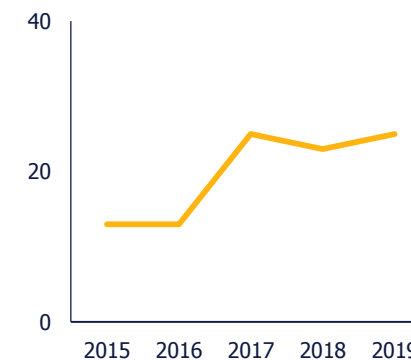
interesting job content*



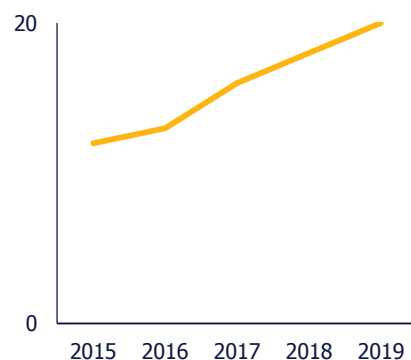
financially healthy



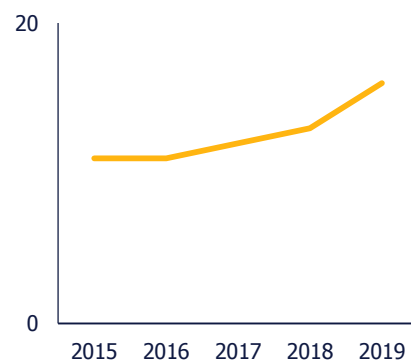
very good reputation**



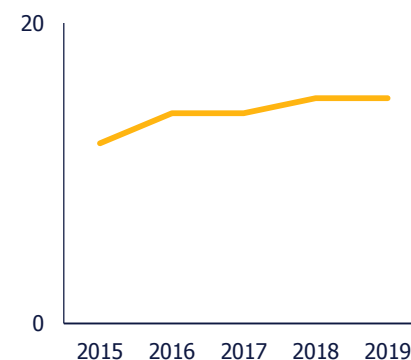
diversity & inclusion



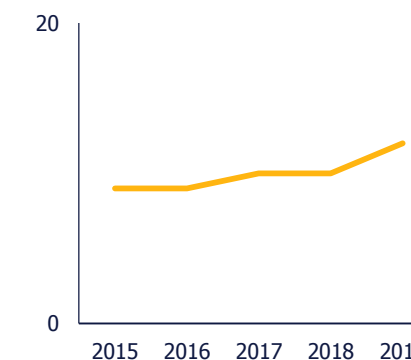
gives back to society



quality products



uses latest technologies

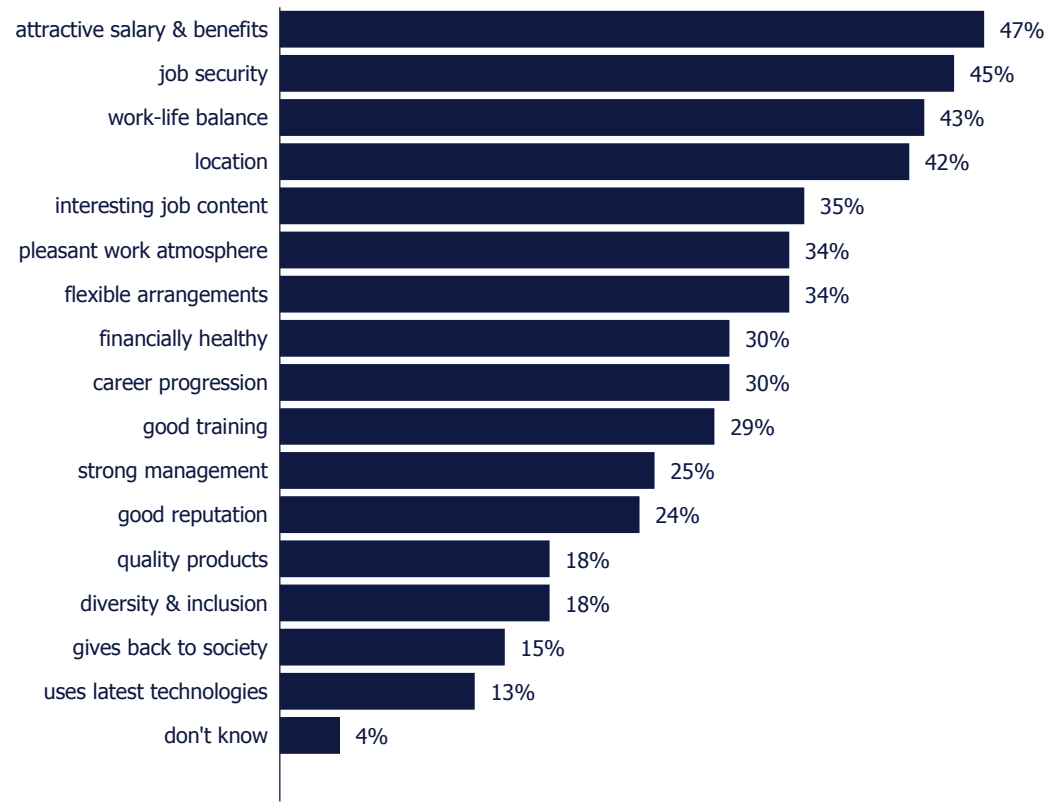


*2017: work that is stimulating and challenging
**previous to 2017: strong image/strong values

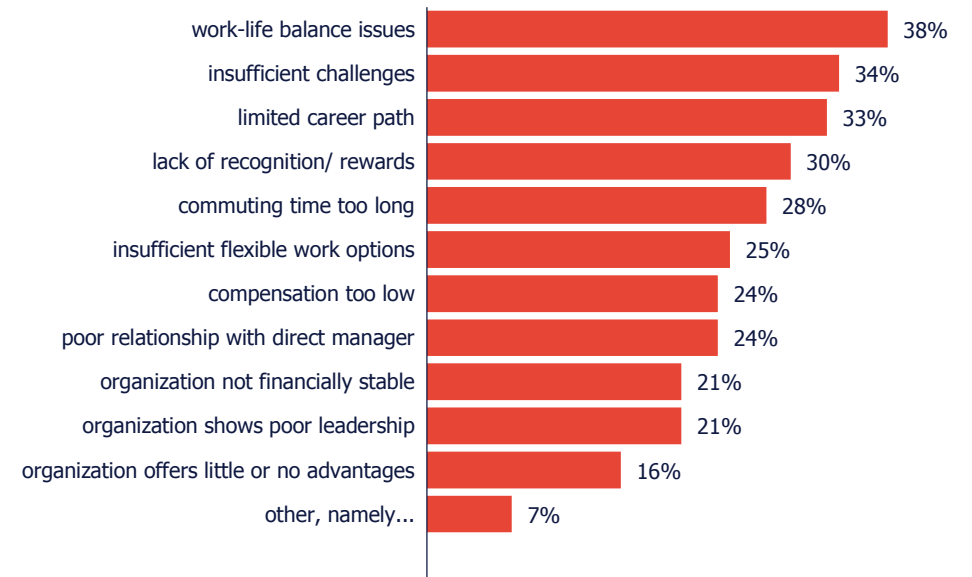


what factors do the british stay or leave for.

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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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.

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randstad

human forward.

