

employer  
brand research  
2019



country report  
france.

# contents.

- 1 introduction
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- 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

- 9,893 respondents

## fieldwork

- online interviews
- between 30 november 2018 and 28 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.

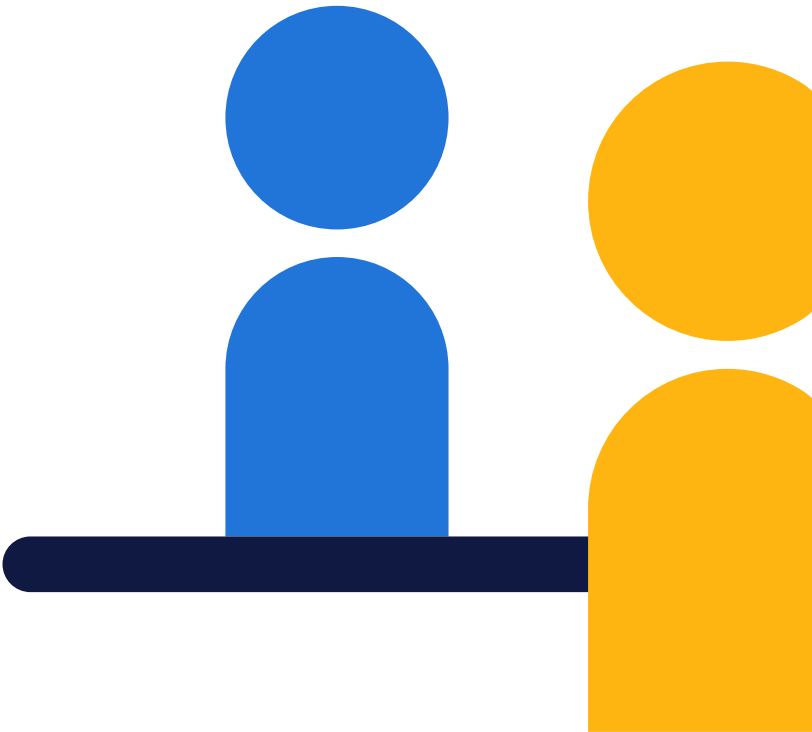
In order to make sure that the less well known brands are assessed by a sufficient number of respondents, we make use of a smart sampling method.

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.





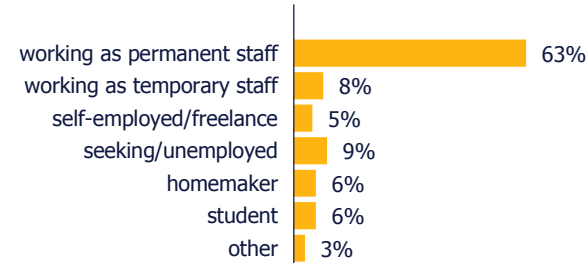
# sample composition in france

## socio-demographics, employment situation, region.

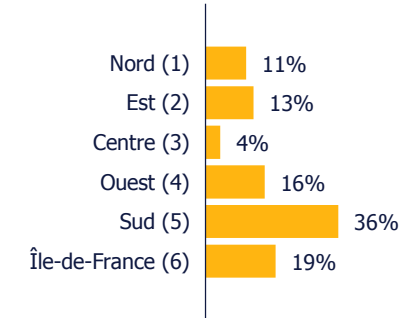
### gender



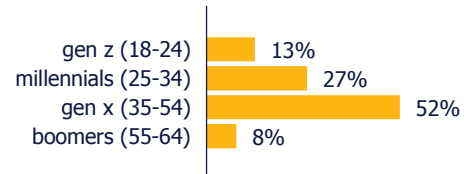
### situation



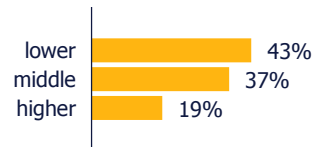
### region



### age



### education



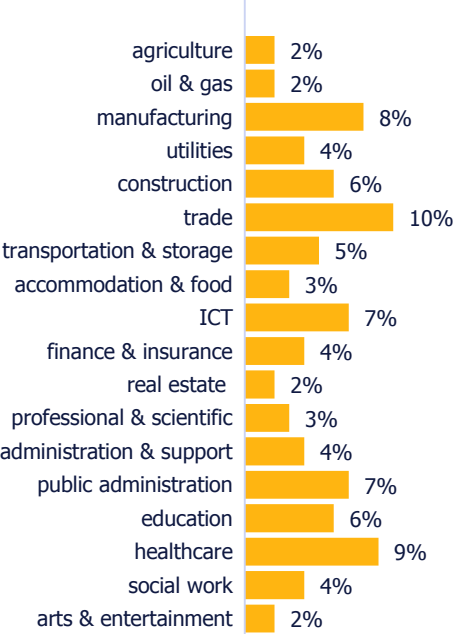
1. Centre-Val de Loire, Île-de-France, Occitanie
2. Auvergne-Rhône-Alpes, Nouvelle-Aquitaine
3. Bretagne, Corse, Hauts-de-France
4. Grand Est
5. Bourgogne-Franche-Comté, Normandie, Provence-Alpes-Côte d'Azur
6. Pays de la Loire

total sample: 9,893  
fieldwork: 30 november 2018 and 28 january 2019

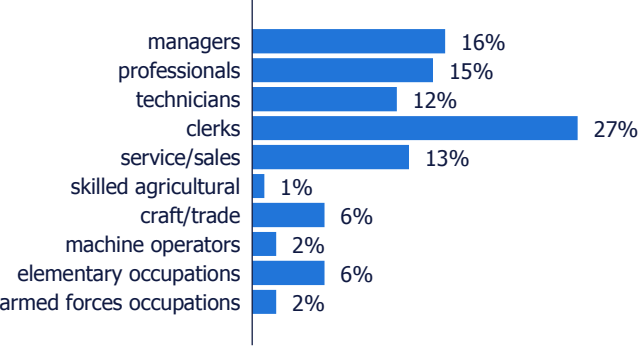


# sample composition in france

sector



function

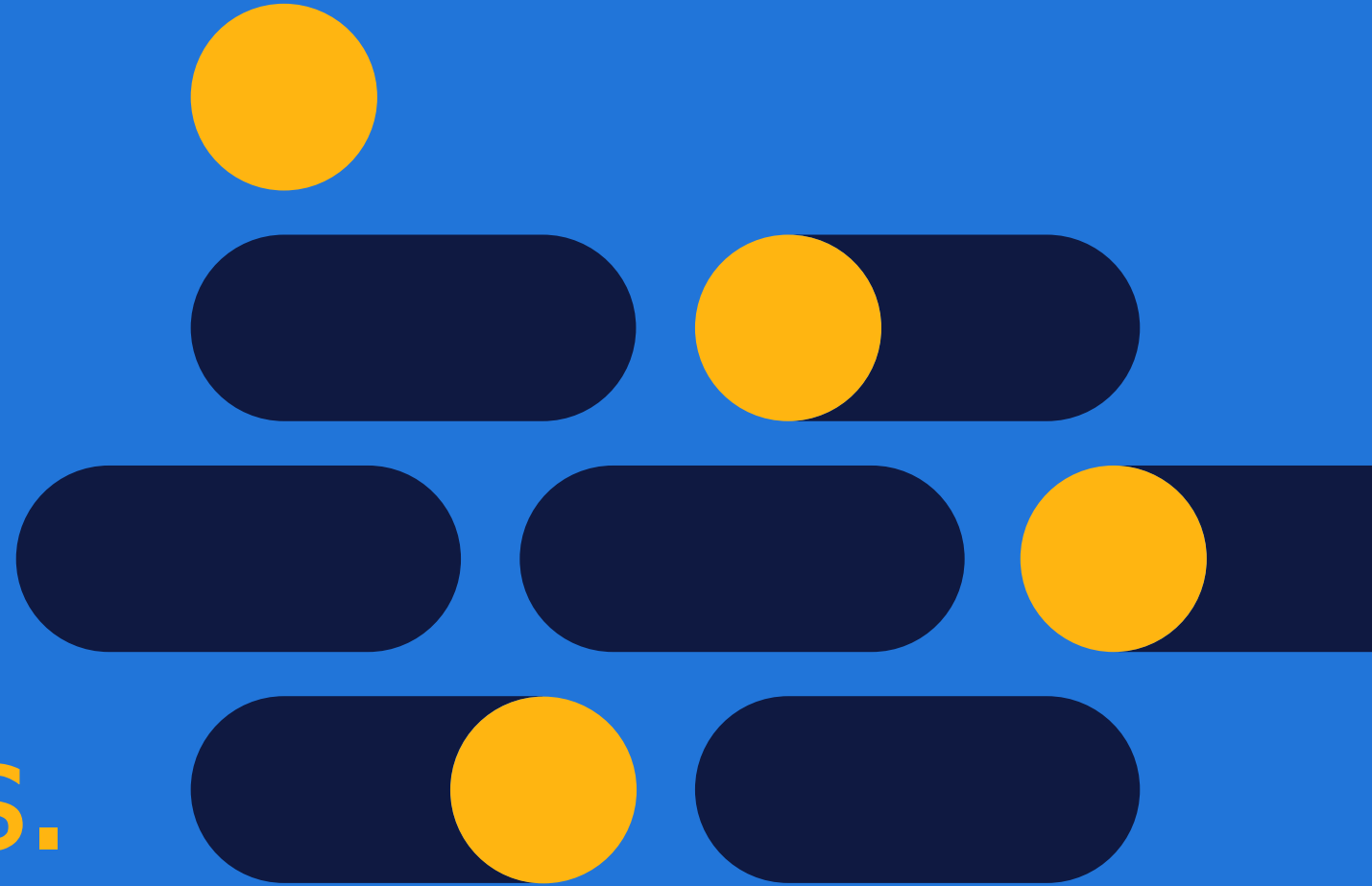


base: currently employed (n=7,478)



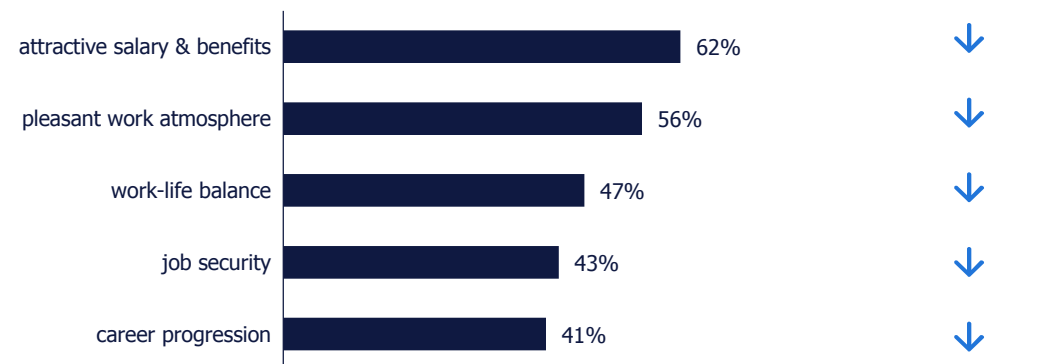
country

EVP drivers.

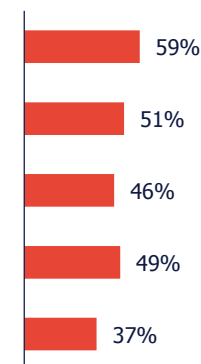


# what potential employees want when choosing an employer.

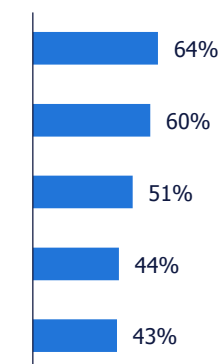
## most important criteria



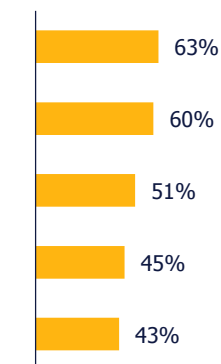
## europe



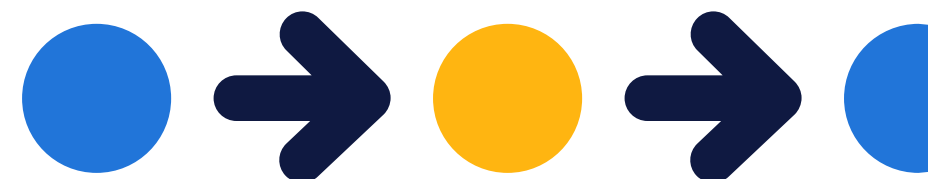
## 2018



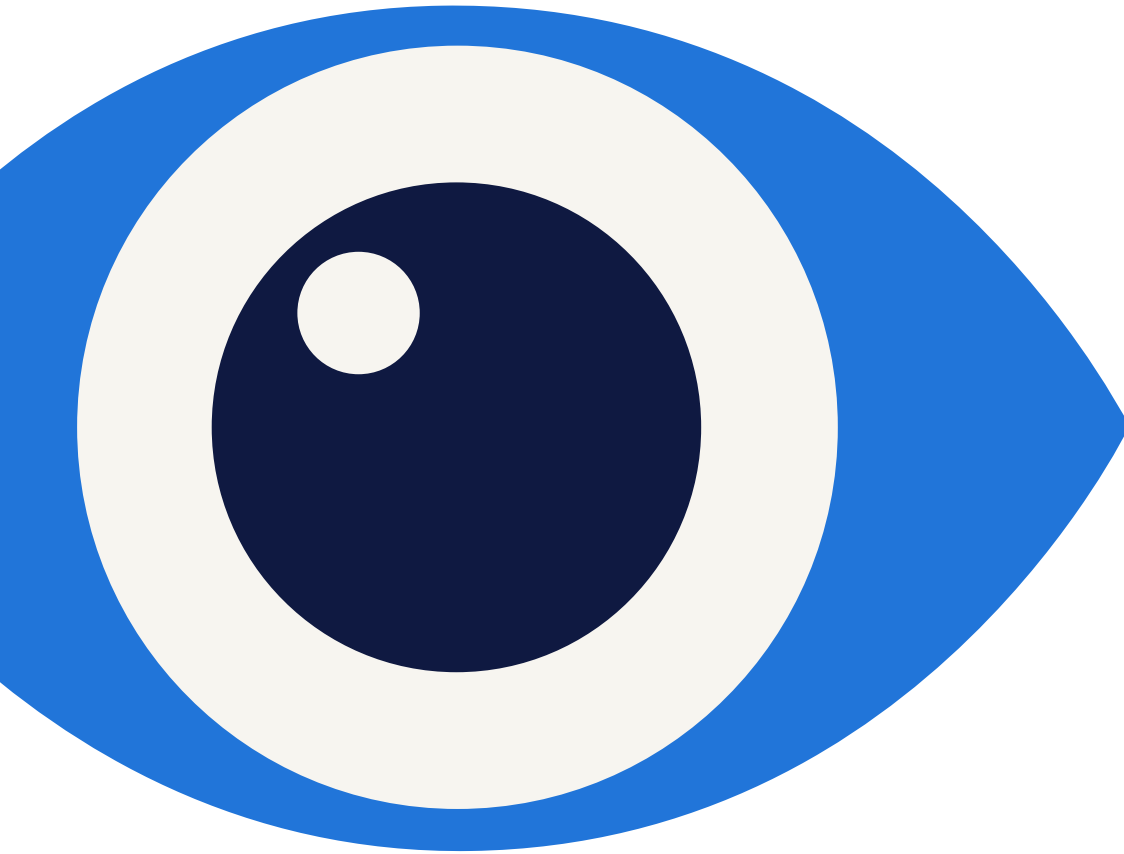
## 2017



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



# perception of employer offer in france and the region.



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

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## employers in france are perceived to offer.

- 1 financially healthy
  - 2 uses latest technologies
  - 3 job security
  - 4 very good reputation
  - 5 career progression
  - 6 interesting job content
  - 7 attractive salary & benefits
  - 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 france.

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 pleasant work atmosphere
- 3 work-life balance



# what do potential employees want by generational profile.

gen z (18-24)

## 26%

of the gen z's are looking for employers who give back to society. This is higher when compared to older workforce.

gen x (35-54)

## 58%

of the gen x seek a pleasant work atmosphere. Among millennials, this factor is less important.

millennials (25-34)

## 43%

of the millennials seek career opportunities. Gen z is less interested in this offering from their employer.

boomers (55-64)

## 71%

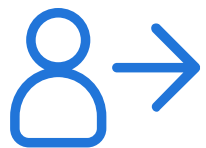
of the boomers x's find attractive salary & benefits a very important pull factor towards an employer. This is less when compared to the younger generations.



[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.



12%

of today's workforce  
works part-time.



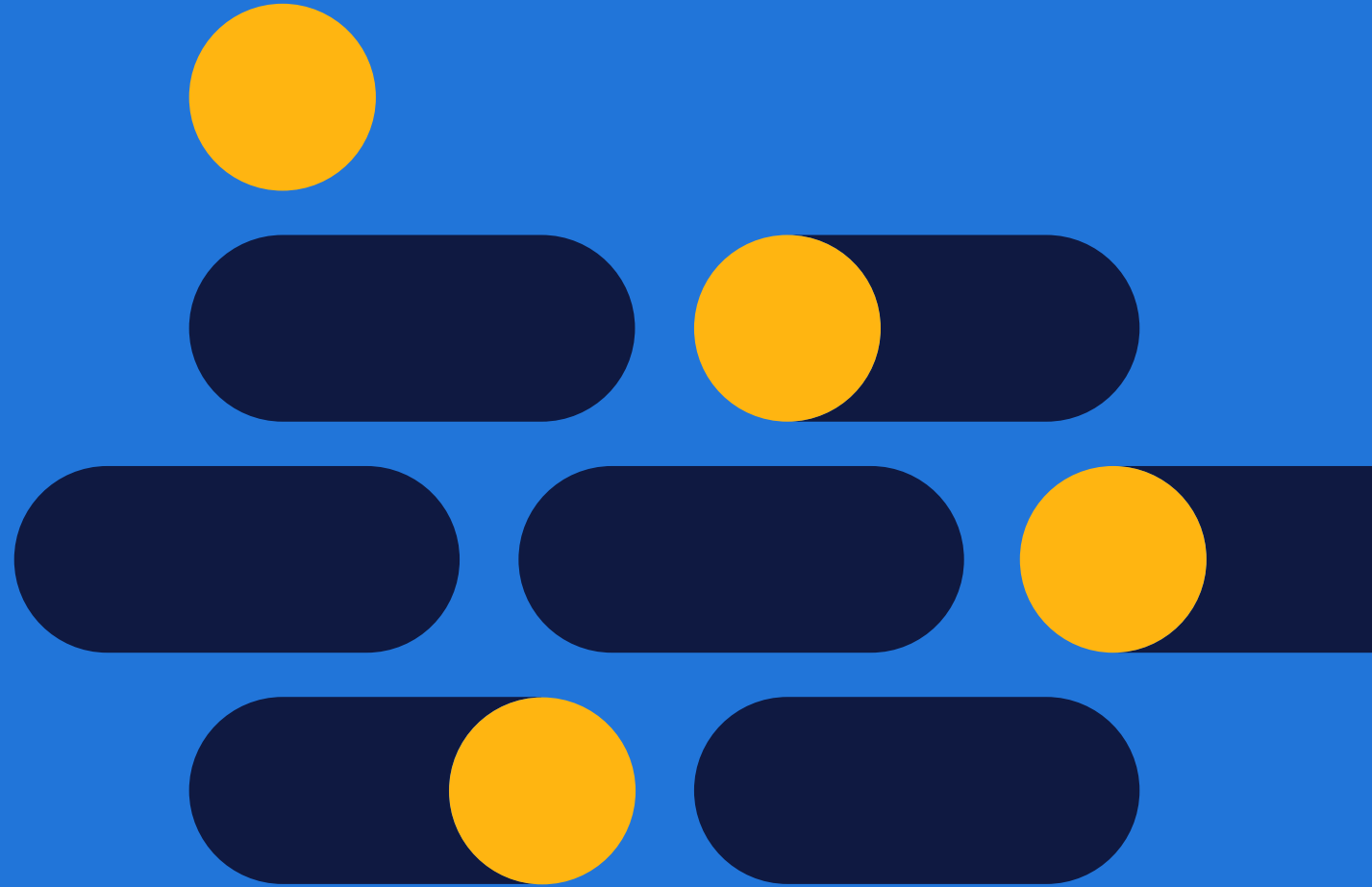
## most important attributes





# switchers and stayers

in focus.



# changing employer france vs europe.

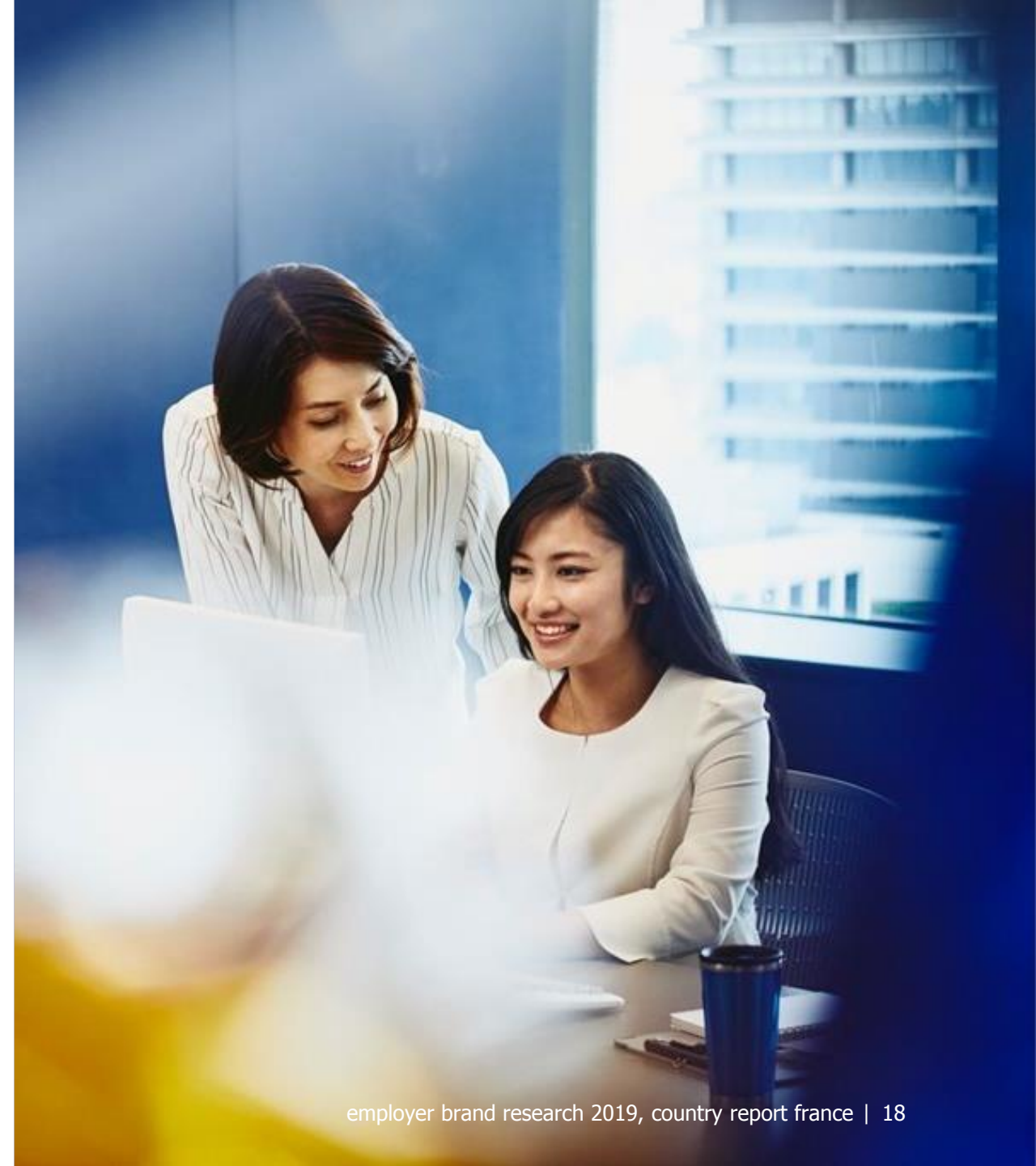
**switchers:** changed employer in the past year.



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

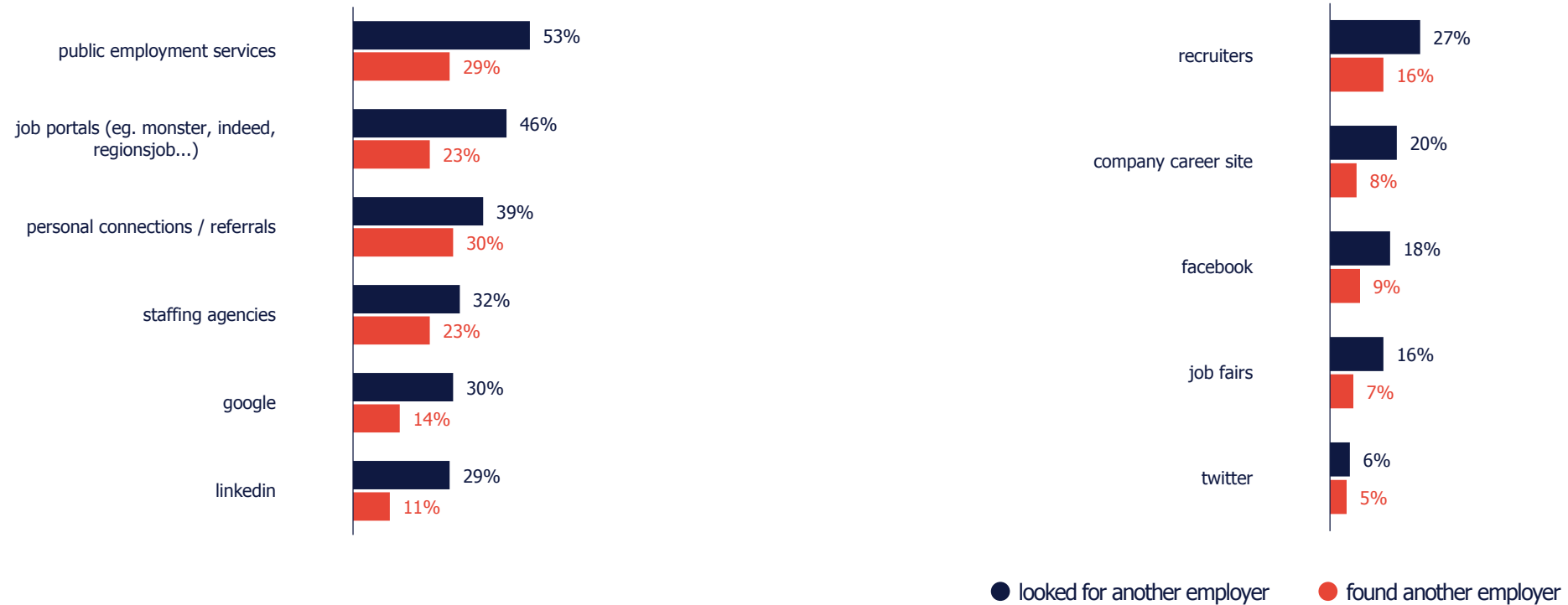


**intenders:** plan to change employer within the next year.

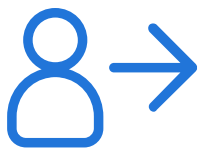


# how do the french workers look for and find employers.

## channels used to look for and find employers



# most important attributes switchers vs stayers.



**18%** (17%)\*

switchers: changed  
employer in  
the past year.



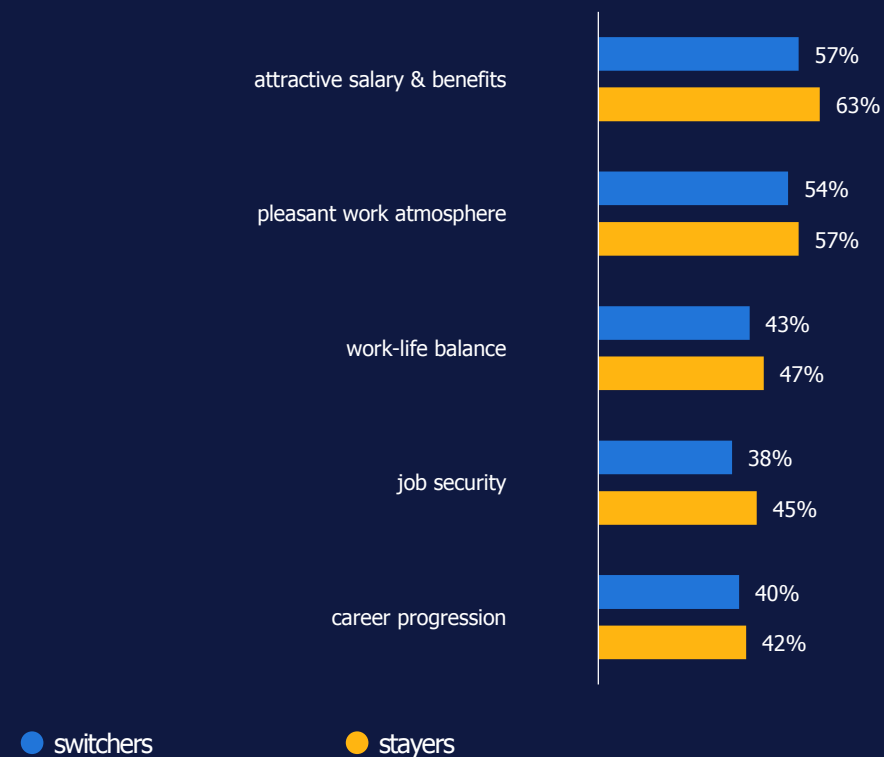
**82%** (83%)\*

stayers: stayed with their  
employer in the past year.

\*in 2018



## most important attributes



# most important attributes intenders.



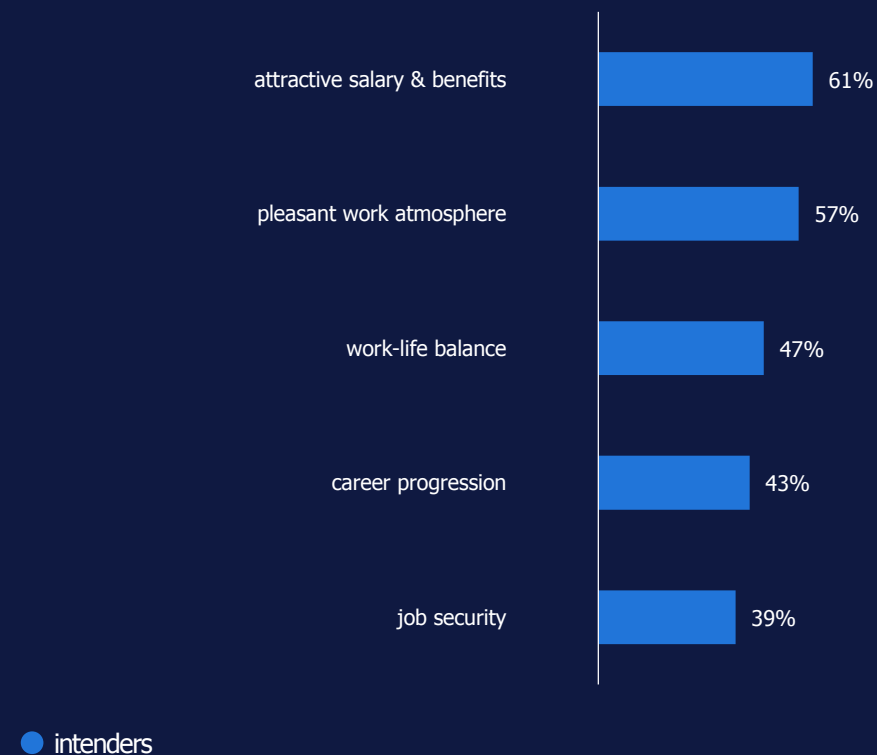
26% (24%)\*

intenders: plan to  
change employer  
within the next year.

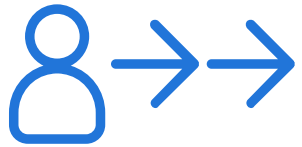
\*in 2018



## most important attributes



# channels to look for employers intenders.



**57%** (56%)\*

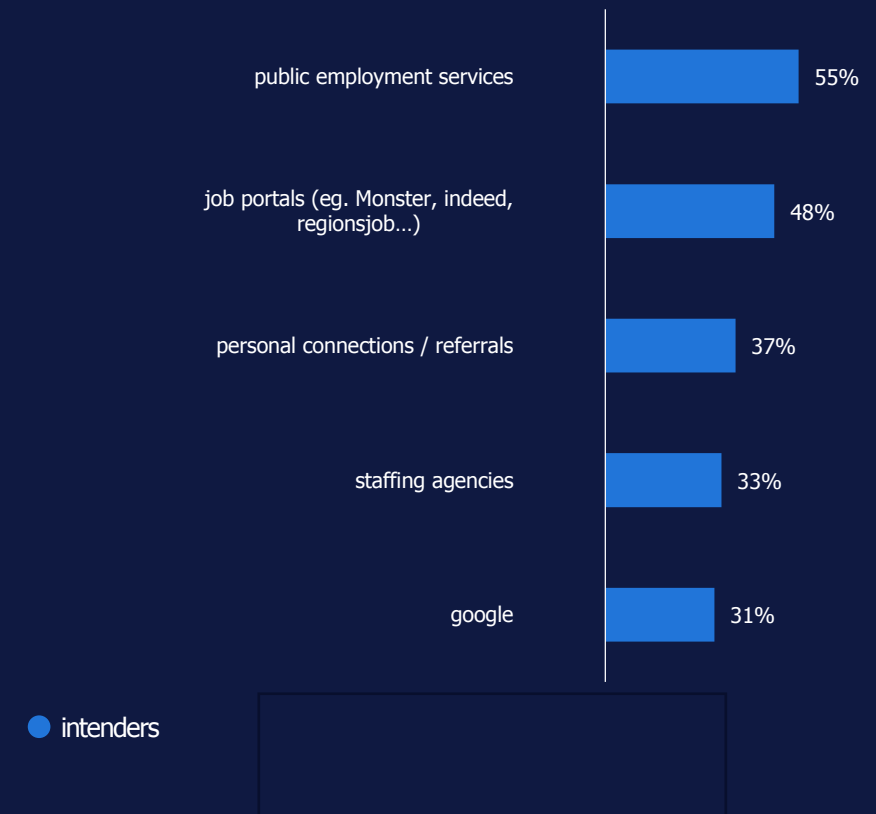
of last year's switchers\*\*  
intend to switch again  
next year.

\*\*n=1.827 switched last year

\*in 2018



## channels to look for employers

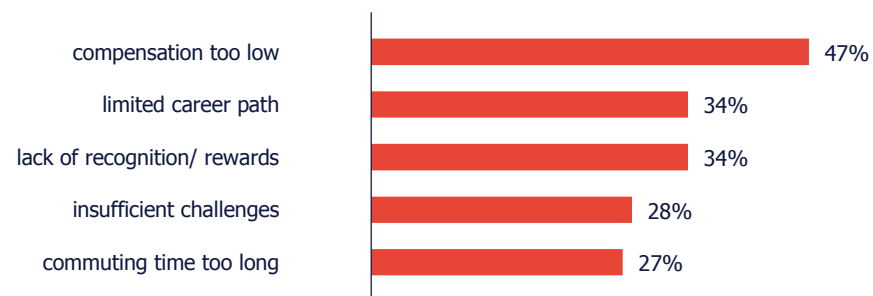


# why do french stay or leave.

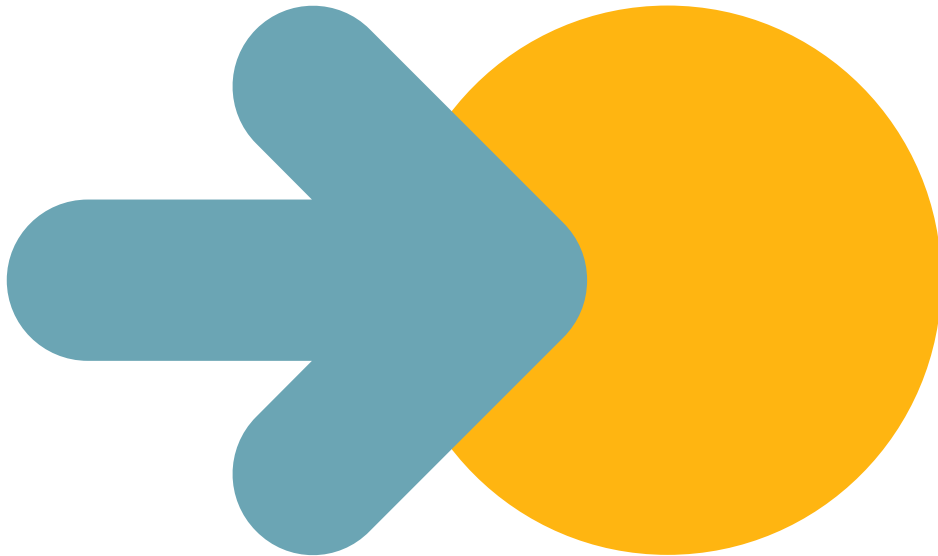
## main reasons to stay



## main reasons to leave



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



---

gen z (18-24)

37%

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

---

gen x (35-54)

43%

of the gen x's stay with their employer because they are conveniently located. Among other generations, this factor is deemed less important.

---

millennials (25-34)

36%

of the millennials stay if their job has interesting content. Other generations are less interested in this offering from their employer.

---

boomers (55-64)

51%

of the boomers are more likely to stay with their employer for attractive salary & benefits. This is less so among the other cohorts.

---

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



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

---

gen z (18-24)

37%

of the gen z's are leaving their employer if their career path is limited.

---

gen x (35-54)

36%

of the gen x's leave their because the lack of recognition and rewards from their employer. Among other generations, this factor is deemed less important.

---

millennials (25-34)

29%

of the millennials leave if their work-life balance is not good enough. Older generations consider this less of a push factor.

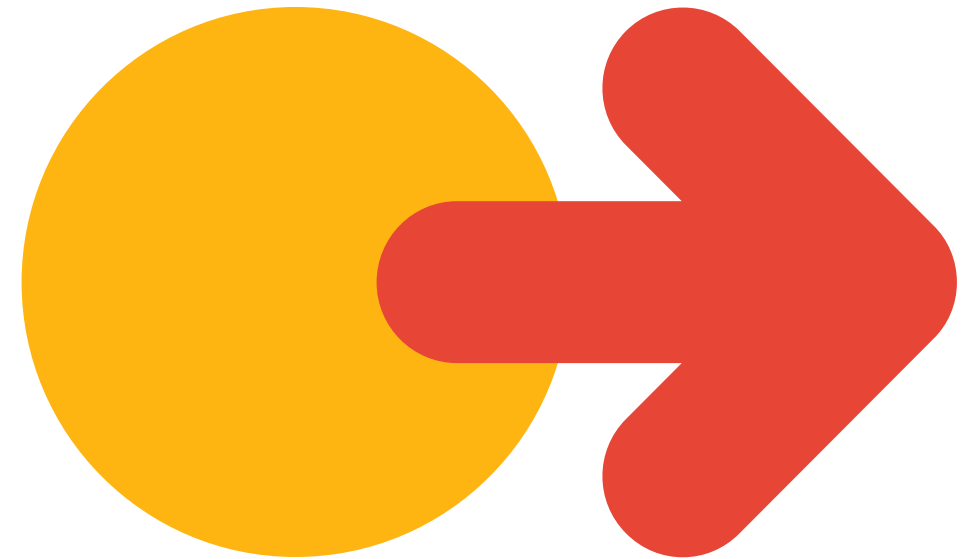
---

boomers (55-64)

49%

of the boomers are leaving their employer because their compensation is too low. This higher than among gen z.

---

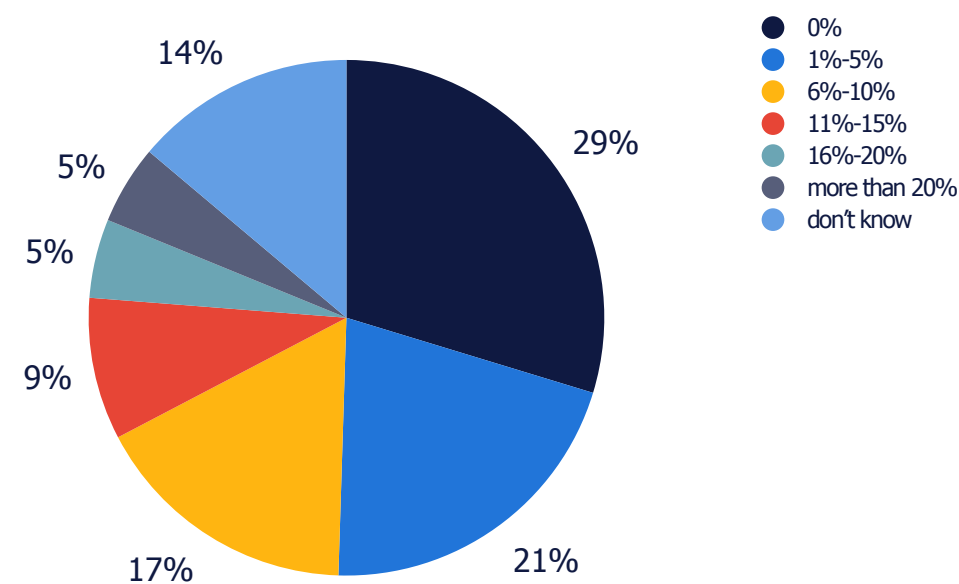


[click here](#) for a breakdown of all results.



# willingness to forfeit salary for more work security.

amount of salary employees are willing to forfeit



france

19%

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

europe

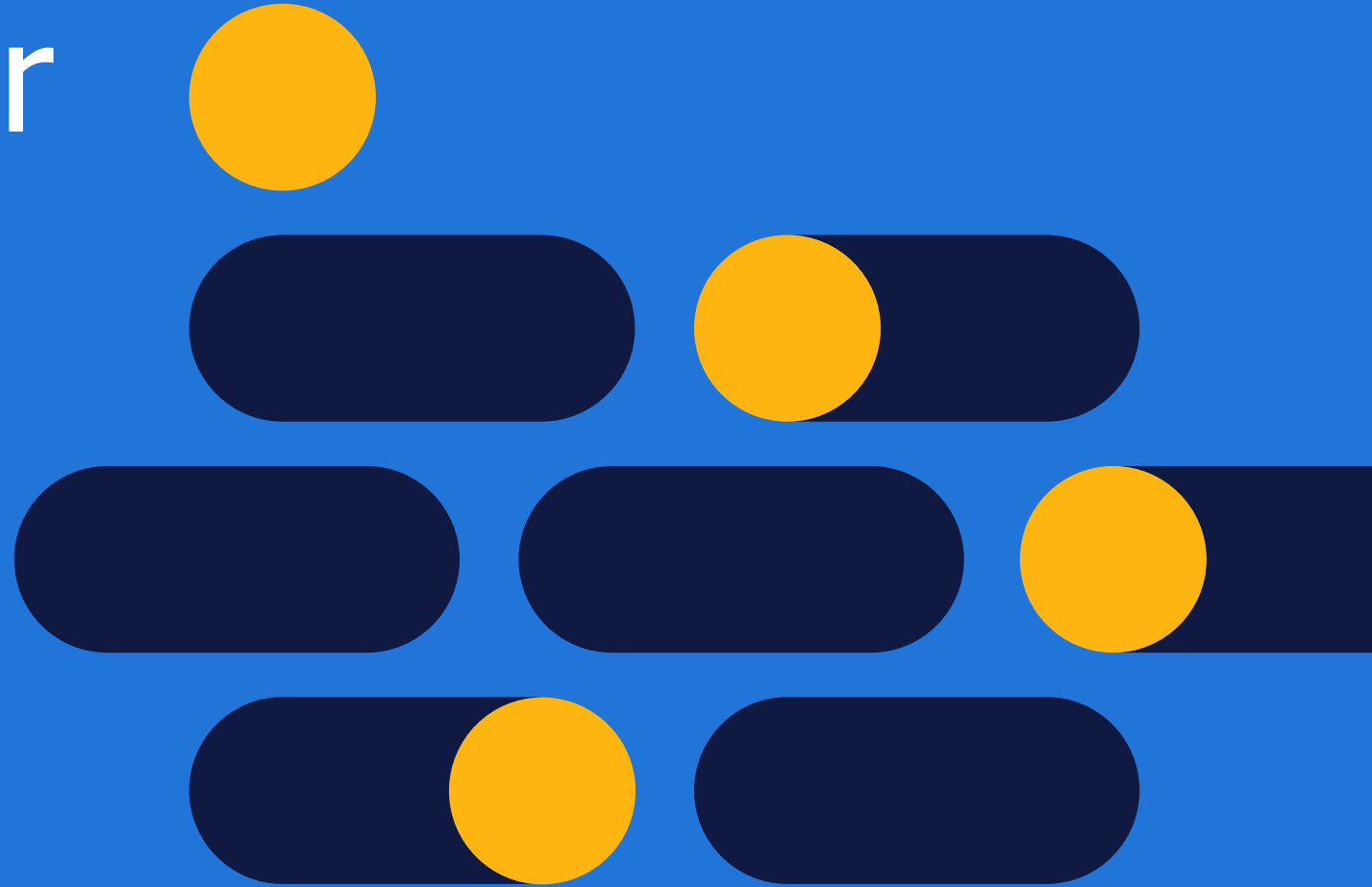
16%

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



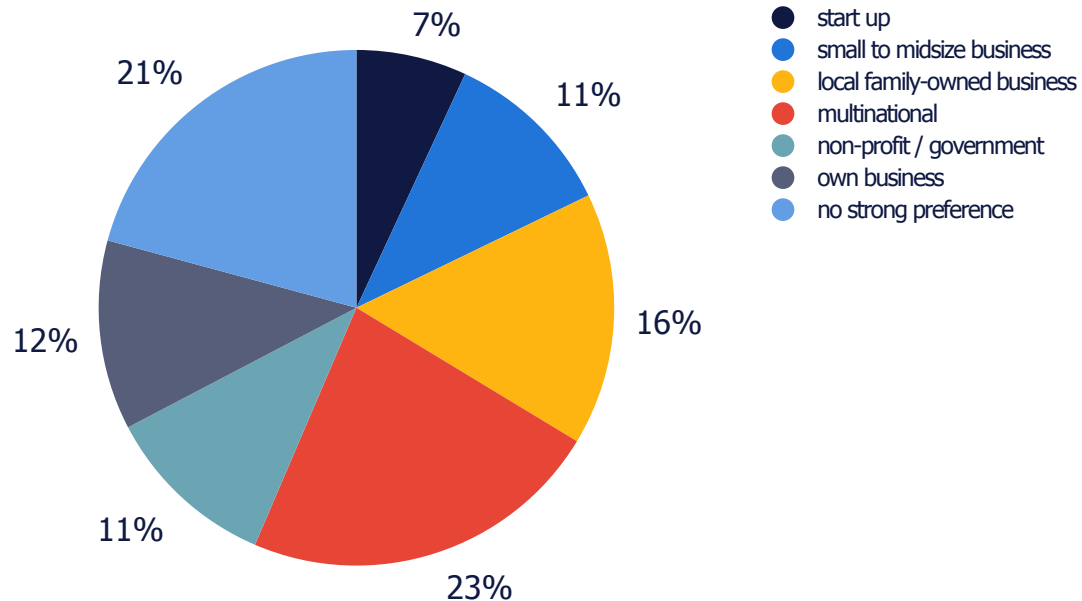
ideal employer

in focus.



# 23% of the french prefer to work for large (multinational) corporation.

preferred company type



gen z (18-24)

16%

would rather have their own business. This is higher than among other generations

gen x (35-54)

24%

would prefer to work for a large (multinational) corporation

millennials (25-34)

26%

would prefer to work for a large (multinational) corporation

boomers (55-64)

25%

have no strong preference

# company type preference

## reasons why.

---

### start up (7%)

interesting job content

pleasant work atmosphere

career progression

---

### multinational (23%)

financial health

job security

interesting job content

---

---

### small to midsize (11%)

pleasant work atmosphere

interesting job content

work-life balance

---

### non-profit (11%)

job security

interesting job content

work-life balance

---

---

### local family-owned (16%)

pleasant work atmosphere

work-life balance

interesting job content

---

### own business (12%)

pleasant work atmosphere

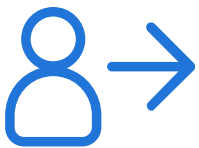
work-life balance

interesting job content

---



# company type preference switchers vs stayers.



14%

of the switchers prefer to work for a small to midsize business.

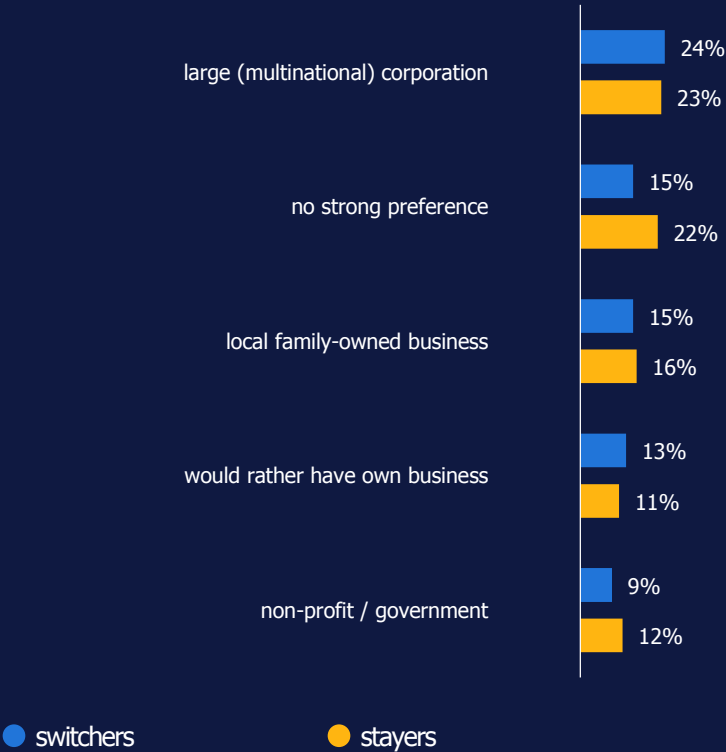


22%

of the stayers have no strong preference.

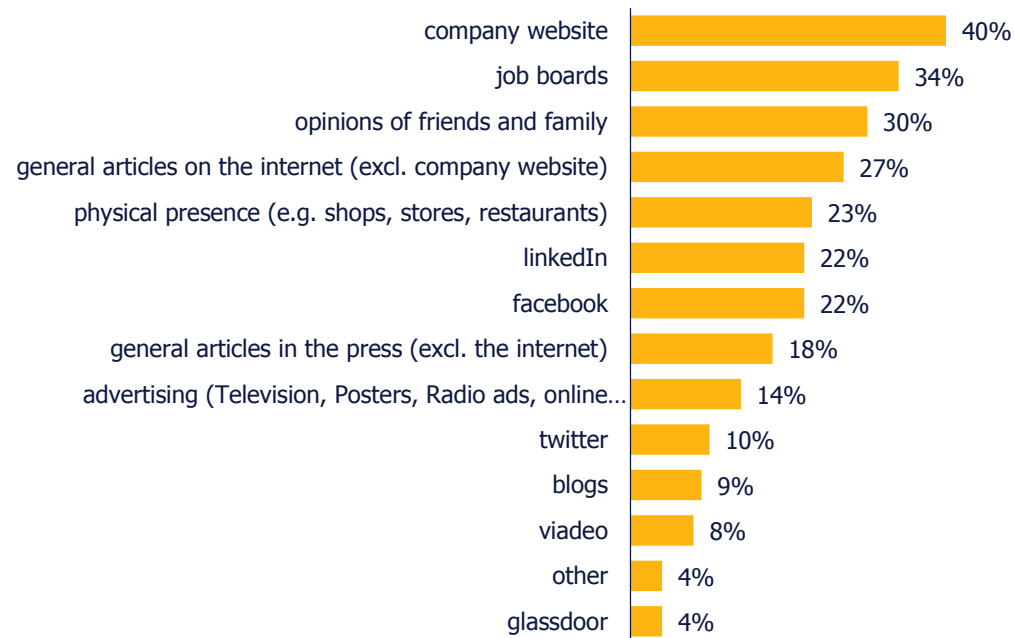


## company type preference



# 81% of the french check potential employer's reputation.

## channels for reputation check



## most often used

gen z (18-24)

33%

physical presence

gen x (35-54)

38%

job boards

millennials (25-34)

23%

don't check employers'  
reputation

boomers (55-64)

26%

general articles in the press /  
don't check employers'  
reputation

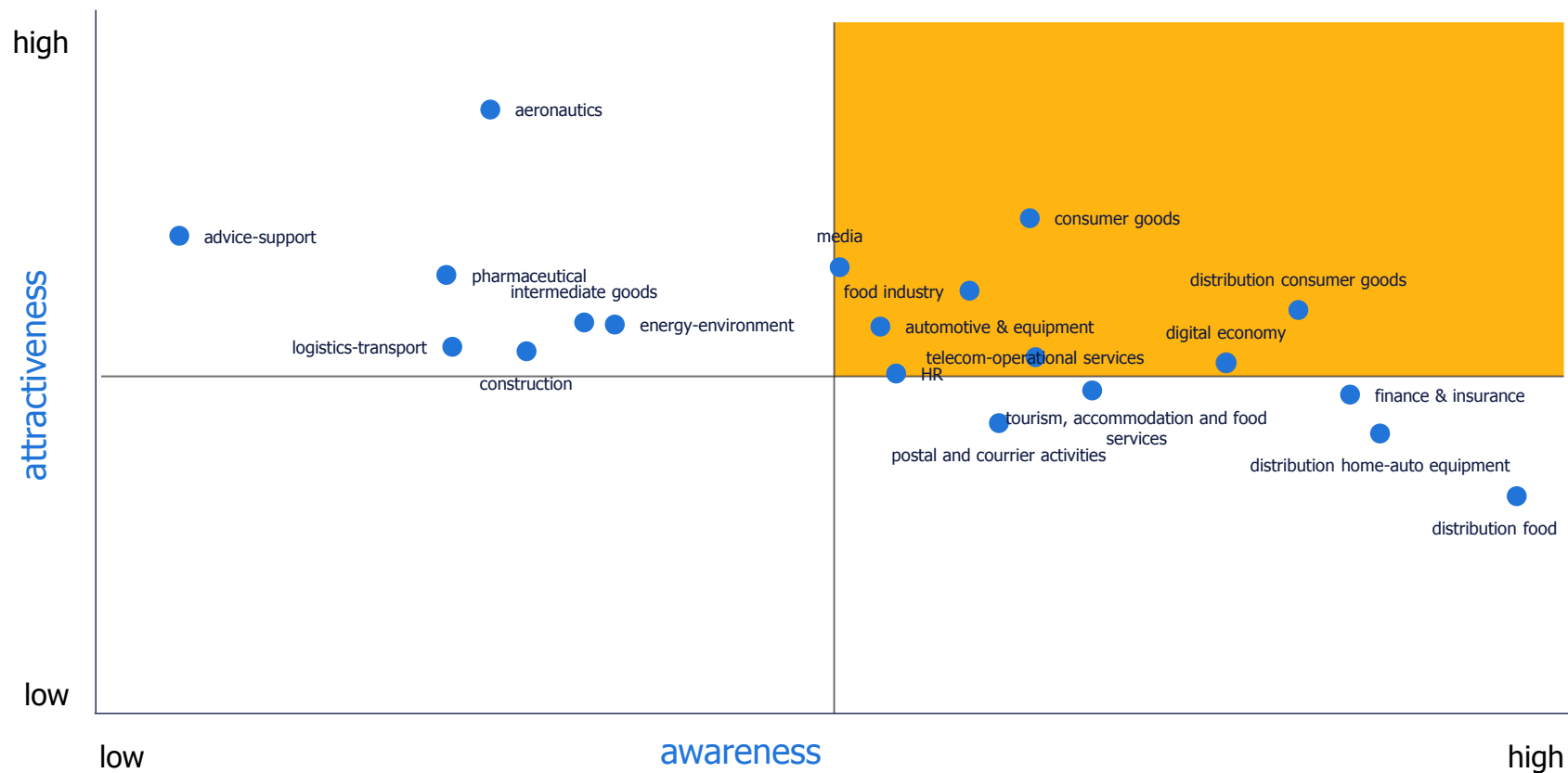
sector



insights.



# top performing sectors in france 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.

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

1/2

sector	top 3 EVP drivers		
	1	2	3
01 aeronautics	uses latest technologies	financially healthy	attractive salary & benefits
02 consumer goods	financially healthy	uses latest technologies	very good reputation
03 advice-support	uses latest technologies	financially healthy	interesting job content
04 media	uses latest technologies	financially healthy	interesting job content
05 pharmaceutical	financially healthy	uses latest technologies	job security
06 food industry	financially healthy	job security	career progression
07 distribution consumer goods	financially healthy	very good reputation	uses latest technologies
08 intermediate goods	uses latest technologies	financially healthy	career progression
09 energy – environment	financially healthy	uses latest technologies	job security
10 automotive & equipment	uses latest technologies	financially healthy	very good reputation

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

2/2

	top 3 EVP drivers		
sector	1	2	3
11 logistics-transport	financially healthy	uses latest technologies	job security
12 construction	financially healthy	uses latest technologies	job security
13 telecom-operational services	uses latest technologies	financially healthy	very good reputation
14 digital economy	financially healthy	uses latest technologies	very good reputation
15 HR	financially healthy	uses latest technologies	very good reputation
16 tourism, accommodation and food	financially healthy	very good reputation	uses latest technologies
17 finance & insurance	financially healthy	job security	career progression
18 postal and courier activities	financially healthy	uses latest technologies	job security
19 distribution home-auto equipment	financially healthy	very good reputation	uses latest technologies
20 distribution food	financially healthy	very good reputation	job security

top



employers.

# top employers in france.

## top 10 employers 2019

---

- 01 Naval Group
  - 02 Louis Vuitton Moët Hennessy (LVMH)
  - 03 Chanel
  - 04 Biomérieux
  - 05 Airbus
  - 06 Compagnie des Alpes (Parc Astérix, Walibi, Musée Grévin...)
  - 07 Groupe France Télévisions
  - 08 Dassault Aviation
  - 09 Merck KGaA
  - 10 Fnac
- 

## top 10 employers 2018

---

- 01 Airbus Group
  - 02 Dassault Aviation
  - 03 Biomérieux
  - 04 Louis Vuitton Moët Hennessy (LVMH)
  - 05 STMicroelectronics
  - 06 L'Oréal
  - 07 Naval Group (ex-DCNS)
  - 08 GlaxoSmithKline (GSK)
  - 09 EDF
  - 10 Décathlon
-

# france's top companies

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

	top 3 EVP drivers		
top 5 companies	1	2	3
1 Naval Group	uses latest technologies	financially healthy	interesting job content
2 Louis Vuitton Moët Hennessy (LVMH)	financially healthy	very good reputation	attractive salary & benefits
3 Chanel	financially healthy	very good reputation	attractive salary & benefits
4 Biomérieux	financially healthy	uses latest technologies	attractive salary & benefits
5 Airbus	uses latest technologies	financially healthy	attractive salary & benefits

# top employers by EVP driver.

EVP driver	1	2	3
attractive salary & benefits	Biomérieux	Dassault Aviation	Airbus
career progression	Biomérieux	Airbus	Dassault Aviation
financially healthy	Louis Vuitton Moët Hennessy (LVMH)	Chanel	L'Oréal
gives back to society	Suez Environnement	Veolia	Saul
interesting job content	Biomérieux	Merck KGaA	Naval Group
job security	SNCF	EDF	Biomérieux
pleasant work atmosphere	Compagnie des Alpes (Parc Astérix, Walibi, Musée Grévin...)	Club Med	Nexter Groupe
uses latest technologies	Dassault Aviation	Airbus	IBM
very good reputation	Chanel	Louis Vuitton Moët Hennessy (LVMH)	Richemont (Cartier, Mont Blanc...)
work-life balance	Nexter Groupe	Merck KGaA	MACIF

deep dive

appendix 1.

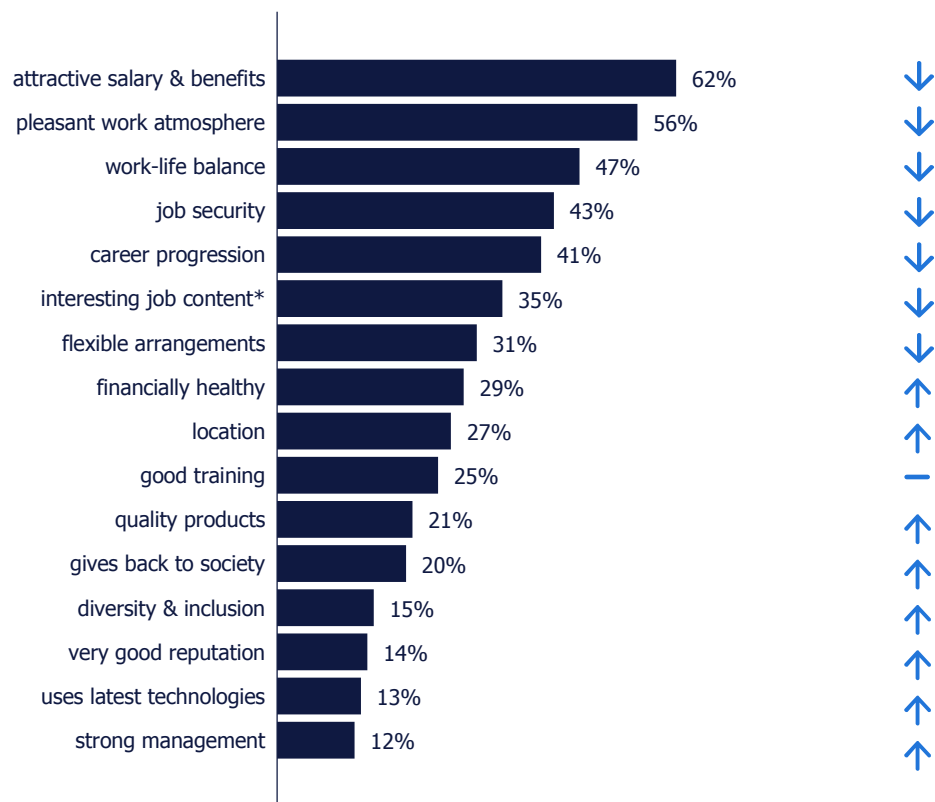




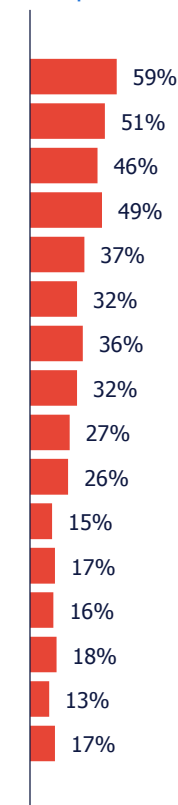
# what potential employees want

## the most important criteria when choosing an employer.

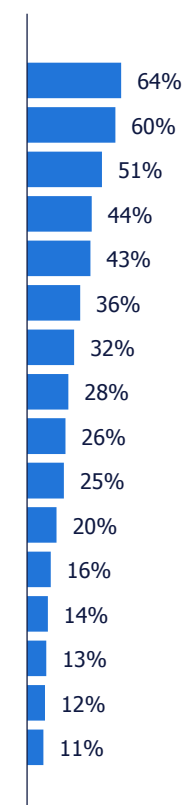
### important criteria



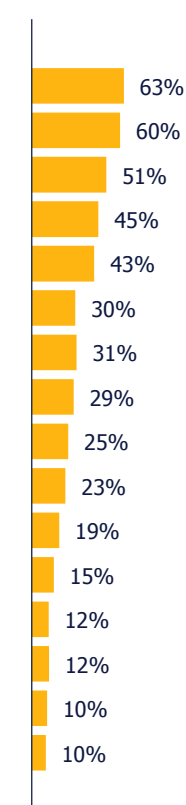
### europe



### 2018



### 2017

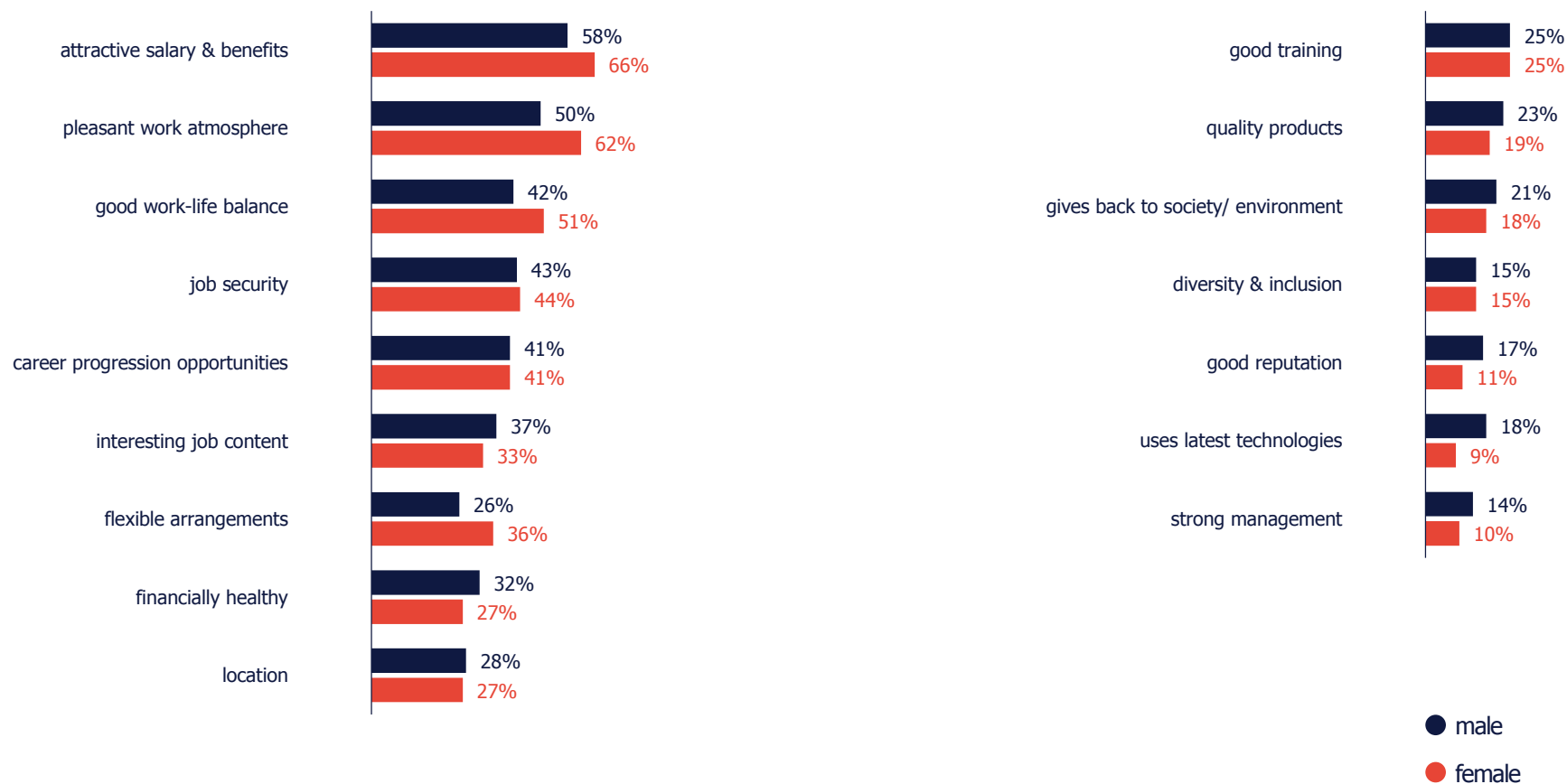


Characteristics highest rated by the labor force. Stressing these elements or improving them is critical for your EVP because they contribute most to the strength of your employer brand.

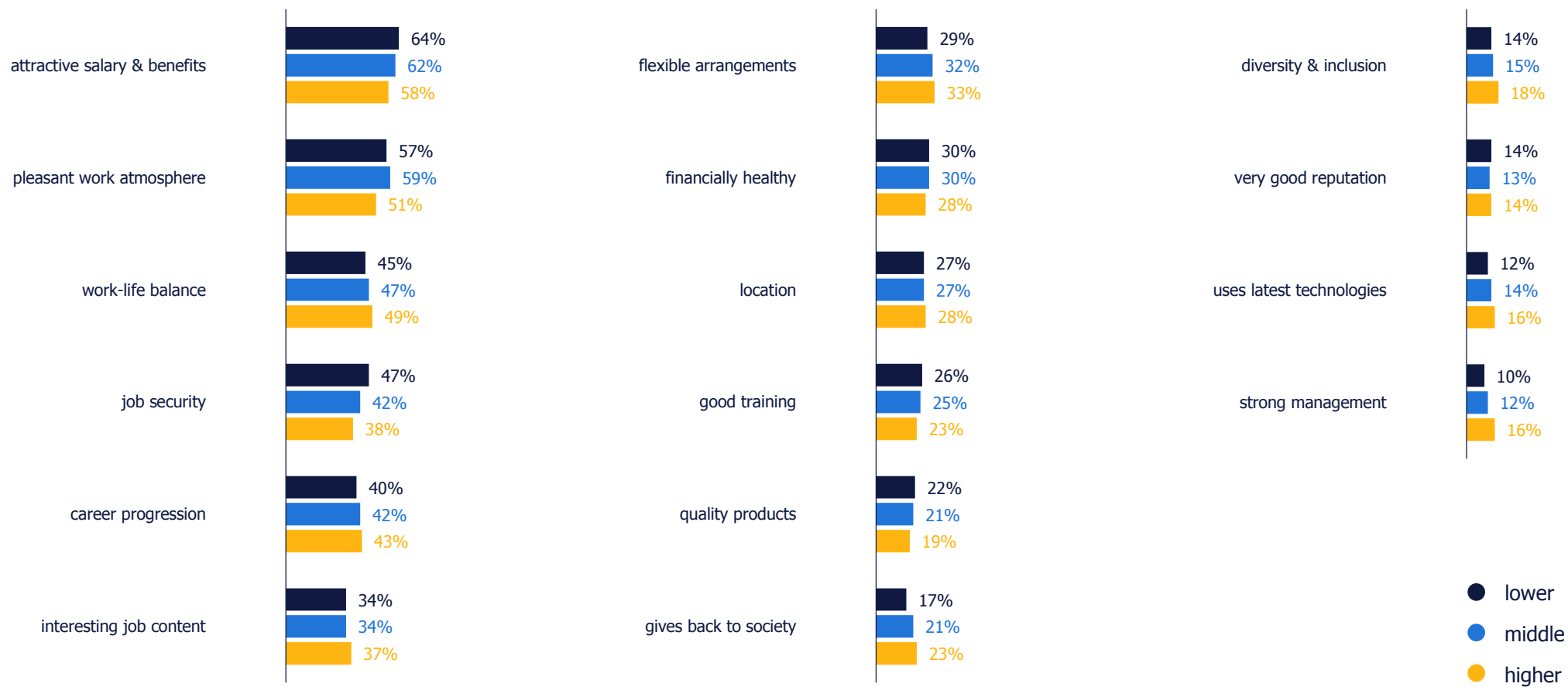
\*2017: work that is stimulating and challenging



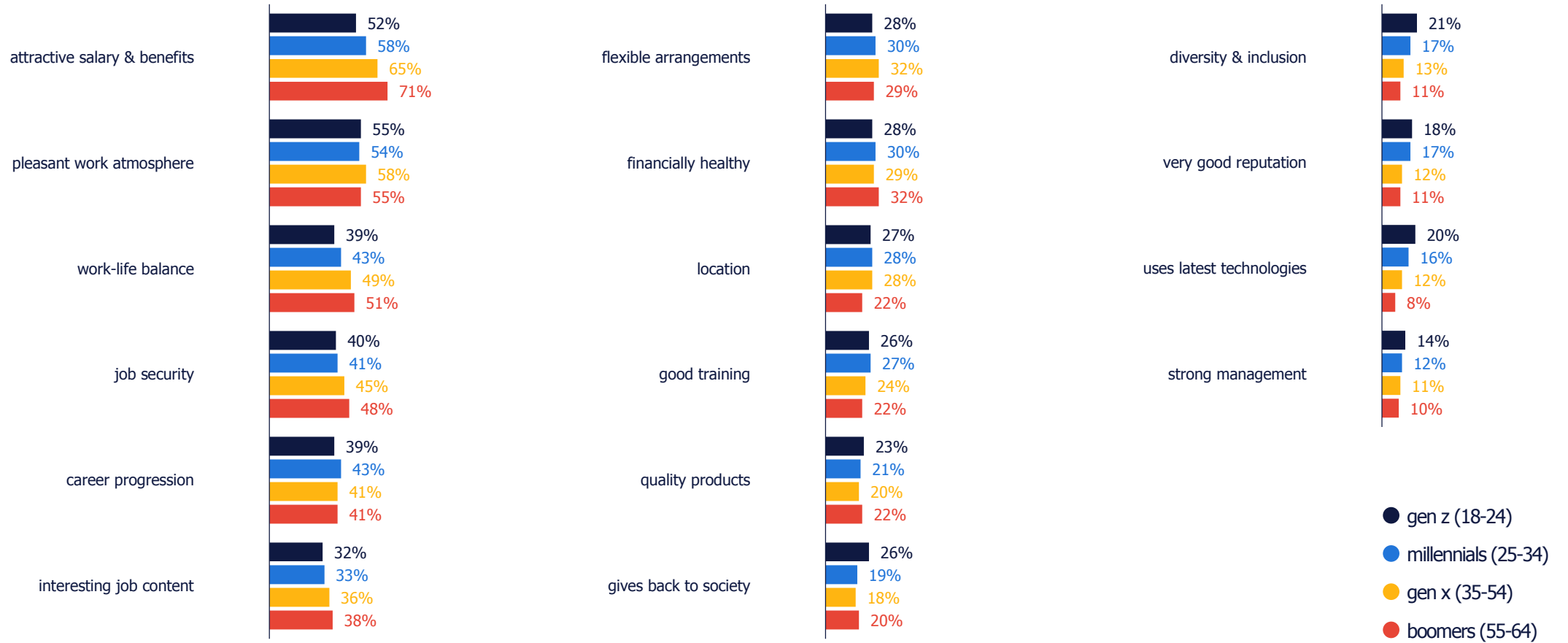
# EVP driver importance by gender.



# EVP driver importance by education.



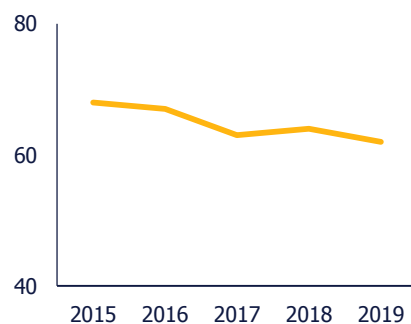
# EVP driver importance by age.



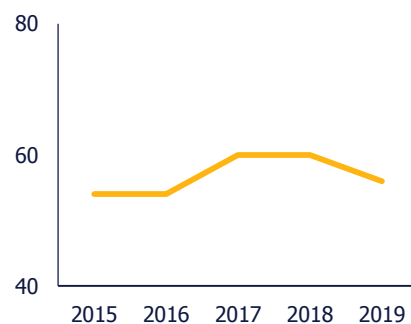
# EVP driver importance trends, total.

1/2

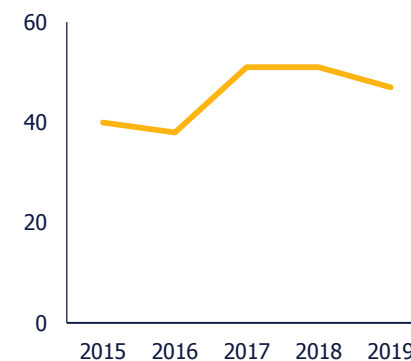
attractive salary & benefits



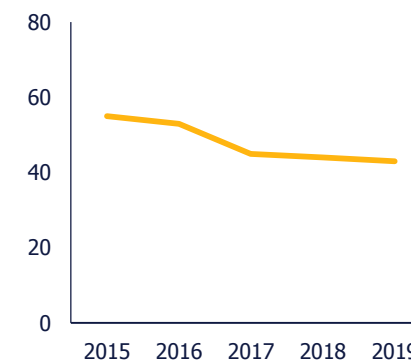
pleasant work atmosphere



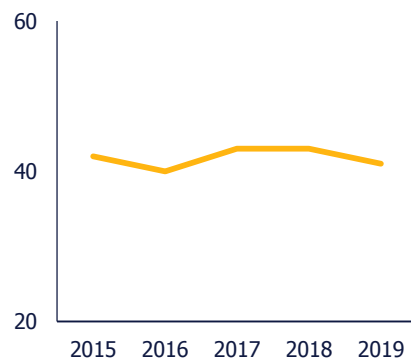
work-life balance



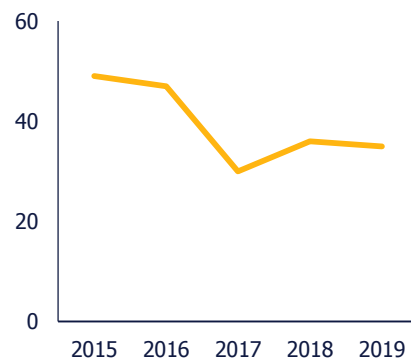
job security



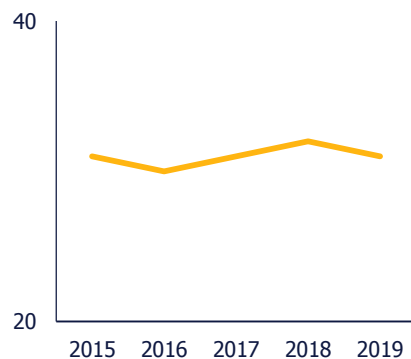
career progression



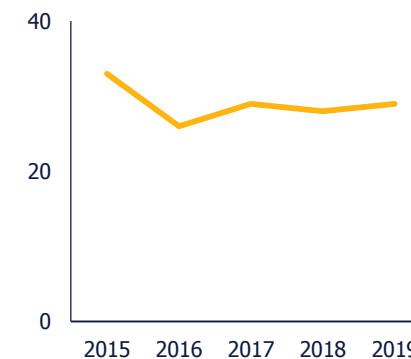
interesting job content\*



flexible arrangements



financially healthy



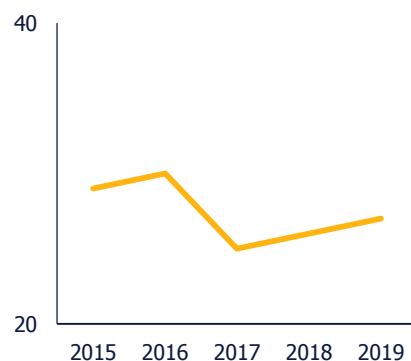
\*2017: work that is stimulating and challenging



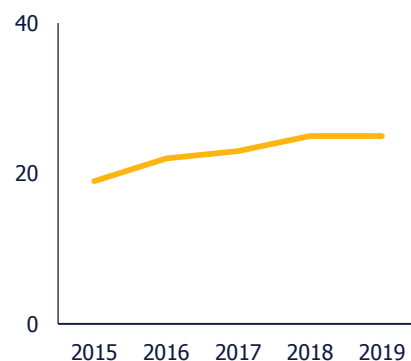
# EVP driver importance trends, total.

2/2

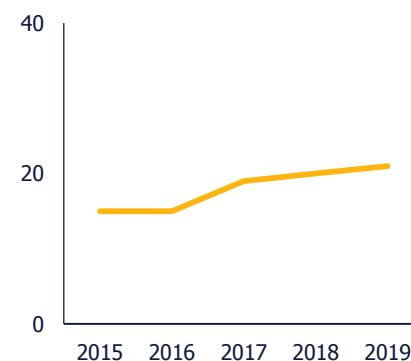
location



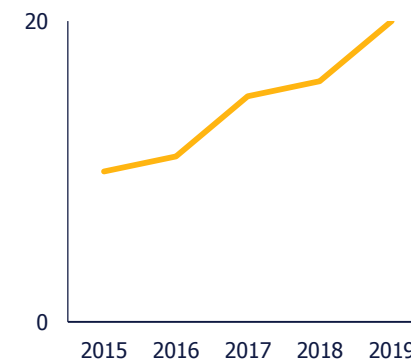
good training



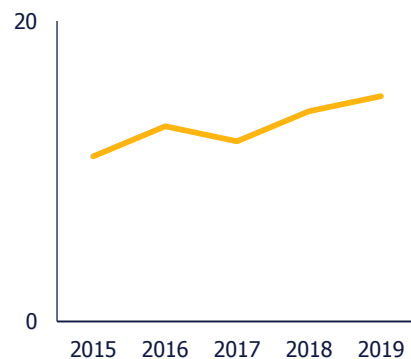
quality products



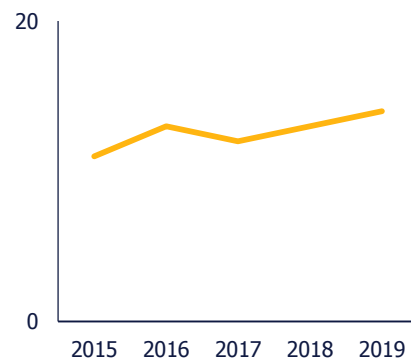
gives back to society



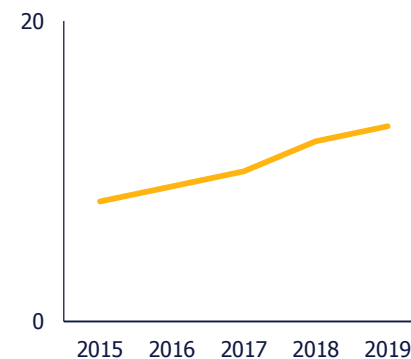
diversity & inclusion



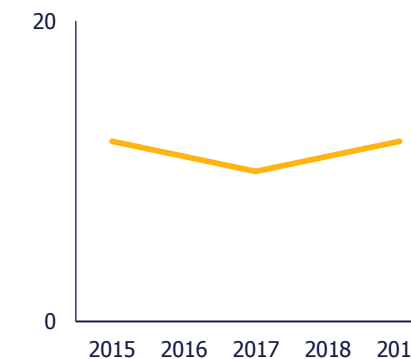
very good reputation\*



uses latest technologies



strong management

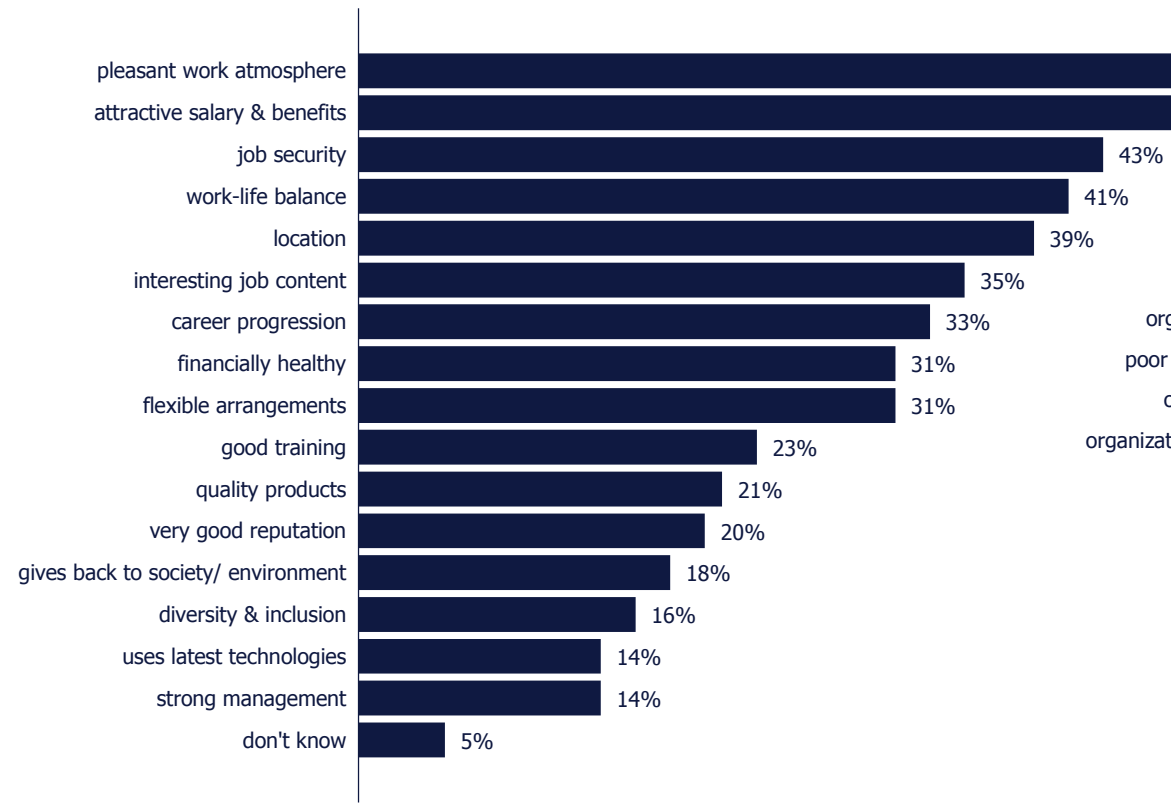


\*previous to 2017: strong image/strong values

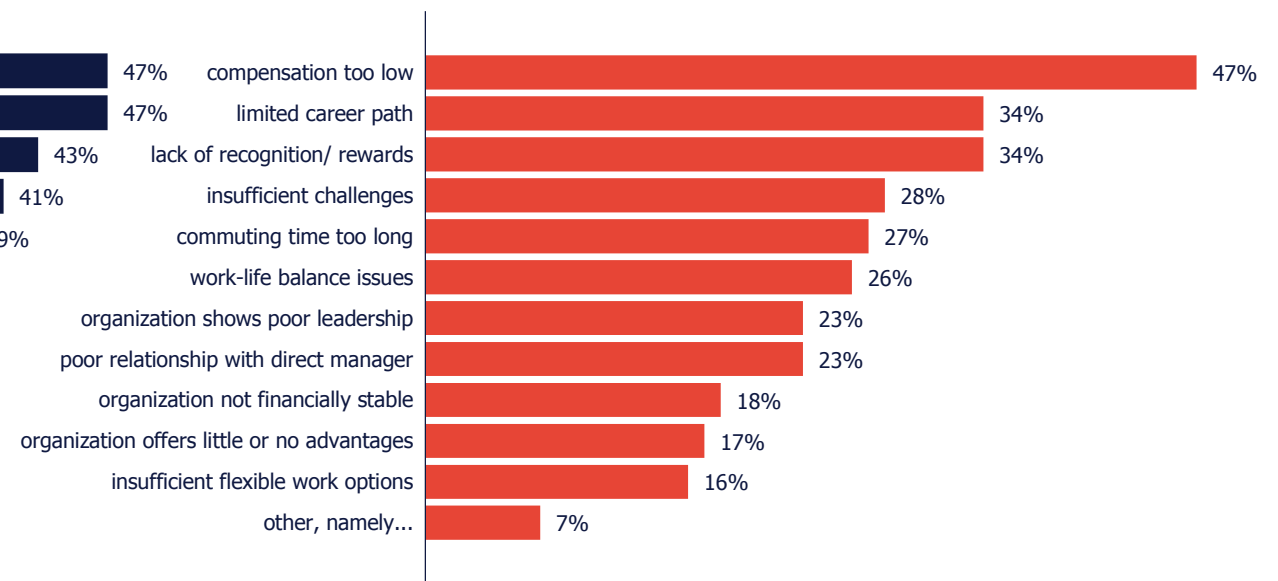


# what factors do the french stay or leave for.

## 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.

Groupe Randstad France  
Eric Toussaint  
[eric.toussaint@randstad.fr](mailto:eric.toussaint@randstad.fr)



randstad

human forward.

