

employer  
brand research

global report 2018.

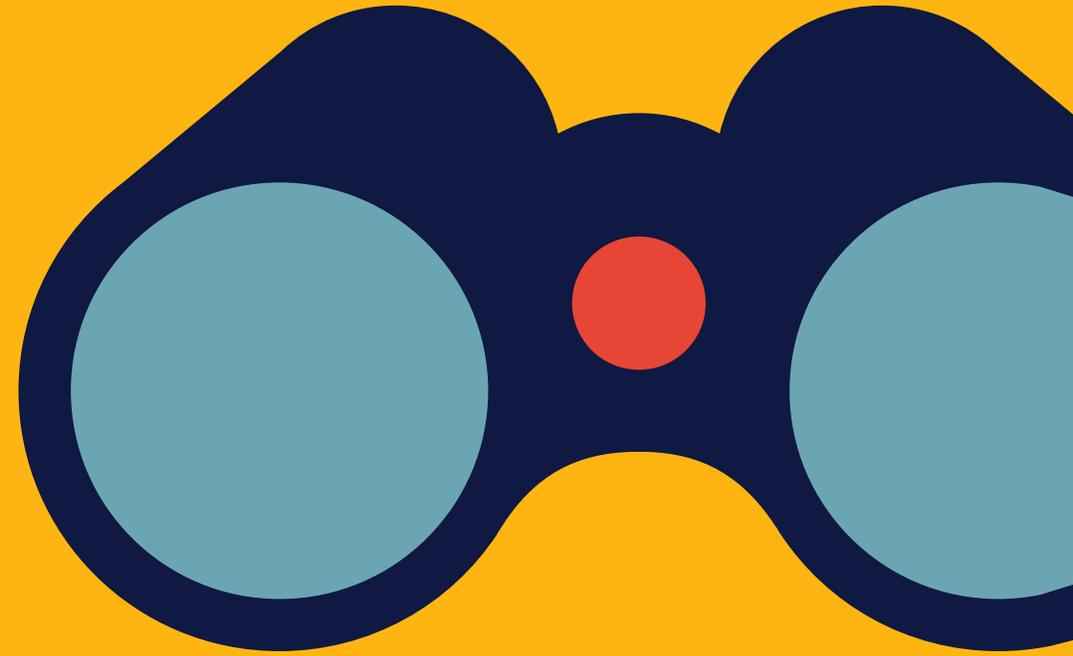


 randstad

human forward.

# content.

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# executive

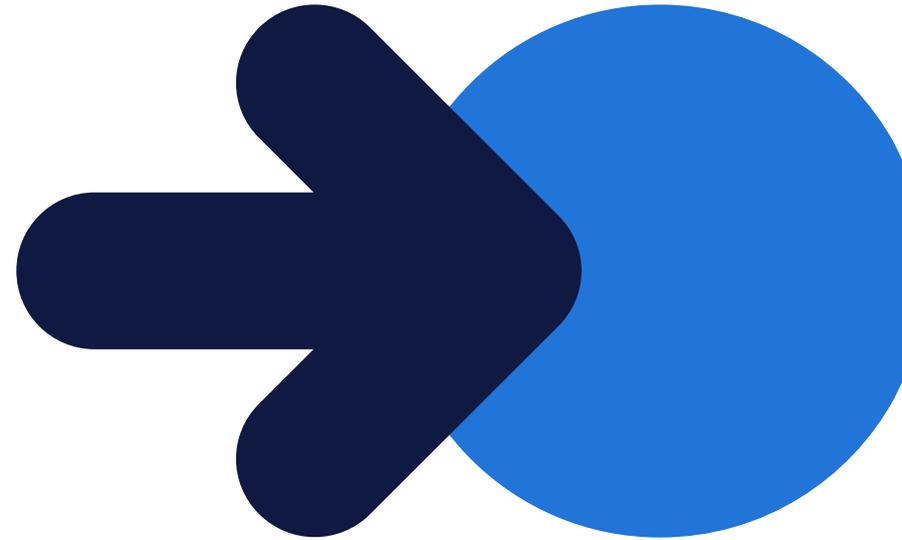
# summary.



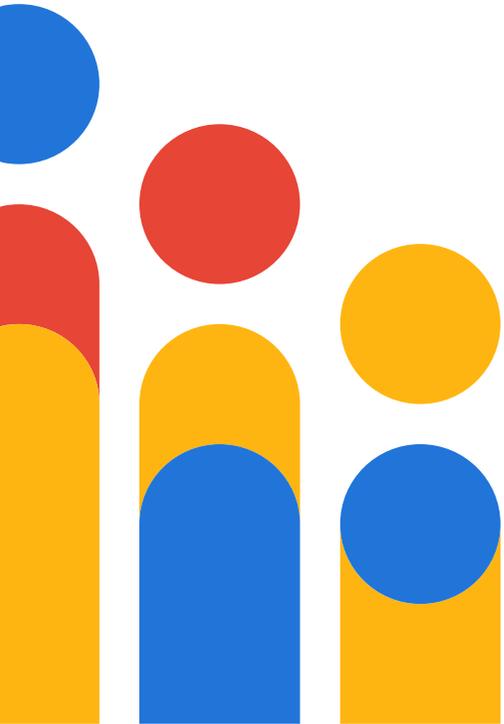
# executive summary.

the power of the randstad employer brand research to help you win the war for talent.

Now more than ever, an employer's reputation is critical to attracting the right talent. In the 2018 Randstad Employer Brand Research, an exhaustive survey of 175,000 working-age adults in 30 countries about their employment preferences, we see shifts in attitudes that indicate workers want more than just an attractive salary and benefits. A good work-life balance, career growth opportunities and flexible work arrangements are increasingly important qualities they seek in a potential employer.



## executive summary.



An employer brand perceived to offer these prized qualities is critical during these times of talent scarcity. Workers want to know they can count on their companies to help achieve a sense of purpose in their jobs, grow professionally and provide inspiration for their long-term goals. Especially to the Millennial generation, an organization's intangible qualities such as its mission and culture can also play a huge role in winning high-quality workers.

## executive summary.

Our research also reveals that what attracts workers to an employer may not always be the reasons for them to stay. Even though compensation remains the most important consideration when choosing an employer, its impact is less of a factor in the decision to stay. In other words, salaries may help initially win talent, but job security, work-life balance and convenience of the office location convince them to stay.



## executive summary.



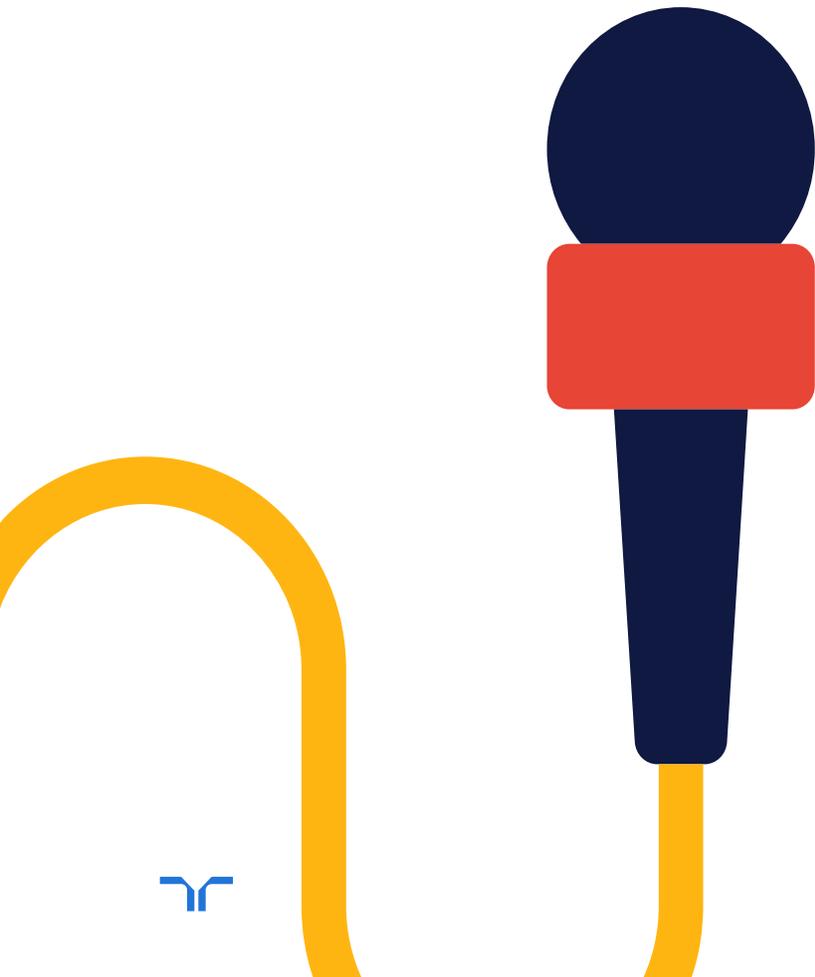
So what does the survey data say about how employers should support its employer brand internally and externally? Fostering the employer brand has always been a complex task that too many companies oversimplify, believing that a universal message should resonate with all of its employees and prospective workers. The reality, however, is that brand strategy must be directed at various stakeholders but supported by the same employer value proposition (EVP). Moreover, with the rise of independent workers and the gig economy, employers need to deliver relevant messaging to attract this growing segment of the workforce.

## executive **summary.**

This year's Randstad Employer Brand Research report can serve as a good start for companies seeking direction on how to enhance their employer brand. You'll find in the following pages detailed data on what workers want, segmented by region, generation, sector and gender. These insights will help you identify strengths about your company and industry and the qualities most valued by the workers you hope to attract. And when you're ready to learn more about how your company's brand performs against competitors and peers, our employer brand specialists will be available to provide an analysis.



# executive summary.



We hope you will make use of this year's report to gain important insights into your company's ability to attract talent. At a time when power has clearly shifted to workers, you need every little advantage to help you get ahead of the competition in the war for talent.

James Foley  
global SVP, employer brand  
talent innovation center  
randstad sourceright



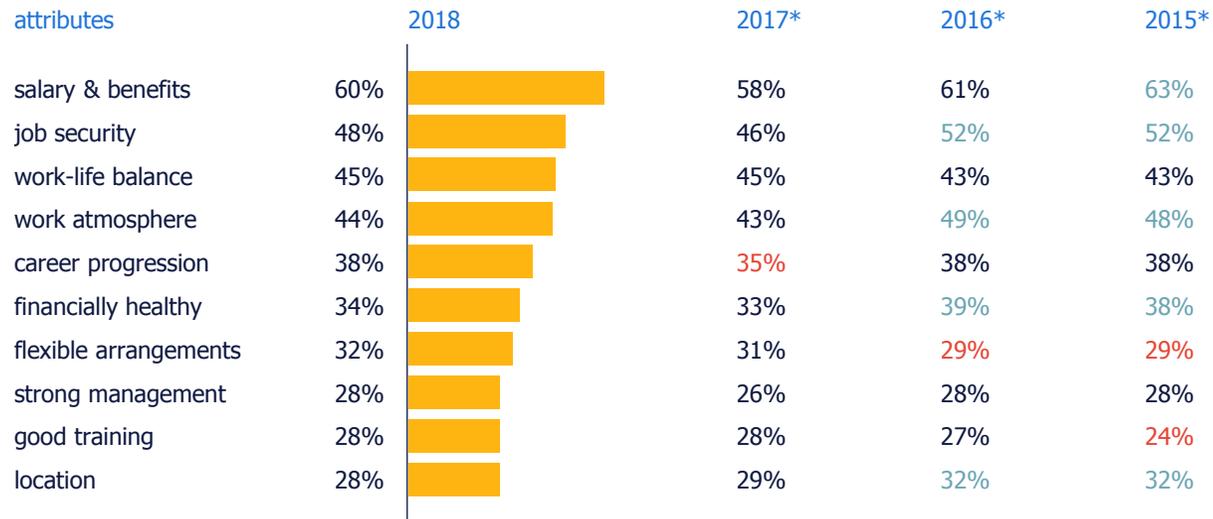
what do



workers want.

# what do workers want

## top 10 reasons to choose an employer.



The top reasons to choose an employer stay relatively consistent over time.

Following a downward trend for both attractive salary & benefits and job security, we see a slight increase in both drivers in 2018 (+2%).

The driver which has seen the biggest increase across all subgroups in the past year is career progression (+3%).

Pleasant work atmosphere, financial health and location all decline on the longer term, but as this trend has now stabilized, they will likely remain important drivers to attract employees in the future.

\*percentage highlighted green or red, when the difference with 2018 data is 3+% higher or lower



# what do workers want

## global similarities.

1/2

attractive salary & benefits is deemed the most important driver across all demographics.



### top 4 drivers

- 1 salary & benefits
- 2 job security
- 3 work-life balance
- 4 pleasant work atmosphere



### which workers want the same?

- male and female
- 25-44 and 45-65 age groups
- middle and higher educated
- north america and APAC regions
- blue and white-collar workers

Although it is appealing to focus on what differentiates us – it is the amount of similarities across both demographic and regional subgroups that are particularly striking.

As expected, attractive salary & benefits is the most valuable factor to attract employees across all demographic subgroups.

Other top drivers are largely stable across subgroups as well. Job security, work-life balance and pleasant work atmosphere are in almost all instances mentioned in the top 4 and should be considered hygiene factors which all employers should strive for as a standard.

# what do workers want

## global differences.

2/2

Age is the biggest differentiator when defining what workers want. It may therefore be argued that one should shape the employer brand in accordance to the target audience.

The younger workforce (18-24 y.o.) show a more diverse range of reasons to choose a company. Good training, career progression, diversity & inclusion and giving back to society are perceived to be particularly important for this age group.

As it is often not as easy to find a new job, the 45+ y.o. employees find job security (placed 2nd in the ranking) and an employer's financial health more relevant.

russia

65%

of Russians find financial health attractive in an employer, which is significantly higher than the global average (34%).

emea

53%

of the workforce in EMEA finds pleasant work atmosphere considerably more important than the global workforce (44%).

lat am & north america

+4%

gain on the importance of career progression, where as in APAC it only increases by 1% across the same period.

age 18 – 24

34%

of the workforce aged 18 to 24 consider career opportunities important. They also place more value on being technology savvy.

18 to 24 year olds are more diverse in their answers in regards what motivates them when compared to 25+ y.o. workforce.

45+

54%

of the mature workforce consider job security important which is significantly higher than the 18-24 y.o. (40%).

women

47%

of women find a pleasant work atmosphere more important than men do (40%).

Flexible arrangements is ranked the 5<sup>th</sup> most important attribute for women, whereas men find it less important, ranking it 9<sup>th</sup>.

# employee - employer exchange gap global analysis.

a gap between what employees seek and what employers offer is a valuable opportunity for your EVP.

employees seek

1 salary & benefits

2 job security

3 work-life balance

4 work atmosphere

5 career progression

6 financially healthy

7 interesting job content

8 very good reputation

9 gives back to society

10 uses latest technologies

employers offer

1 financially healthy

2 uses latest technologies

3 very good reputation

4 job security

5 career progression

6 salary & benefits

7 work atmosphere

8 interesting job content

9 work-life balance

10 gives back to society

The most attractive attributes sought in employers are not currently aligned with the perceived core values of companies. It is only job security that employers are able to partly provide for.

Employers typically offer financial health and the latest technologies to attract employees, which are of relatively low importance to workers when compared to other drivers.

To capitalize on these findings, employers should focus more on the wellbeing of their workforce when developing their EVP with an emphasis on promoting work-life balance, job security and a pleasant work atmosphere while still retaining the more tangible attributes (e.g. attractive salary & benefits).

Please note that for comparison reasons a shortened list of 10 out of the original 16 drivers is shown above



# employee - employer exchange gap analysis region.

	employees seek	employees offer
north america	<ol style="list-style-type: none"> <li>1 salary &amp; benefits</li> <li>2 job security</li> <li>3 work-life balance</li> </ol>	<ol style="list-style-type: none"> <li>1 financially healthy</li> <li>2 uses latest technologies</li> <li>3 very good reputation</li> </ol>
EMEA	<ol style="list-style-type: none"> <li>1 salary &amp; benefits</li> <li>2 work atmosphere</li> <li>3 job security</li> </ol>	<ol style="list-style-type: none"> <li>1 financially healthy</li> <li>2 uses latest technologies</li> <li>3 very good reputation</li> </ol>
russia	<ol style="list-style-type: none"> <li>1 salary &amp; benefits</li> <li>2 financially healthy</li> <li>3 career progression</li> </ol>	<ol style="list-style-type: none"> <li>1 financially healthy</li> <li>2 uses latest technologies</li> <li>3 very good reputation</li> </ol>
lat am	<ol style="list-style-type: none"> <li>1 salary &amp; benefits</li> <li>2 career progression</li> <li>3 work atmosphere</li> </ol>	<ol style="list-style-type: none"> <li>1 financially healthy</li> <li>2 uses latest technologies</li> <li>3 very good reputation</li> </ol>
APAC	<ol style="list-style-type: none"> <li>1 salary &amp; benefits</li> <li>2 job security</li> <li>3 work-life balance</li> </ol>	<ol style="list-style-type: none"> <li>1 financially healthy</li> <li>2 very good reputation</li> <li>3 uses latest technologies</li> </ol>

In EMEA and Latin America a pleasant work atmosphere is valued more than in other regions. Our data, however, suggests that this need is not often met by employers in these regions, offering a valuable opportunity for companies to seize upon.

It is interesting to note that Russia is seen to be the only region in which the average employer offers at least one attribute employees seek.

Having said this, the vast majority of Russian employees also mention attractive salary & benefits and career progression in their top 3 drivers which employers struggle to meet in this region.



# what do workers want summary.

- Year after year attractive salary & benefits continues to be rated as the most important driver; however, data suggests it would not be advisable to base your employer branding strategy solely on this factor.
- 40% of respondents do not mention this attribute in their top 5 drivers, so building your employer brand on a wider, more diverse range of aspects remains integral.
- Furthermore, there is much for employers to capitalize on given that most needs are still generally not met as highlighted in the gap analysis.
- To attract the 18-24 y.o. you may want to focus on factors like good training, career progression, very good reputation, giving back to society and diversity & inclusion. For the 45+ y.o. employees job security and the employer's financial health are, on the contrary, more relevant for you to focus on in your employer brand strategy.



# what do workers want summary.

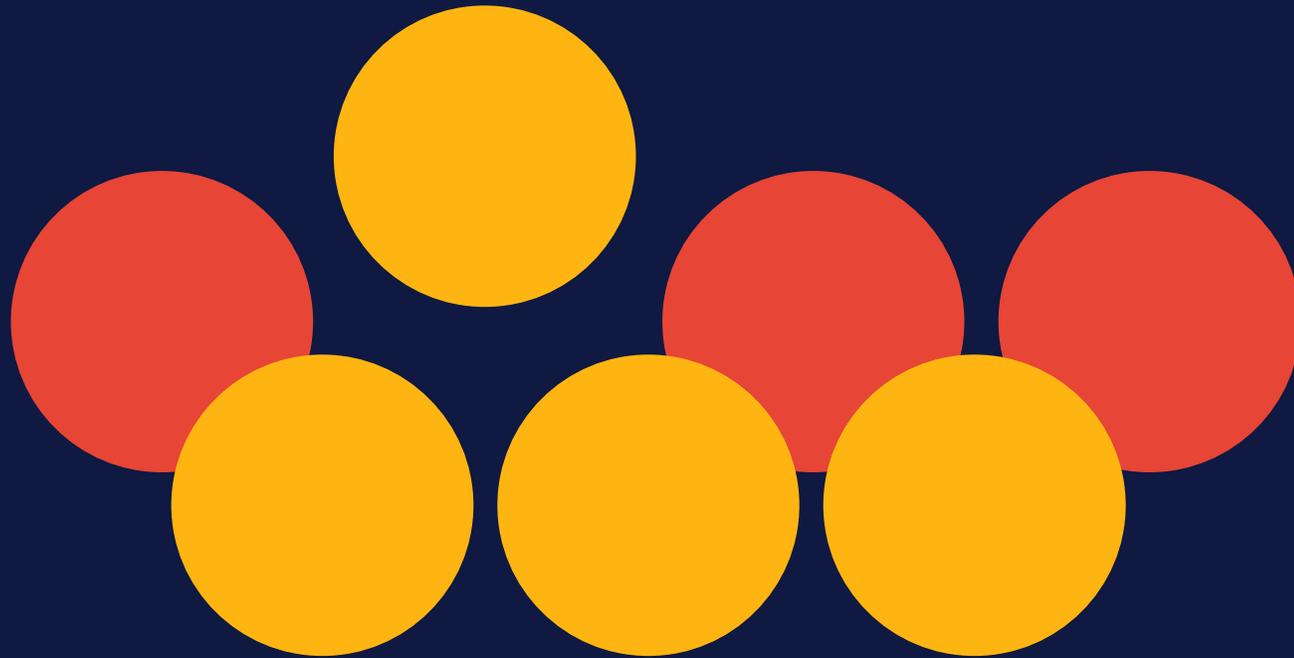
- Generally, the results point to a certain stability of driver importance throughout the years; however, globally, a few drivers are slowly gaining importance on the longer term: diversity & inclusion, flexible arrangements and giving back to society. This shift demonstrates that the employer branding field does get more diverse year after year.
- This finding is crucial to take into consideration when building your long term employer branding strategy to avoid having to alter it too much over time.



what do workers want? – further reading:

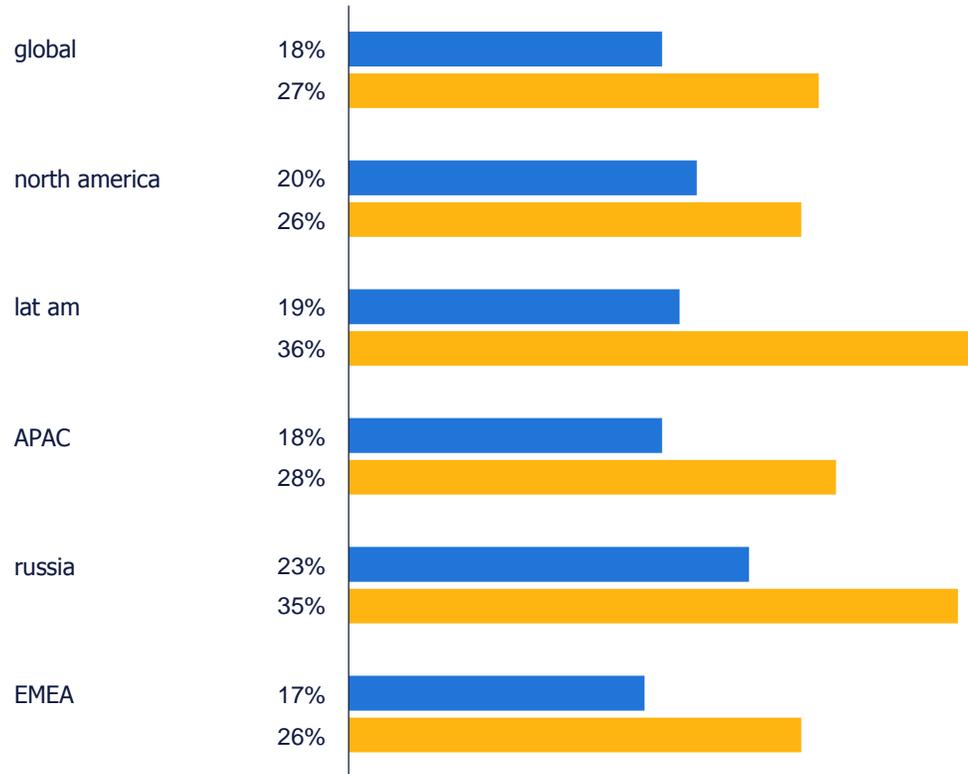
- [Why great employee development is an investment you can bank on](#)
- [Randstad talent management expert talks employer branding](#)

switching



behavior.

# switching jobs behavior by region.



● plans to change employer ● changed employer

At a global level 45% of respondents have reported to have either changed jobs in the past year or planning to in the next 12 months.

EMEA is the strongest global region when it comes to retaining their employees.

The gap between planning to change and actually acting upon it is biggest in Latin America and Russia. This could be explained by the low importance of job security in these regions.

Based on those who have changed jobs/ planning to change jobs in the last/next 12 months. Full demographics breakdown to be found on slide 41 and 42



# switching jobs behavior by subgroup.

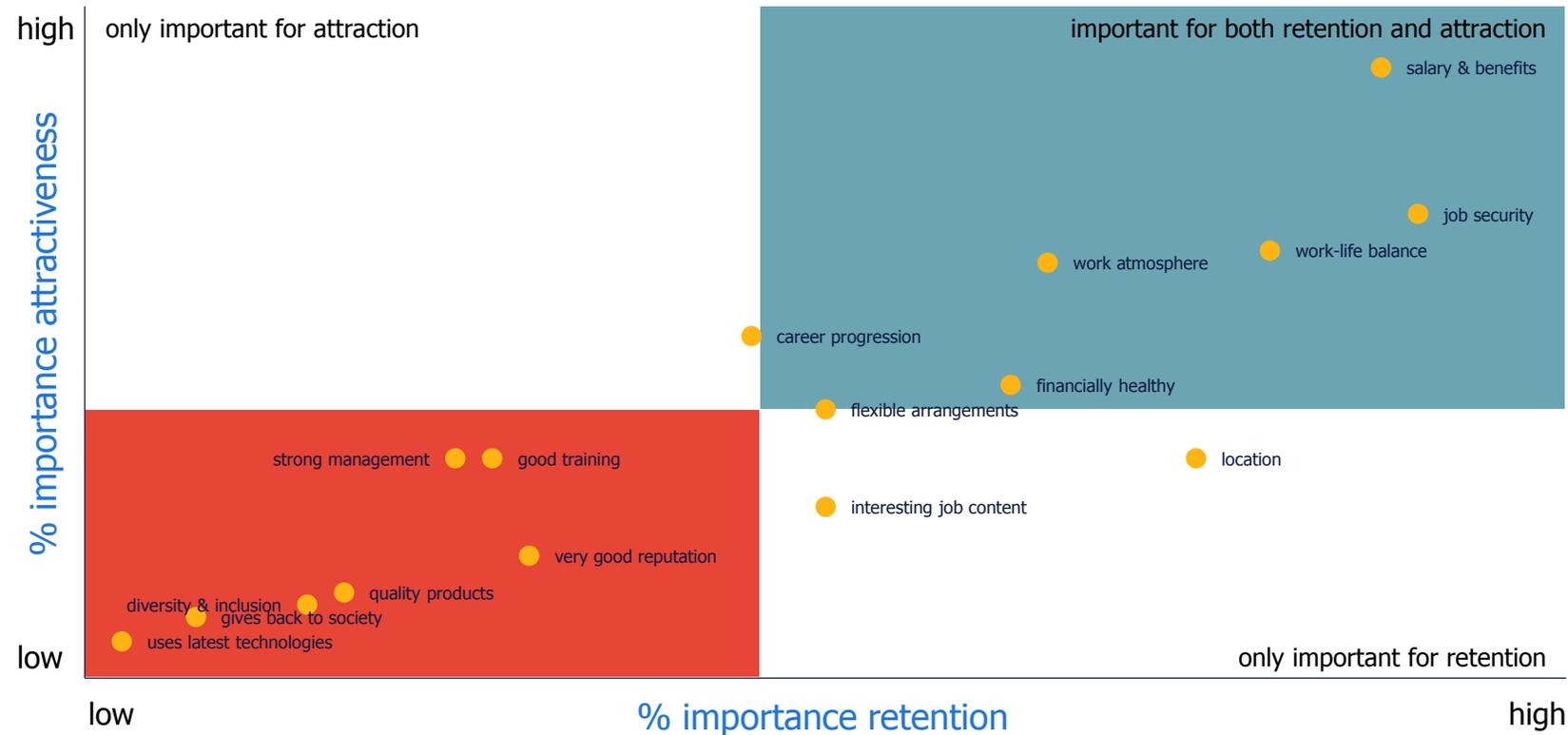
Changing employer does not differ by education or gender. Retaining younger employees however, proves to be more difficult as 28% of this subgroup have changed jobs in the past year, which is significantly higher than the 45+ y.o. (10%) who tend to place much more value on job security.

Younger employees are still often figuring out what they want in an employer, but the importance of career progression might also help explain the lower retention levels among this subgroup.



# EVP drivers attraction vs. retention.

attraction and retention drivers show a strong correlation with one another with a couple of exceptions:



## location

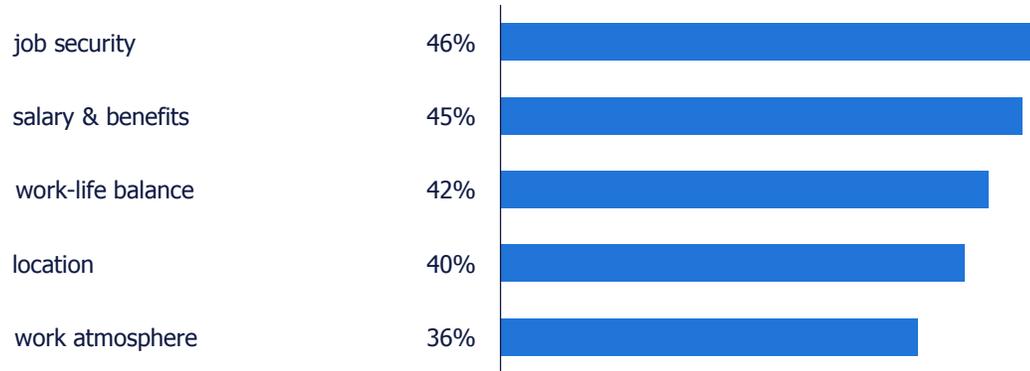
location is one of the top drivers for retaining employees, but it is perceived to be of lower importance when choosing an employer.

## career progression

career progression is particularly important for attracting employees, but plays a smaller role in convincing employees to stay.



# retention key drivers.



age 18 – 24

28%

of the 18-24 y.o. are more likely to stay with their employer if they receive good training; this is true for only 17% of the 45+ y.o employees.

age 45+

43%

of the 45 y.o find convenient location a more important reason to stay with an employer than the younger employees do (32% among the 18-24 y.o.).

men

39%

of the male workforce finds the employer's financial health more important for staying, than women do (32%).

higher education

47%

of the higher educated employees consider attractive salary & benefits to be more important for staying; only 39% of the lower educated employees do so.

region APAC

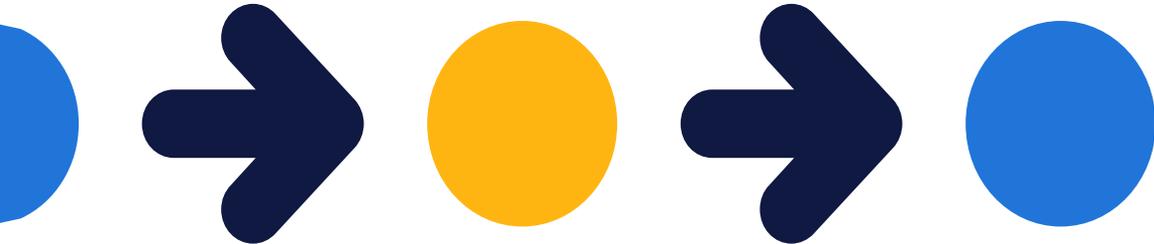
48%

of employees in APAC are more likely to stay with their employer for a good work-life balance; in Lat Am this is true for only 31% of employees.

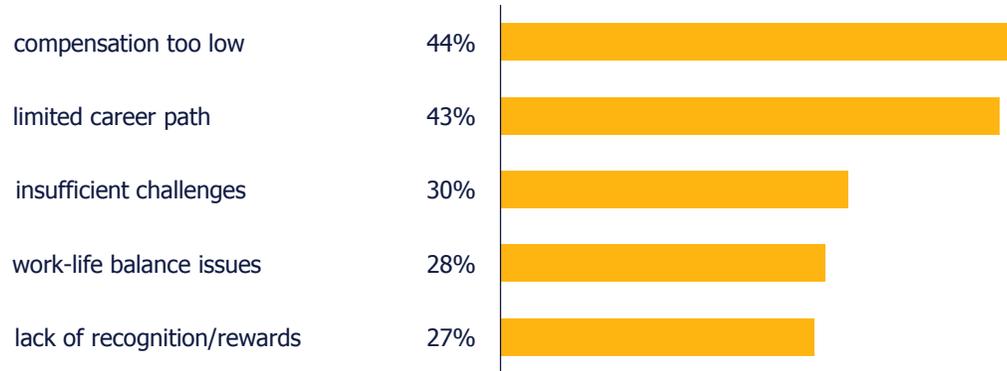
region north america

24%

of North Americans are 10% more likely to find strong management an important reason to stay with their employer than their EMEA counterparts (14%).



# factors driving employees away.



age 45+

28%

of older employees are more likely than those aged 18-24 y.o. (20%) to leave an employer due to the employers financial instability.

higher education

47%

of higher educated employees consider a limited career path an important reason for leaving their employer; only 36% for the lower educated do so.

region EMEA

19%

of employees in EMEA are nearly 3 times more likely to leave their employer due to a poor relationship with their manager than employees in Lat Am (7%).

men

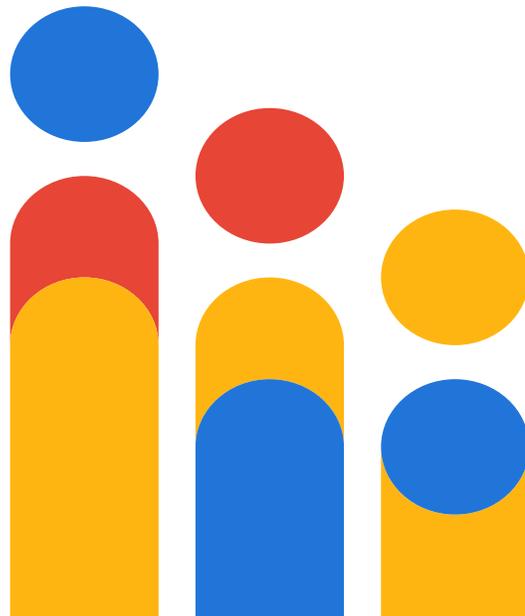
29%

of men are slightly more likely than women (25%) to point to the lack of recognition/rewards as an important reason to leave an employer.

women

45%

of women are more likely to leave an employer due to a limited career path.



# switching behavior job search channels.

Globally, the most popular channels used to look for a vacancy are job search engines and job boards.

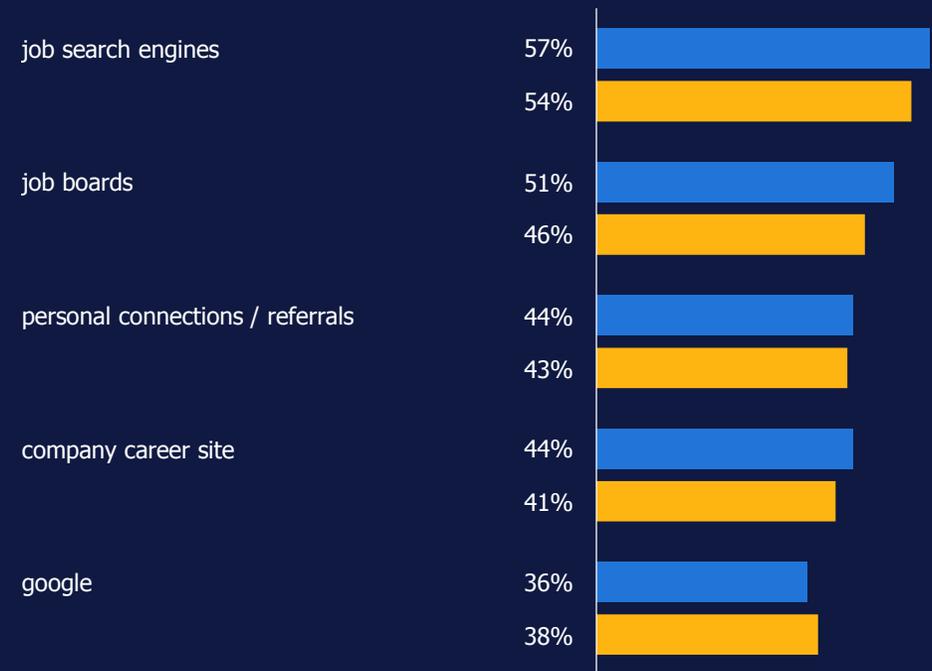
As the 18-24 y.o. employees make much more use of other online platforms such as Google, Twitter and Facebook, the trend towards online recruiting is expected to continue.

Nevertheless, nearly 50% of the employees do not use online platforms, therefore it remains vital for employers to deploy a multi-channel strategy.

An offline strategy for example remains especially important for the 45+ y.o. employees and those in Latin America, who indicate personal connections/referrals to be their most used channel.

\*Based on those who have changed jobs/ planning to change in the next year

## top 5 channels used to look for a job\*



- plans to change employer in the next 12 months
- have changed employer in the last 12 months



# switching behavior summary.

- Attractive salary & benefits is not perceived as important for staying with an employer (45%) as it is when choosing one (60%). As switching behavior and reasons for staying with your current employer differ by regions and subgroups, a tailored retention dimension in the external and internal employer branding strategy is necessary.
- Key drivers of retention are even more diverse for the 18-24 y.o. employees which may have to do with the fact that young people at the start of their career are not yet that outspoken in their needs and wants.
- For employers to meet their needs, a more personal approach is needed. While attractive salary & benefits is considered to be important for this group, to keep them from leaving, employers should put greater emphasis on career progression, good training and diversity & inclusion.



# switching behavior summary.

- Location is of much higher importance for employee retention than it is for employee attraction. This is especially true for the 45+ y.o. employees. After having actually experienced it, a long commute can become a barrier to staying.
- For this target group, employers should focus more on other important drivers of retention such as a good work-life balance and flexible arrangements.

switching behavior - [further reading.](#)

- [How to stop your talent from quitting and reduce employee turnover](#)
- [How to retain senior employees and stop brain drain](#)



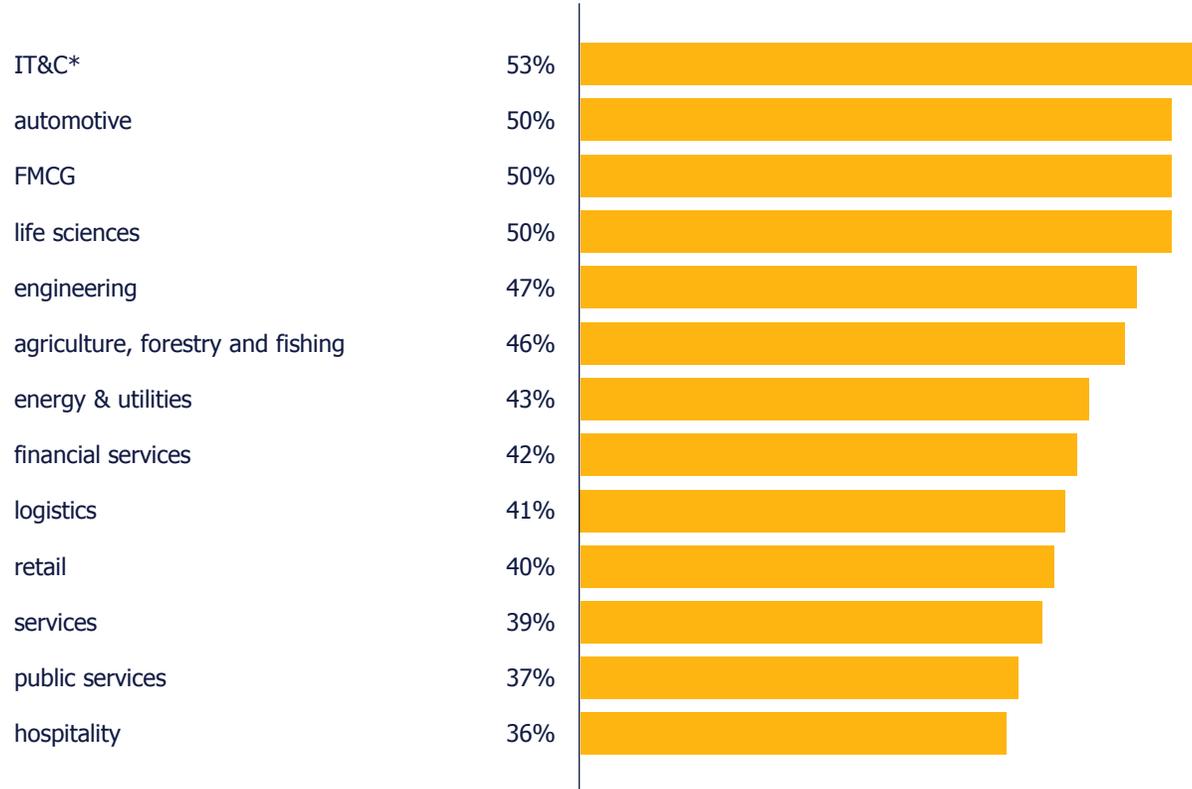
sector



attractiveness.

# sector attractiveness global.

## sector attractiveness



The ITC sector is perceived to be the most attractive sector, with more than 50% of the respondents willing to work for companies in this sector.

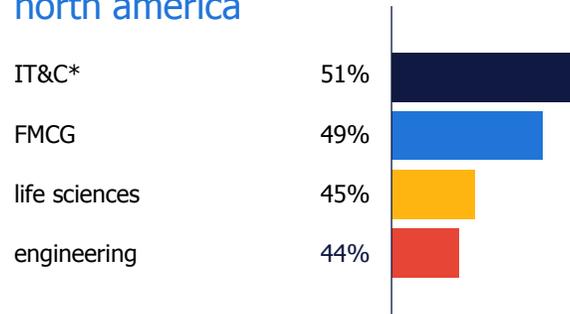
ITC is particularly attractive among the younger, higher educated workforce. The remainder of the top 4 are all on par with Automotive, FMCG and Life Sciences ranking equally as high (50%). Sectors which provide services are ranked lowest and thus least attractive.

\*The ITC sector relates to companies in IT, Technology & Communications

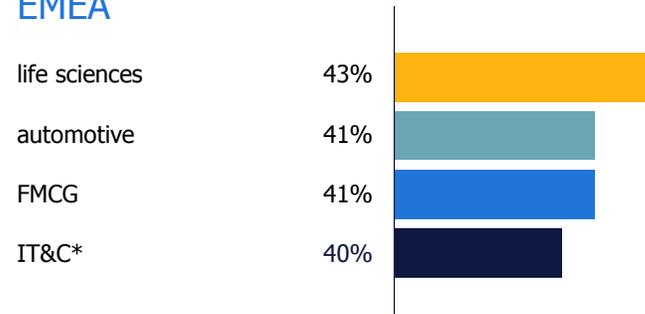
# sector attractiveness by region.

Life Sciences, ITC and Automotive top the rankings in 4 out of the 5 regions. Russia is the only region with a sector which is not in the top 5 globally: energy & utilities. In Russia this is the largest and most important sector, which contributes to it's attractiveness as opposed to other regions.

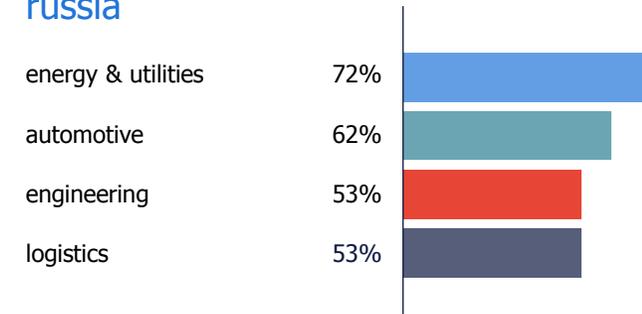
## north america



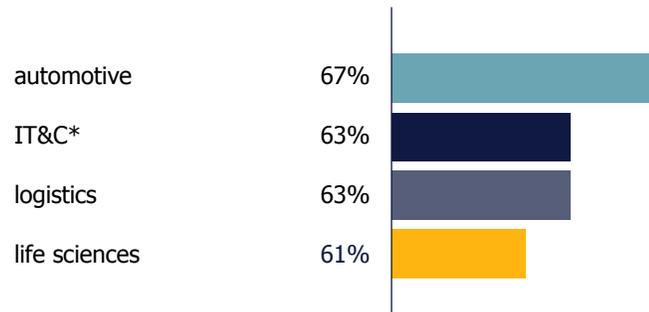
## EMEA



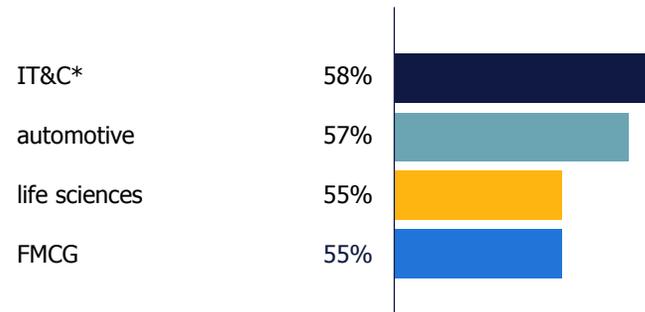
## russia



## lat am



## APAC



\*The ITC sector relates to companies in IT, Technology & Communications



# top 5 values attributed to each sector.

global	ITC #1	life sciences #4	engineering #5	financial services #8
financially healthy	uses latest technologies	financially healthy	financially healthy	financially healthy
uses latest technologies	financially healthy	uses latest technologies	uses latest technologies	job security
very good reputation	very good reputation	very good reputation	very good reputation	career progression
job security	salary & benefits	job security	job security	very good reputation
career progression	career progression	career progression	salary & benefits	uses latest technologies

The ITC sector is the only sector where attractive salary & benefits is mentioned in the top 5 values attributed to companies. As attractive salary & benefits is what employees want most in an employer, this is one of the key reasons explaining the high overall attractiveness of the sector.

On the flip side, ITC does not perform strongly when it comes to offering job security. This and the fact that several lower ranked sectors are perceived to offer job security (e.g. Logistics and Financial services), it can be concluded that job security is not a strong attractiveness driver of this sector.



# sector attractiveness summary.

- Companies ranked in the most attractive sectors (ITC, Automotive and FMCG) score higher across most EVP drivers when compared to companies ranked in the least attractive sectors. This shows that a strong and diverse employer brand directly influences the willingness to work for a company.
- Nearly all sectors are more attractive among the younger workforce. Often not yet having to have made a decision on a certain work field, they are shown to be more open-minded. Energy & Utilities and Public services are the only exception, which appeal more to the 25+ y.o. employees.
- Similarly, the higher educated have a higher willingness to work for all sectors whilst this is less so for the lower educated. Possibly the benefit of a higher education gives them confidence in their ability to work for a wider range of sectors.



# sector attractiveness summary.

- Workforce in EMEA value job security more than global employees do (52% vs. 48%), pointing to an increased loyalty to their own sector and thus a high retention score. Job security is therefore an important driver to stress out in one's internal employer brand strategy in this region.
- Placing a higher value on staying with their current employer, the willingness to work for a company in a (different) sector is relatively low in EMEA. As a result sector attractiveness is in general lower in this region than in others.
- The need to develop a strong employer brand strategy to attract the best talent is most pressing in the sectors delivering services as willingness to work for companies in these sectors is significantly lower.
- The low attractiveness of these sectors (hospitality 36%, public services 37%, general services 39%) is also likely a result of the lower salary & benefits companies in these sectors are perceived to offer compared to other more attractive sectors.



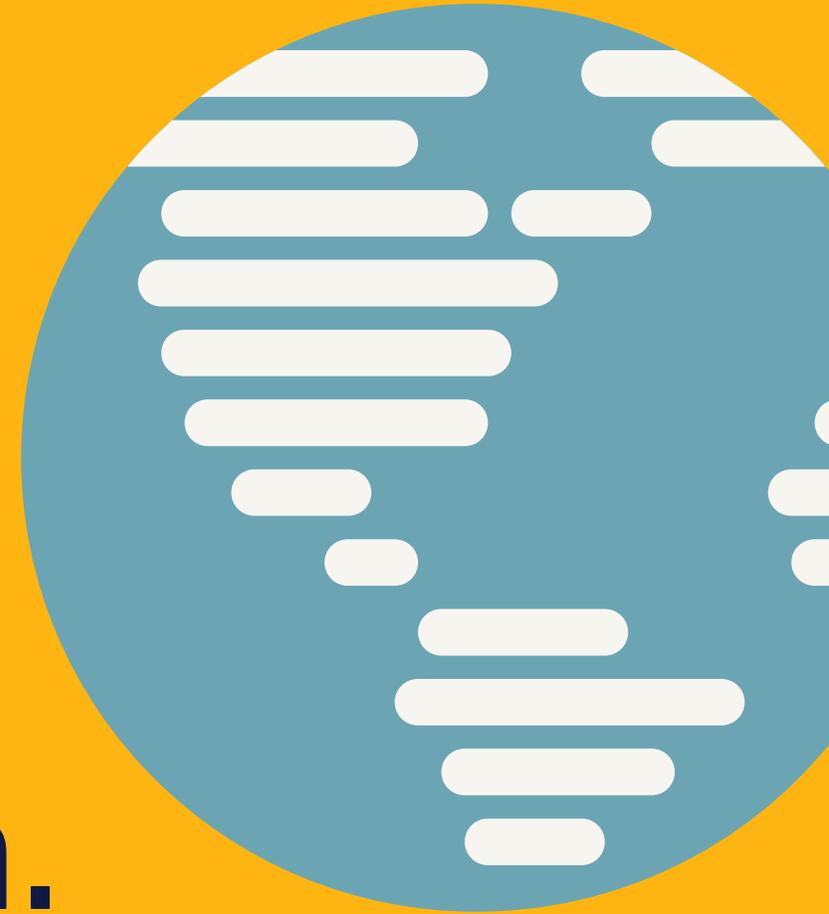
# appendix.



- 1 what do workers want – country comparison
- 2 what do workers want – trend analysis
- 3 switching behavior by subgroups
- 4 about the research

what do  
workers want

country comparison.



# what do workers want by country.

1/3

	argentina	australia	austria	brazil	belgium	canada	china	czech rep.	dubai	france
salary & benefits	60%	52%	62%	60%	65%	65%	60%	76%	59%	64%
job security	54%	49%	59%	36%	55%	49%	50%	62%	47%	44%
work-life balance	44%	54%	38%	31%	50%	49%	48%	34%	44%	51%
work atmosphere	57%	39%	58%	48%	54%	45%	42%	52%	28%	60%
career progression	55%	32%	34%	55%	37%	34%	49%	43%	44%	43%
financially healthy	18%	24%	35%	28%	29%	26%	48%	52%	37%	28%
flexible arrangements	41%	34%	48%	32%	37%	31%	24%	17%	20%	32%
strong management	15%	33%	13%	33%	14%	28%	34%	12%	44%	11%
good training	24%	37%	18%	30%	23%	31%	26%	12%	32%	25%
location	15%	33%	26%	20%	36%	32%	24%	22%	19%	26%
interesting job content	25%	24%	36%	18%	27%	24%	17%	47%	16%	36%
very good reputation	15%	21%	14%	18%	15%	21%	11%	21%	33%	13%
quality products	12%	16%	14%	19%	14%	16%	21%	15%	20%	20%
diversity & inclusion	20%	19%	12%	19%	11%	16%	16%	11%	17%	14%
gives back to society	21%	14%	18%	23%	15%	14%	16%	8%	18%	16%
uses latest technologies	18%	11%	9%	16%	9%	10%	12%	11%	20%	12%



# what do workers want by country.

2/3

	germany	greece	hong kong	hungary	india	italy	japan	luxem- bourg	malaysia	new zealand
salary & benefits	63%	75%	60%	75%	48%	48%	65%	63%	68%	57%
job security	64%	50%	42%	58%	42%	46%	43%	61%	35%	46%
work-life balance	36%	42%	59%	47%	44%	55%	41%	48%	49%	55%
work atmosphere	56%	63%	34%	64%	26%	51%	60%	45%	36%	44%
career progression	32%	55%	34%	35%	39%	38%	22%	35%	40%	37%
financially healthy	40%	21%	38%	49%	34%	36%	31%	34%	39%	23%
flexible arrangements	45%	30%	28%	37%	25%	31%	31%	42%	34%	31%
strong management	12%	16%	29%	21%	39%	17%	25%	14%	45%	37%
good training	19%	26%	28%	20%	29%	31%	20%	17%	27%	40%
location	23%	21%	30%	28%	22%	24%	30%	25%	27%	24%
interesting job content	33%	20%	24%	15%	22%	27%	32%	33%	17%	24%
very good reputation	18%	16%	23%	4%	34%	20%	18%	16%	23%	21%
quality products	12%	20%	15%	10%	23%	15%	18%	13%	14%	15%
diversity & inclusion	14%	10%	14%	14%	15%	12%	21%	19%	15%	17%
gives back to society	15%	18%	14%	10%	22%	17%	13%	18%	13%	15%
uses latest technologies	11%	17 %	10%	9%	29%	16%	9%	13%	14%	9%



# what do workers want by country.

3/3

	netherlands	poland	portugal	russia	singapore	spain	sweden	switzerland	UK	US
salary & benefits	70%	78%	66%	76%	68%	63%	40%	60%	55%	59%
job security	43%	55%	52%	41%	41%	48%	44%	52%	49%	47%
work-life balance	49%	49%	53%	32%	64%	55%	44%	47%	50%	45%
work atmosphere	63%	50%	49%	33%	41%	50%	61%	59%	38%	36%
career progression	41%	46%	51%	47%	42%	39%	32%	33%	32%	33%
financially healthy	32%	30%	35%	65%	32%	23%	20%	33%	23%	28%
flexible arrangements	39%	27%	27%	32%	36%	41%	36%	43%	33%	33%
strong management	13%	8%	21%	22%	35%	11%	36%	12%	28%	34%
good training	19%	26%	30%	17%	29%	25%	23%	22%	36%	34%
location	38%	27%	20%	32%	29%	26%	25%	26%	36%	32%
interesting job content	43%	38%	20%	40%	19%	36%	51%	31%	28%	17%
very good reputation	8%	20%	11%	19%	16%	17%	19%	18%	23%	25%
quality products	16%	12%	13%	13%	10%	13%	16%	17%	15%	17%
diversity & inclusion	7%	12%	12%	8%	16%	14%	18%	15%	18%	18%
gives back to society	10%	17%	17%	8%	10%	19%	19%	20%	13%	14%
uses latest technologies	6%	12%	12%	14%	8%	14%	9%	10%	10%	12%



what do  
workers want



trend analysis.

# what do workers want

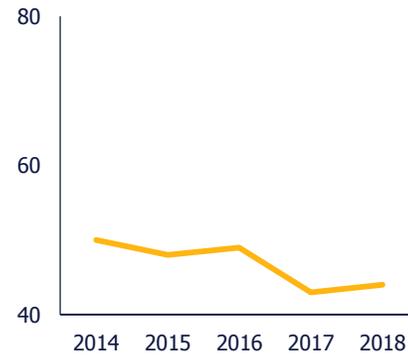
## global trends.

1/2

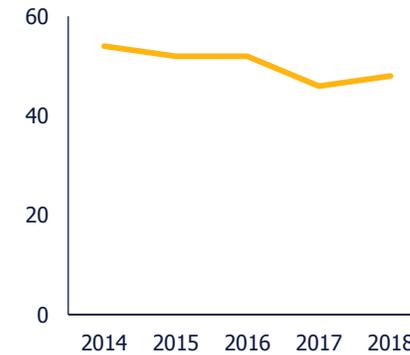
salary and benefits



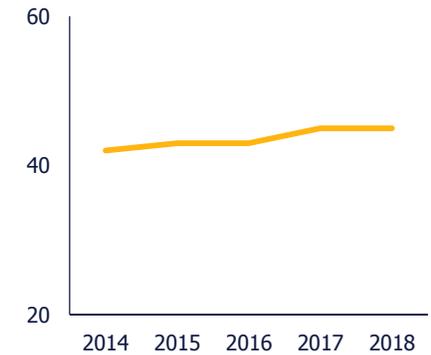
work atmosphere



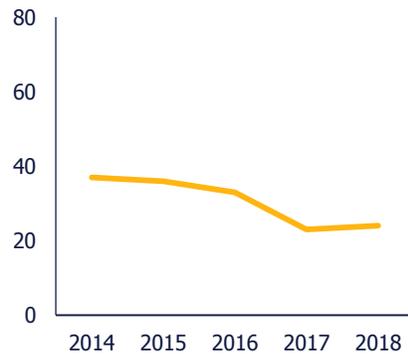
job security



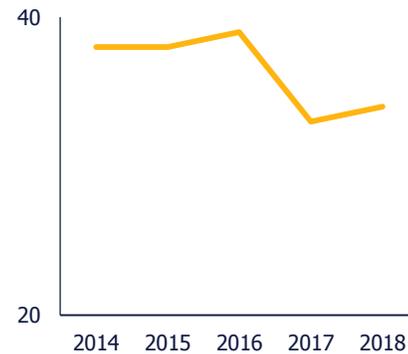
work-life balance



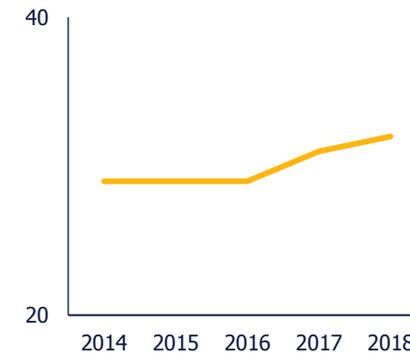
interesting job content



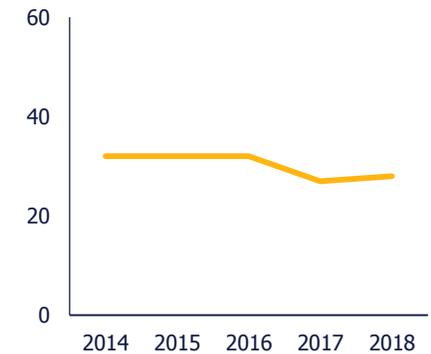
financially healthy



flexible arrangements



location

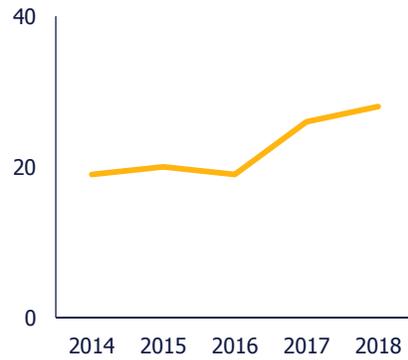


# what do workers want

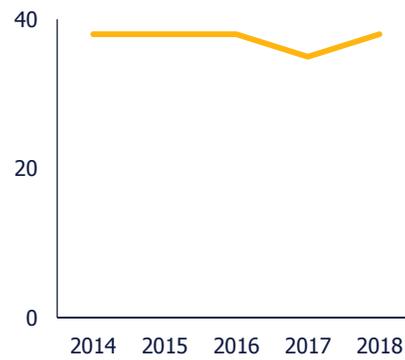
## global trends.

2/2

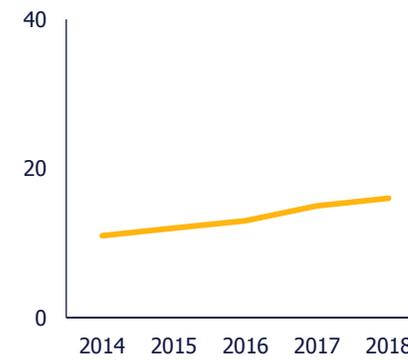
strong management



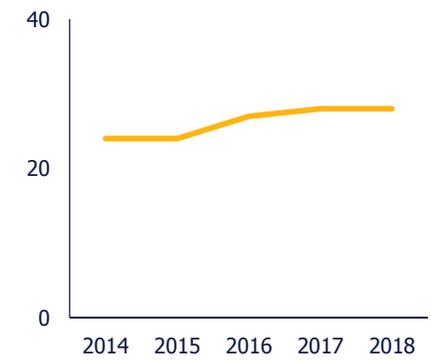
career progression



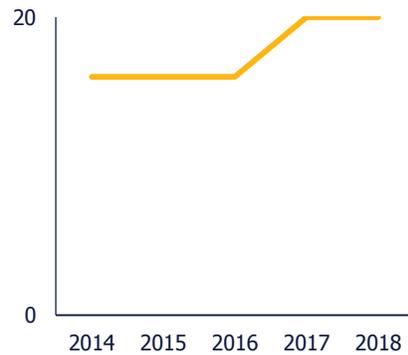
diversity & inclusion



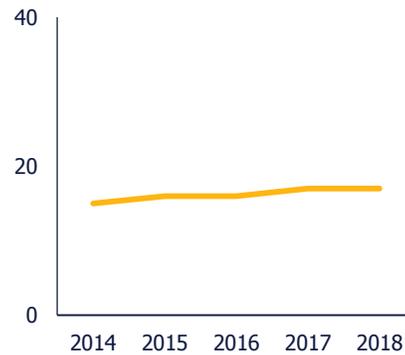
good training



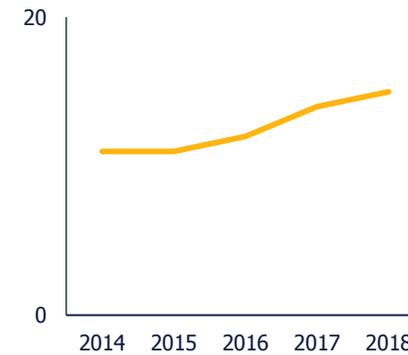
very good reputation



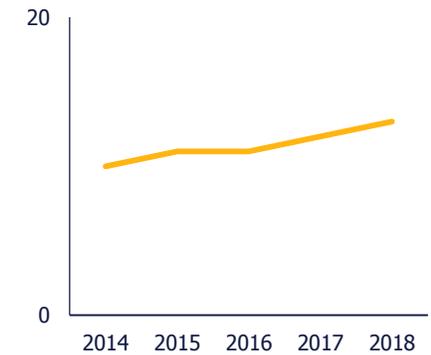
quality products



gives back to society

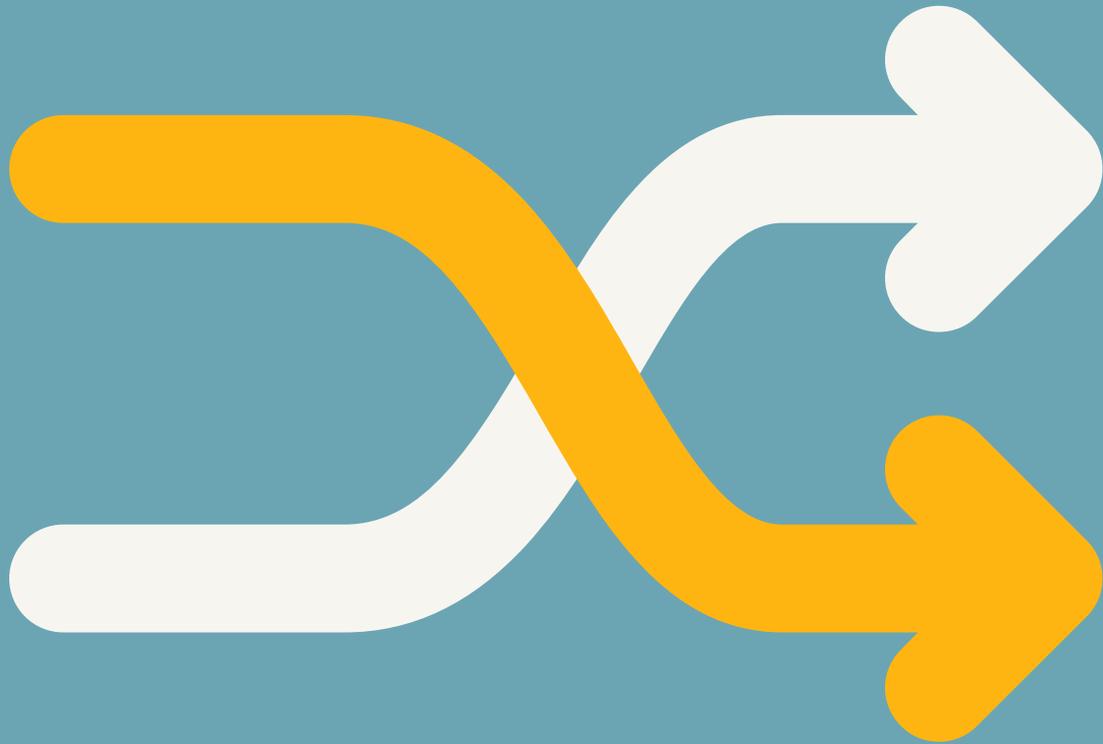


uses latest technologies



\* in 2017 was interesting and stimulating job content  
\*\* prior to 2017 was strong image/ values

# switching behavior



by subgroups.

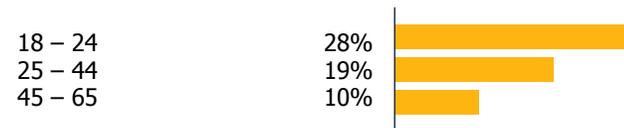
# employees that changed jobs in the past 12 months by subgroup.

1/2

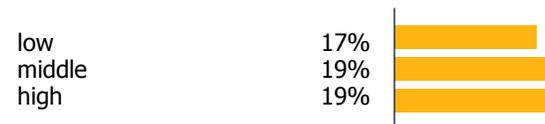
## gender



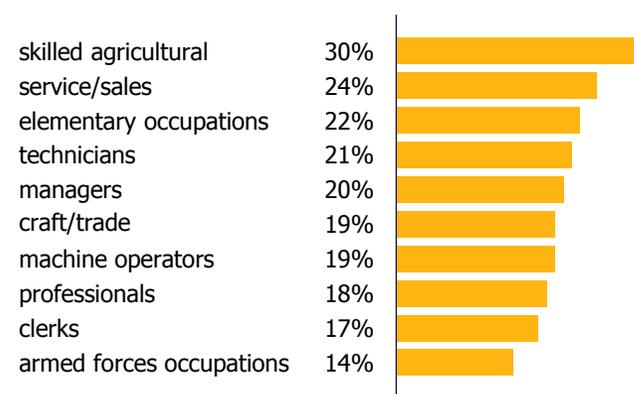
## age



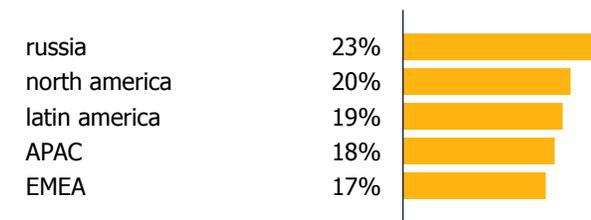
## education



## function



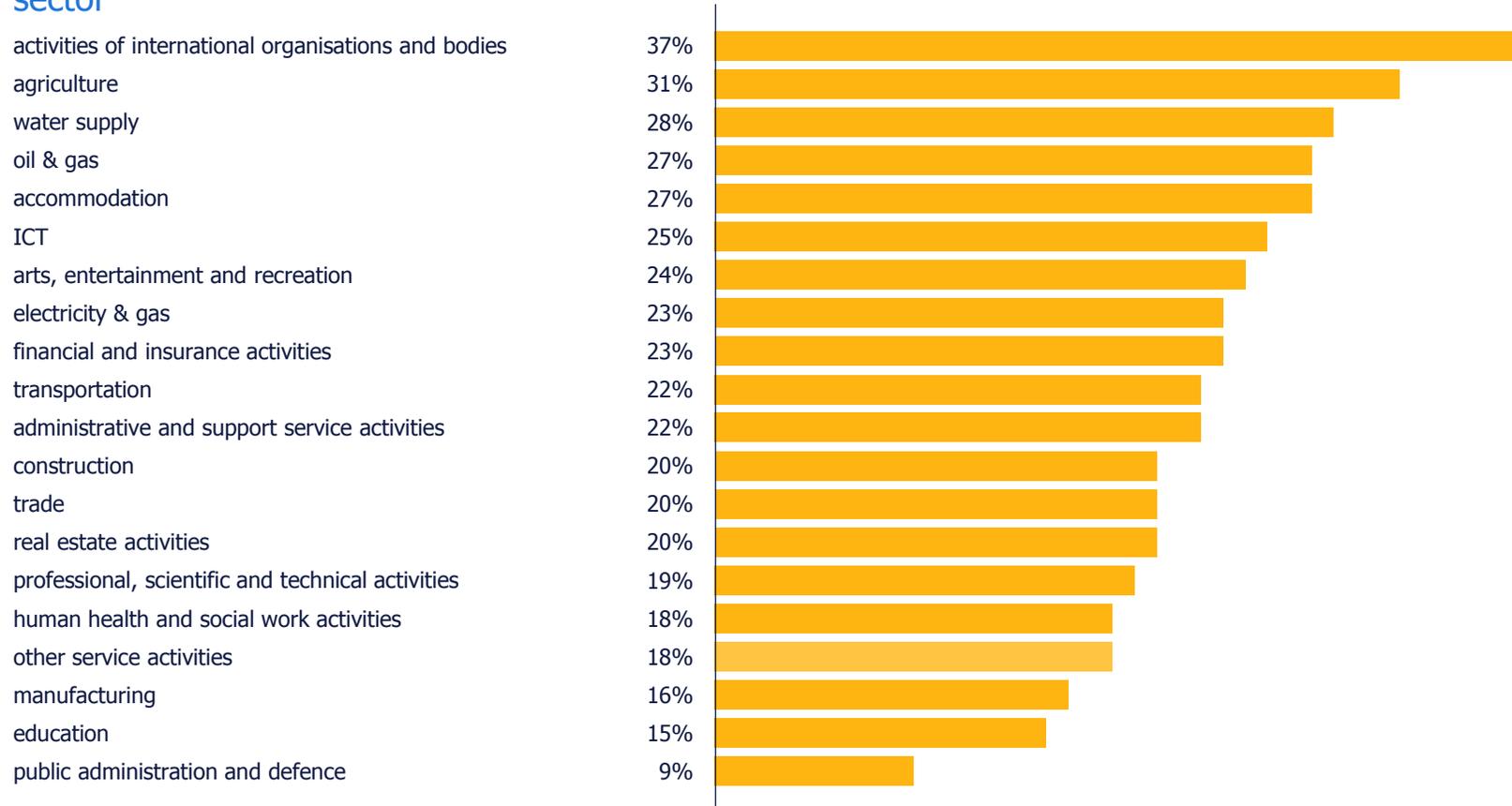
## region



# employees that changed jobs by subgroup.

2/2

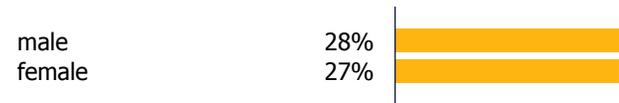
## sector



# employees planning to change jobs in the next 12 months by subgroup.

1/2

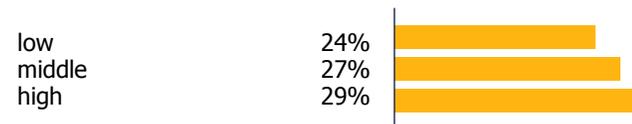
## gender



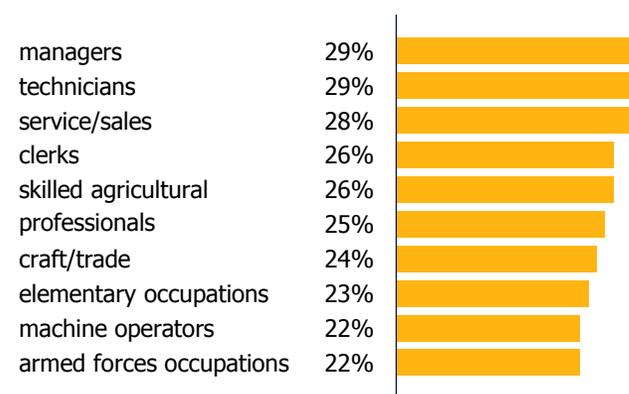
## age



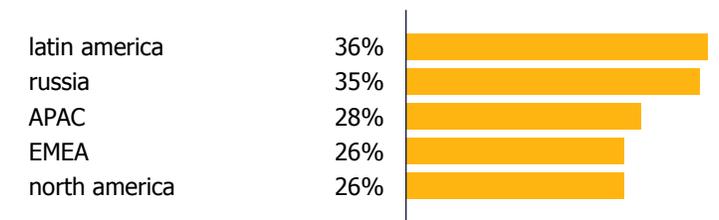
## education



## function



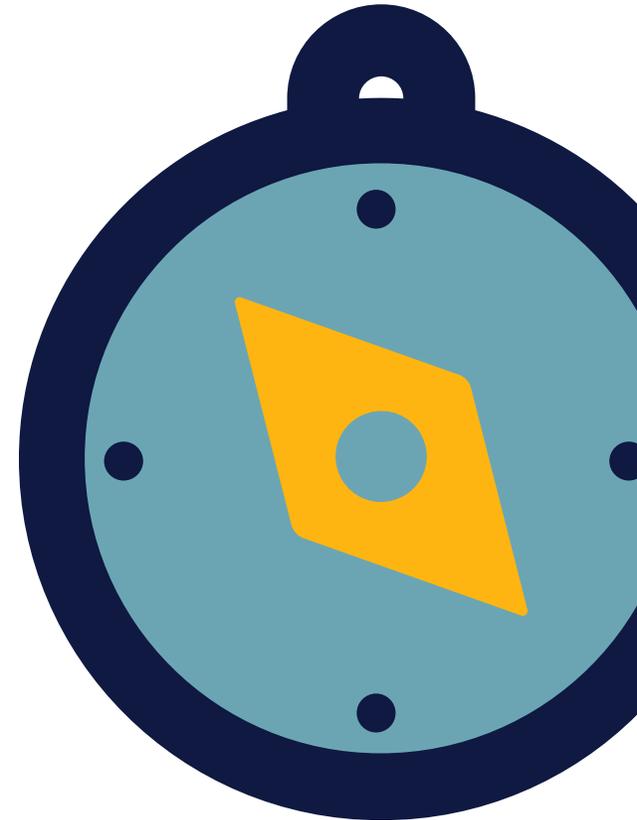
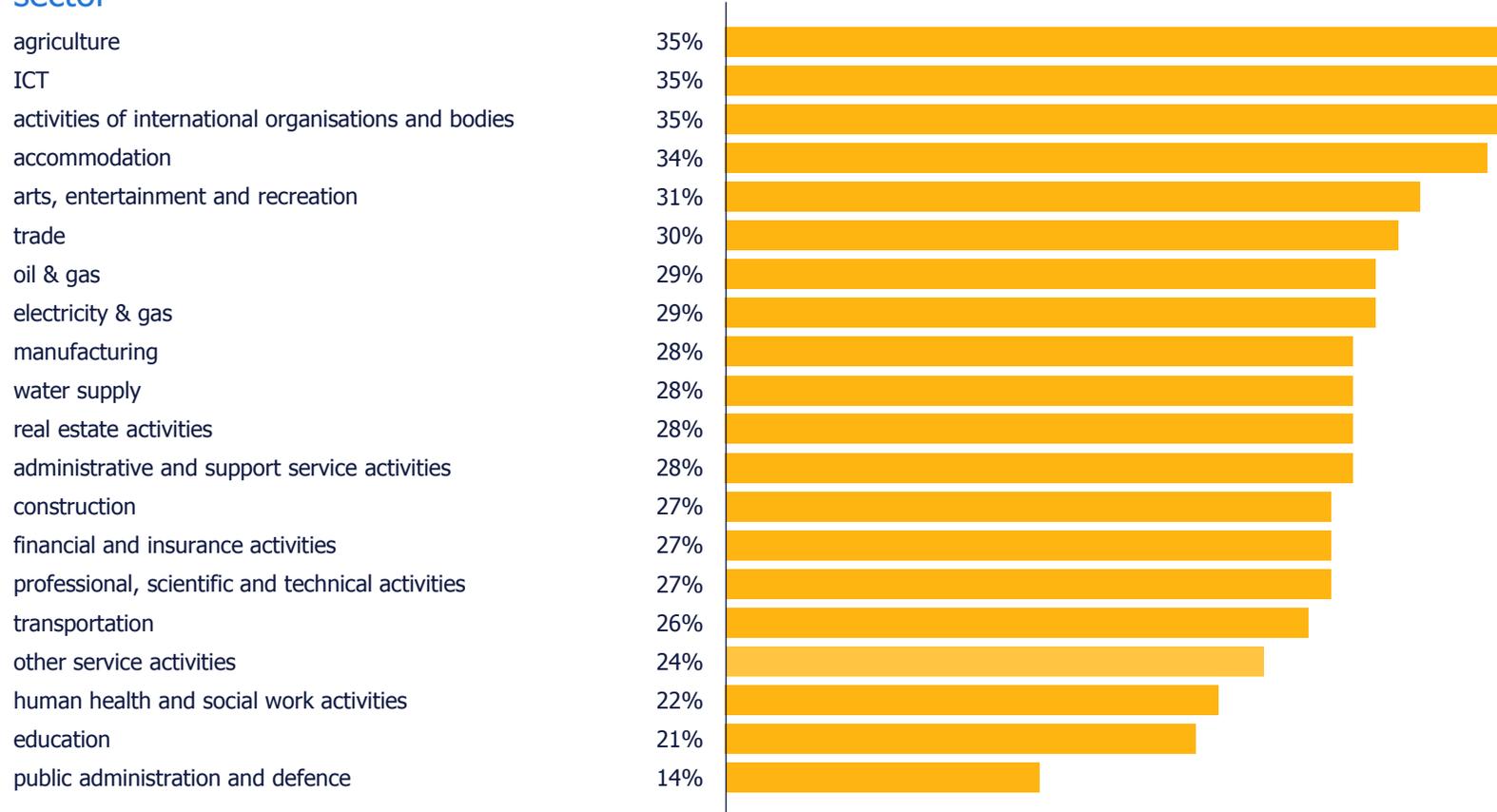
## region



# employees planning to change jobs in the next 12 months by subgroup.

2/2

## sector



about the



research.

# what is the randstad employer brand research.

- representative employer brand research based on perceptions of the general audience. Optimizing 17 years of successful employer branding insights.
- independent survey with over 175,000 respondents in 30 countries worldwide.
- reflection of sector attractiveness is based on employers known by at least 10% of the population.
- valuable insights to help employers shape their employer brand.



# 30 countries surveyed covering more than 75% of the global economy.

Austria  
Australia  
Argentina  
Belgium  
Brazil  
Canada  
China  
Czech Republic  
Dubai  
France  
Germany  
Greece  
Hong Kong  
Hungary  
Italy  
India  
Japan  
Luxembourg  
Malaysia  
New Zealand  
Netherlands  
Poland  
Portugal  
Russia  
Singapore  
Spain  
Sweden  
Switzerland  
UK  
USA



## worldwide

- over 175,000 respondents
- 5,755 companies surveyed

## sample

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

## country

- 1,565 to 12,332 respondents  
see appendix for breakdown  
of respondents per country

## fieldwork

- online interviews
- between 10 November  
and 28 December 2017

## length of interview

- 16 minutes

# breakdown respondents by country.

country*	n=	country*	n=
Argentina	4230	Italy	5855
Australia	9555	Japan	7105
Austria	7507	Luxembourg	1565
Belgium	12046	Malaysia	3349
Brazil	4284	New Zealand	3757
Canada	4528	Poland	5923
China	5691	Portugal	6752
Czech Republic	7476	Russia	9431
Dubai	2501	Singapore	3813
France	6440	Spain	6822
Germany	4322	Sweden	5139
Greece	7435	Switzerland	4799
Hong Kong	4295	The Netherlands	12332
Hungary	8201	UK	5703
India	3009	USA	4813

\* Global data is weighted on GDP.

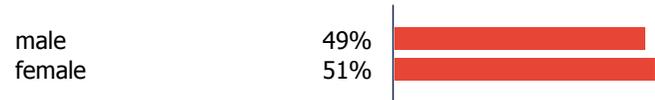


# sample composition

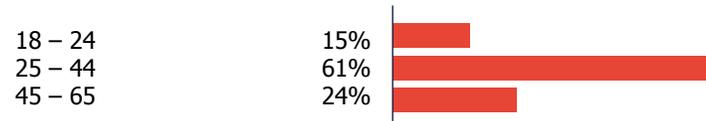
## socio-demographics, employment situation, region.

1/2

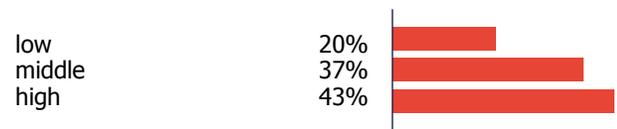
### gender



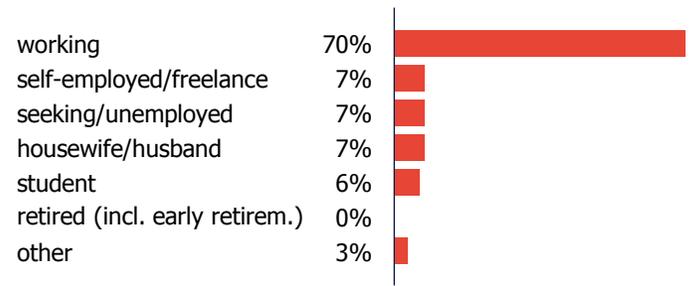
### age



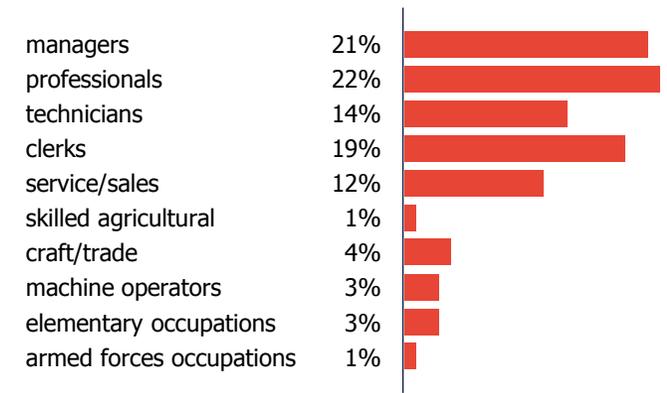
### education



### working situation



### function

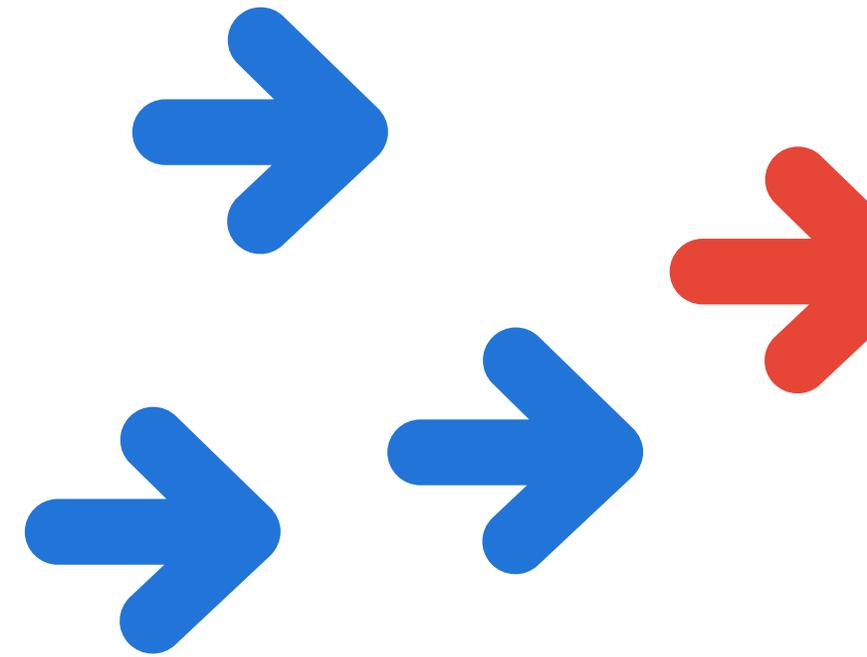
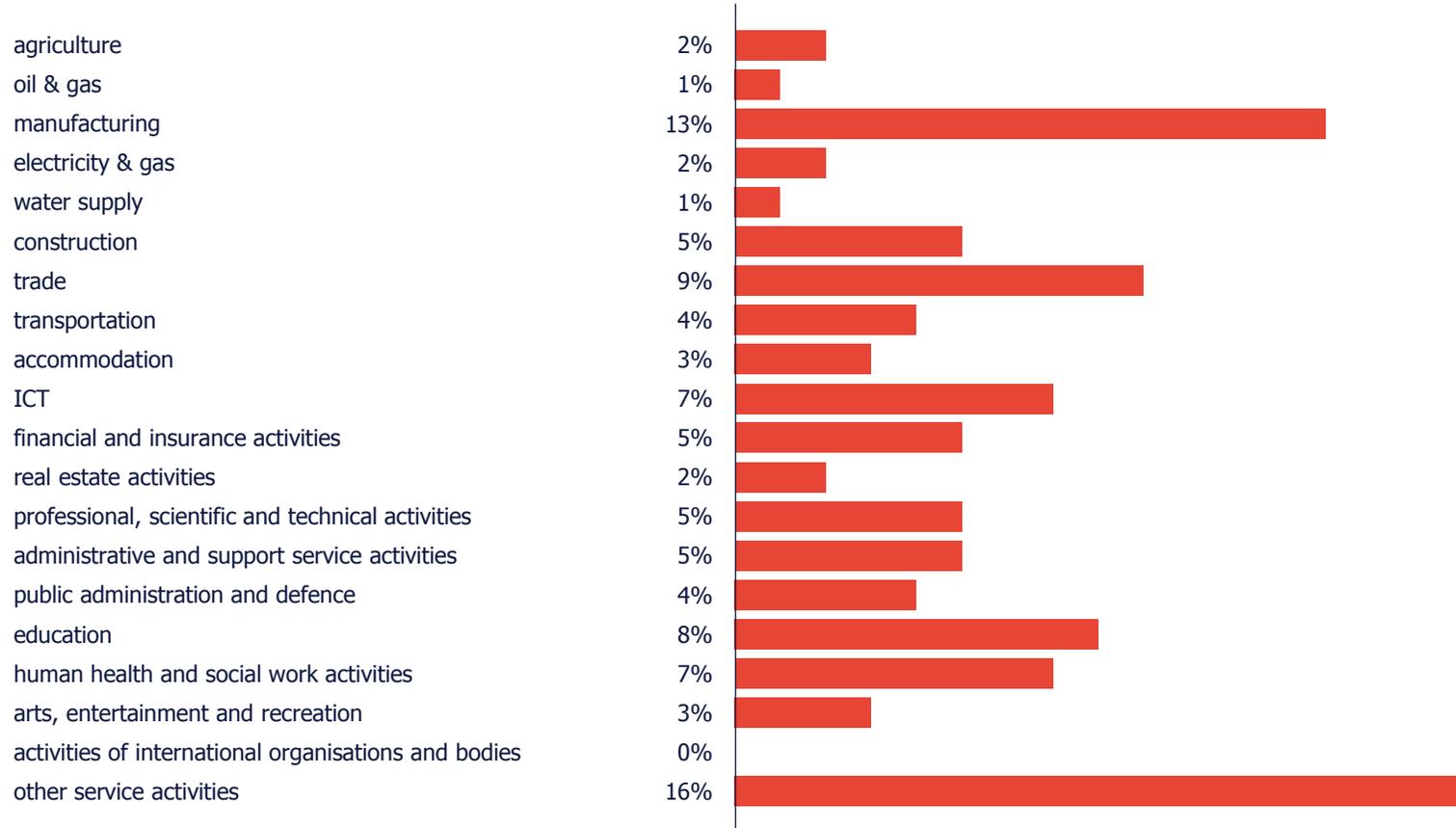


# sample composition

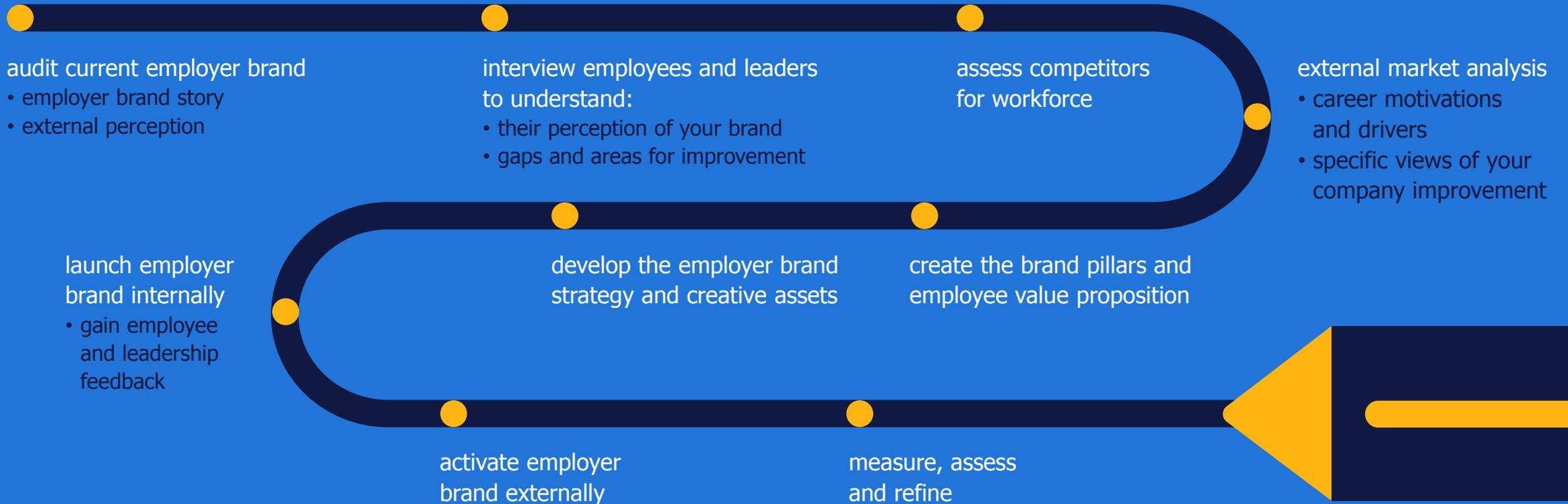
## socio-demographics, employment situation, region.

2/2

### sector



# the employer brand roadmap.



randstad

human forward.

