

# Employer Branding

Perception being reality

## Global report

Overall findings



Results Randstad Award 2013

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study background and study design



# Randstad Award 2013

Randstad Award based on perceived attractiveness of companies amongst a large audience

- attractiveness measured for 150 biggest employers in 18 countries (\*)
- most attractive employer determined by means of the question: 'Would you like to work for this company?'
- employers evaluated on 10 various factors

National representative sample of potential employees

- representative on region, age, sex and education
- comprising current students, employed and unemployed workforce aged between 18 and 65 years

Interviews conducted online between September 2012 and February 2013

(\*) Europe:

Belgium: 13<sup>th</sup> edition

France, Germany, Spain & Netherlands: 4<sup>th</sup> edition

Italy, Poland & UK: 3<sup>rd</sup> edition

APAC:

Australia, India, New Zealand: 3<sup>rd</sup> edition

Singapore, Japan: 2<sup>nd</sup> edition

Americas:

Canada: 3<sup>rd</sup> edition

USA, Argentina: 1<sup>st</sup> edition



# questionnaire

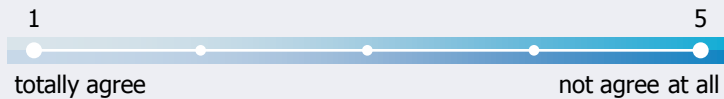
## 1. Which factors are important to you in choosing to work for a specific company?

(top 5 ranked from most important factor to least important)

## 2. Do you know this company?

yes / no

## 3. Would you like to work for this company?



## 4. Association known companies with specific factors



# some definitions

## name awareness

- to know the company well enough to have an opinion/perception about the company

## absolute attractiveness

- amongst all respondents (total sample); % that would like to work for the company

## relative attractiveness

- = Randstad Award
- amongst respondents who know the company; % that would like to work for the company
- removes the 'size' bias
  - big companies having the advantage to be known by most people and as a consequence often rank amongst the top on absolute attractiveness



# absolute and relative attractiveness

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name awareness  
 $80/100 = 80\%$

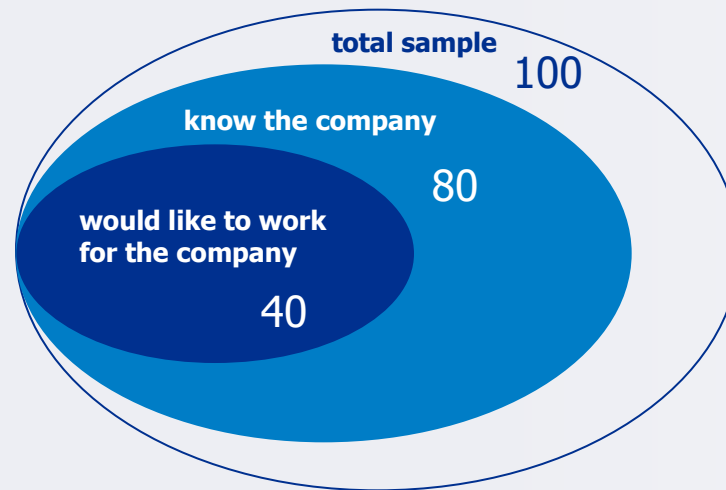
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absolute attractiveness <sup>(1)</sup>  
 $40/100 = 40\%$

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relative attractiveness <sup>(2)</sup>  
 $40/80 = 50\%$

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<sup>(1)</sup> % of respondents that would like to work for the company based on the total sample

<sup>(2)</sup> % of respondents that would like to work for the company based on the number of people that know the company



# success of a company hinges on the quality and talent of its employees

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competitive image  
to attract right candidates

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high retention  
to ensure a stable work force

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improve cost management  
to reduce costs for  
search & selection

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overall results

sample description



# sample description

online respondents in sub groups

	respondents
<b>total sample</b>	142169
<b>gender</b>	
men	69410
women	72759
<b>age</b>	
18-24 years	24315
25-44 years	78050
45-65 years	39804
<b>education</b>	
no diploma	575
primary/secondary education	54479
higher education (bachelor)	50996
higher education (master)	35433
other	686



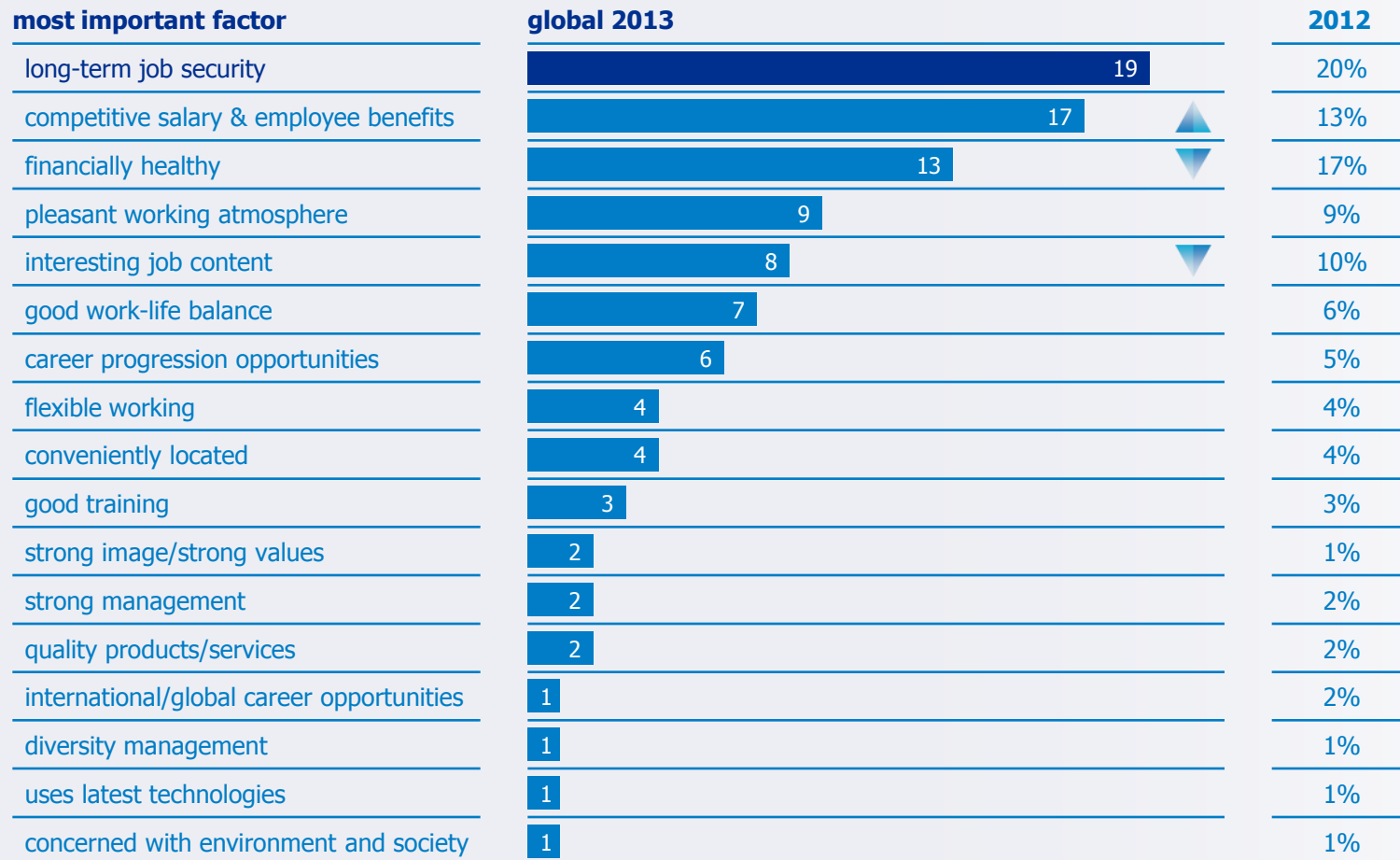
## overall results

what are the most important factors when choosing an employer?



# globally, job security remains the most important factor when looking for an employer; salary gains importance before employers' financial health









what is the most important factor to you when choosing to work for a specific company?



although job security is viewed as the most important factor, salary is more often selected by potential employees in their top 5 most important factors when looking for an employer

what are the top 5 most important factors to you when choosing to work for a specific company?

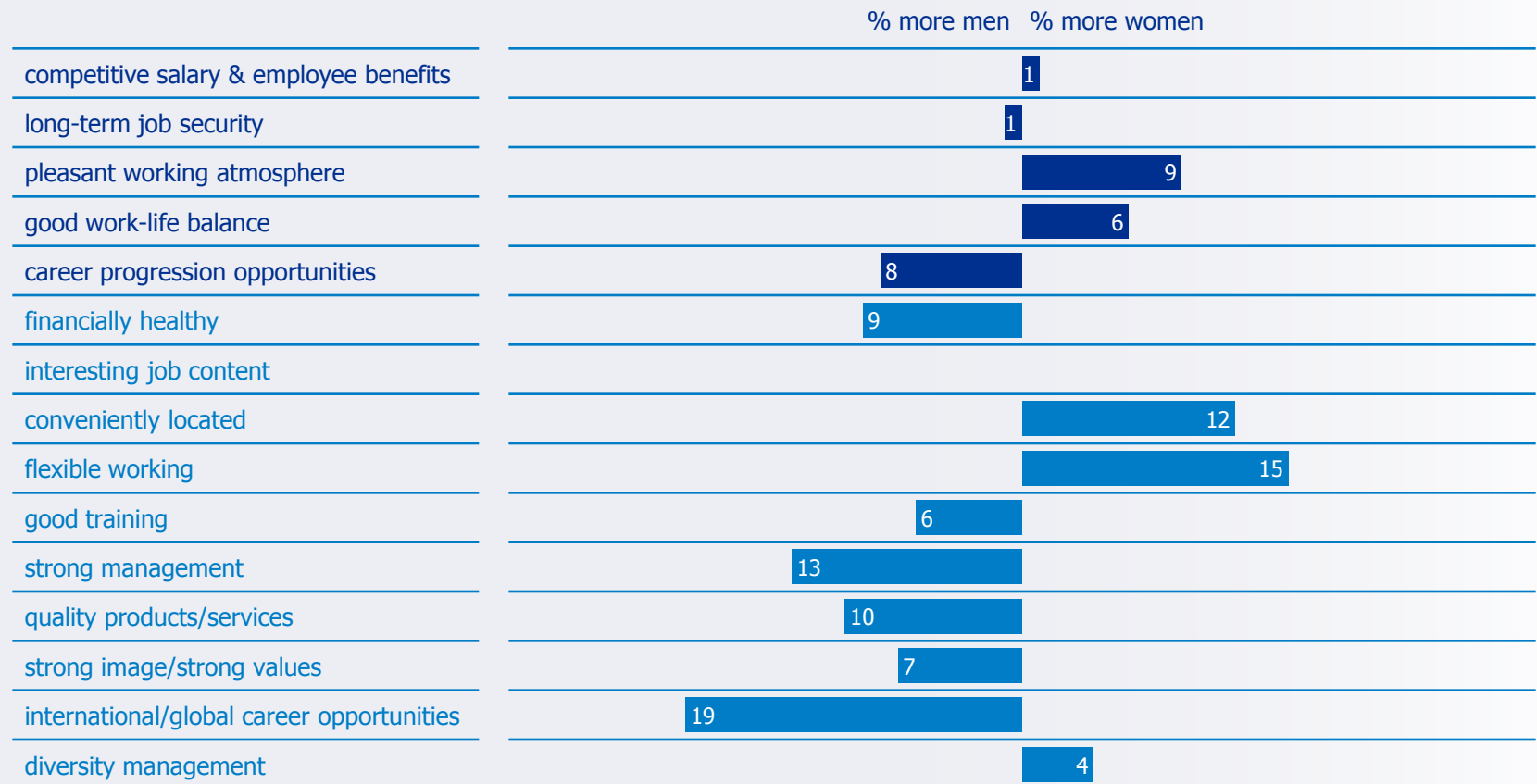
note: to be read as the % of respondents that selected the factor at any position in their top 5 of most important factors

top 5 most important factors	global 2013	2012
competitive salary & employee benefits	59 	54%
long-term job security	58 	61%
pleasant working atmosphere	54	55%
good work-life balance	41 	37%
career progression opportunities	40 	38%
financially healthy	39 	46%
interesting job content	37 	40%
conveniently located	35	34%
flexible working	30	30%
good training	22	23%
strong management	15	15%
quality products/services	14	14%
strong image/strong values	14 	12%
international/global career opportunities	11 	13%
diversity management	10	10%
concerned with environment and society	9	9%
uses latest technologies	9	8%

men more often prefer financially healthy companies with strong management that offer domestic and global career growth opportunities, whereas women are more often attracted by pleasant work atmosphere, good work-life balance, flexible working arrangements and accessibility

what factors are important to you when choosing to work for a specific company?

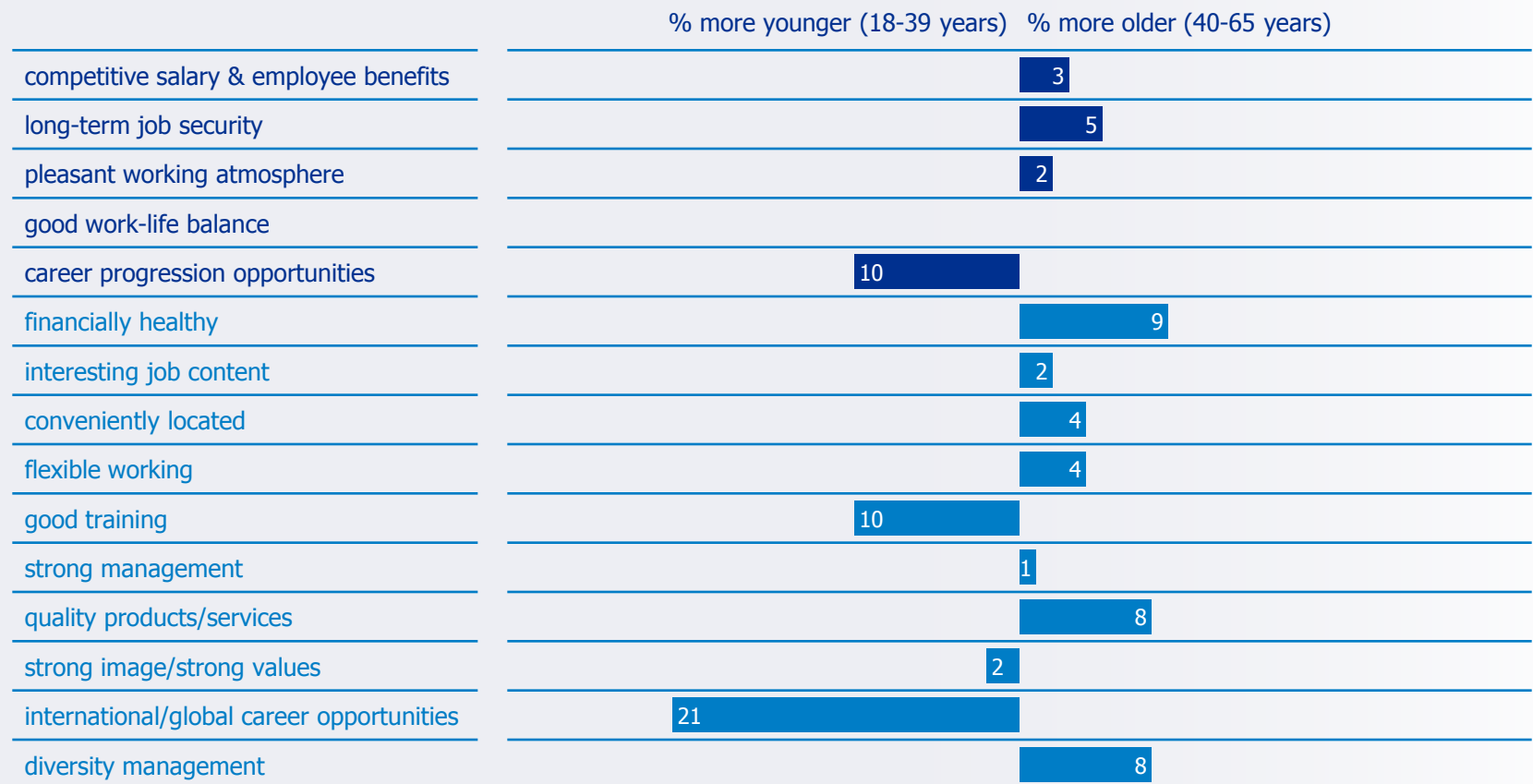
### top 5 most important factor – men vs. women (global)



potential employees under 40 years more often select career growth, international career opportunities and training as most important factors; while financial health, job security, product quality, flexibility and diversity management become more important after the age of 40

what factors are important to you when choosing to work for a specific company?

### top 5 most important factor – younger vs. older (global)

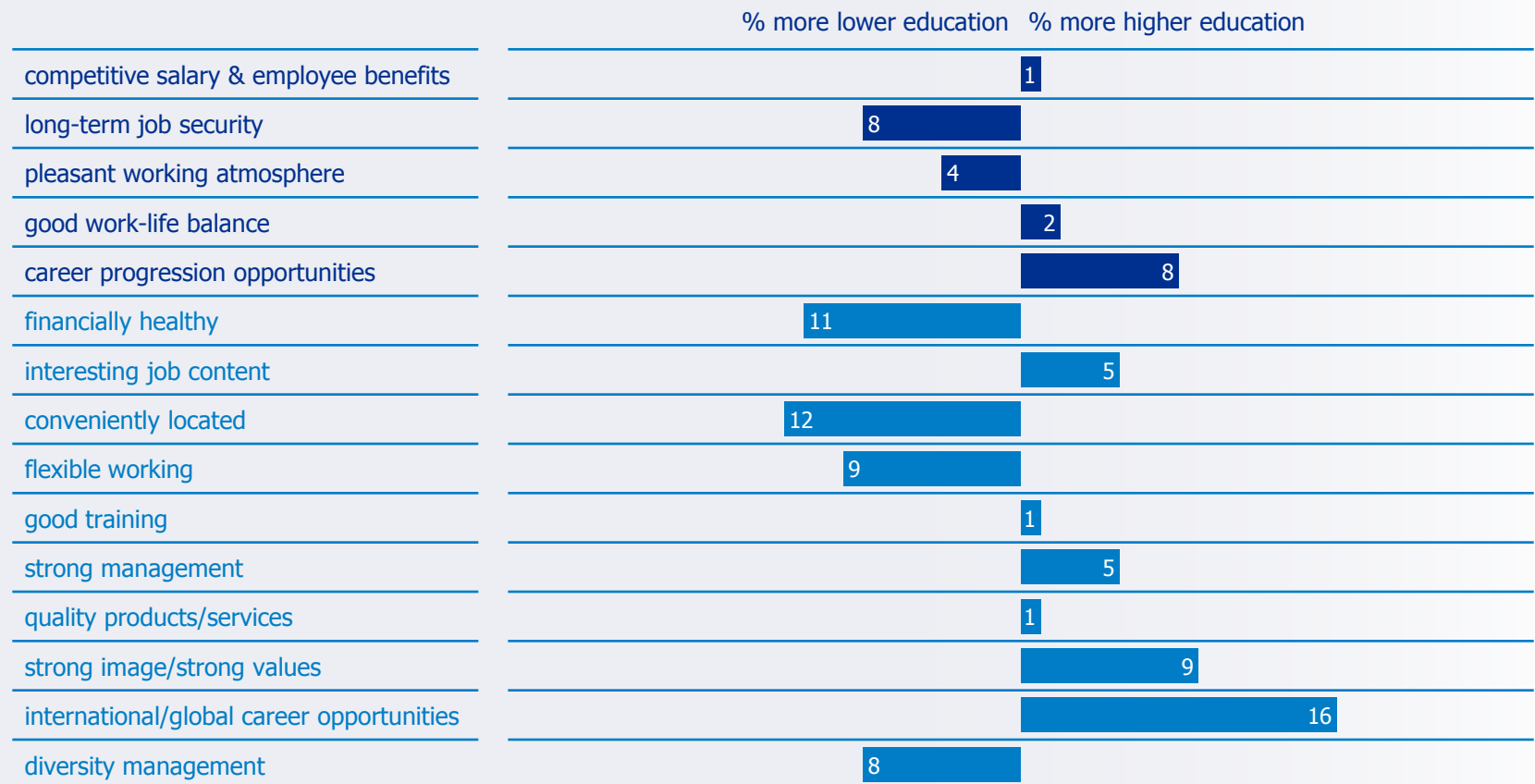




respondents with a lower education more often look for job security, financial health, atmosphere, accessibility and flexible working; people with a higher degree are more attracted by domestic & global career opportunities, interesting jobs, strong management and strong image & values

what factors are important to you when choosing to work for a specific company?

### top 5 most important factor – lower vs. higher education (global)



## overall results

work atmosphere & job content



globally, pleasant work atmosphere is primarily linked to recognition for good work (esp. women and ages 45-65), team spirit, open & honest communication and respect from colleagues (esp. ages 18-24)

what factors define a pleasant work atmosphere to you?

main factors defining atmosphere	global	gender		age		
		men	women	18-24	25-44	45-65
I am recognized when I do good work	51		++			++
feel part of a team	51		+			++
open and honest communications	50					++
respect from colleagues	50	+		++		
sense of commitment shared by everyone	30					++
fun and laughter at work (fun activities)	27		+	++		
friends at work	16	++		++		
connect with colleagues socially	13	+		++		
celebrate companies' success	11	++				++

+ points at difference of 2 to 5 percentage points compared to overall rate

++ points at difference of 6 or more percentage points compared to overall rate

higher educated respondents more often link atmosphere to sense of commitment shared by everyone; job seekers more often point to fun & laughter at work compared to currently active workforce

what factors define a pleasant work atmosphere to you?

main factors defining atmosphere	global	education		employment	
		lower	higher	active	job seeker
I am recognized when I do good work	51				+
feel part of a team	51				+
open and honest communications	50				+
respect from colleagues	50	+			
sense of commitment shared by everyone	30		++		
fun and laughter at work (fun activities)	27	+			++
friends at work	16		+		
connect with colleagues socially	13		+		
celebrate companies' success	11	+			++

+ points at difference of 2 to 5 percentage points compared to overall rate

++ points at difference of 6 or more percentage points compared to overall rate

production workers more often link work atmosphere to respect from colleagues and fun & laughter; while sense of commitment, friends at work and celebrating success are more often selected by managers

what factors define a pleasant work atmosphere to you?

main factors defining atmosphere	global	job level			sector	
		manager	office	production	profit	non-profit
I am recognized when I do good work	51		+			
feel part of a team	51			+		+
open and honest communications	50	+				+
respect from colleagues	50			++		+
sense of commitment shared by everyone	30	++				+
fun and laughter at work (fun activities)	27			++		+
friends at work	16	++			+	
connect with colleagues socially	13		+			
celebrate companies' success	11	++			++	

+ points at difference of 2 to 5 percentage points compared to overall rate

++ points at difference of 6 or more percentage points compared to overall rate

globally, interesting job content is primarily linked to the use of personal skills, acquisition of new skills (esp. ages 18-24), appreciation of ideas and working independently (esp. women and ages 45-65)

what factors define interesting job content to you?

main factors defining job content	global	gender		age		
		men	women	18-24	25-44	45-65
job makes good use of my skills	51	+				+
acquisition of new skills	39		+	++		
ideas are valued	38	+		+		
independence	32		++			++
possibilities to develop functional skills	28				+	
variation in job	25		++			++
creativity is encouraged	25	++		++		
challenged in current role	21		+		+	
share knowledge with colleagues	16	+				++
opportunities to meet other professionals	12	+		++		
supervisory responsibilities	11	++			+	

+ points at difference of 2 to 5 percentage points compared to overall rate

++ points at difference of 6 or more percentage points compared to overall rate

# lower educated respondents more often link interesting job content to working independently; job seekers more often point to acquisition & development of skills compared to active workforce

what factors define interesting job content to you?

main factors defining job content	global	education		employment	
		lower	higher	active	job seeker
job makes good use of my skills	51				
acquisition of new skills	39				++
ideas are valued	38				
independence	32	++		+	
possibilities to develop functional skills	28		+		++
variation in job	25	++			
creativity is encouraged	25		++		
challenged in current role	21		+	+	
share knowledge with colleagues	16	++		+	
opportunities to meet other professionals	12		++		
supervisory responsibilities	11			++	

+ points at difference of 2 to 5 percentage points compared to overall rate

++ points at difference of 6 or more percentage points compared to overall rate



office workers and non-profit workers more often link interesting job content to working independently; whereas job variation, challenge and sharing knowledge are more often selected by production workers, and managers more often point to creativity, opportunities to meet other professionals and supervisory responsibilities

what factors define interesting job content to you?

main factors defining job content	global	job level			sector	
		manager	office	production	profit	non-profit
job makes good use of my skills	51	+				
acquisition of new skills	39					
ideas are valued	38	+				
independence	32		++			++
possibilities to develop functional skills	28		+			
variation in job	25			++		++
creativity is encouraged	25	++				
challenged in current role	21			++		++
share knowledge with colleagues	16			++		++
opportunities to meet other professionals	12	++			+	
supervisory responsibilities	11	++			++	

+ points at difference of 2 to 5 percentage points compared to overall rate

++ points at difference of 6 or more percentage points compared to overall rate

## overall results

factors in employee retention and turnover



# globally, job security is the main reason to stay with a current employer, followed by financial stability and work atmosphere

why do you stay with your current employer?

main retention factors	overall	gender		age		
		men	women	18-24	25-44	45-65
long-term job security	40					+
financially healthy	28	++				
pleasant working atmosphere	26		++	++		
conveniently located	22		++			++
competitive salary & employee benefits	22	+			+	
good work-life balance	19		++		+	
interesting job content	18					++
career progression opportunities	14	++		++		
flexible working	12		++			+
good training	9	++		++		

+ points at difference of 2 to 5 percentage points compared to overall rate

++ points at difference of 6 or more percentage points compared to overall rate

people with a lower education more often select financial health and accessibility as reasons to stay; job content, career prospects & training are key to people with a higher degree

why do you stay with your current employer?

main retention factors	overall	education	
		lower	higher
long-term job security	40	+	
financially healthy	28	++	
pleasant working atmosphere	26	+	
conveniently located	22	++	
competitive salary & employee benefits	22		
good work-life balance	19		+
interesting job content	18		++
career progression opportunities	14		++
flexible working	12	++	
good training	9		++

+ points at difference of 2 to 5 percentage points compared to overall rate

++ points at difference of 6 or more percentage points compared to overall rate



office workers (mainly non-profit) more often select job security as a reason to stay; financial health is key to managers (mainly profit), while atmosphere and an easy commute is important to production and non-profit employees

why do you stay with your current employer?

main retention factors	overall	job level			sector	
		manager	office	production	profit	non-profit
long-term job security	40		++			++
financially healthy	28	++			++	
pleasant working atmosphere	26			++		++
conveniently located	22			++		+
competitive salary & employee benefits	22	++			+	
good work-life balance	19		++			++
interesting job content	18	++				++
career progression opportunities	14	++			+	
flexible working	12		+			+
good training	9	++			+	

+ points at difference of 2 to 5 percentage points compared to overall rate

++ points at difference of 6 or more percentage points compared to overall rate

potential stayers more often point to job security, financial health, atmosphere and job content, whereas potential leavers more often view accessibility and training as reasons to stay

why do you stay with your current employer?

(\*) are you considering changing employers in the next 2 years?

main retention factors	overall	retention (*)	
		stayers	leavers
long-term job security	40	++	
financially healthy	28	++	
pleasant working atmosphere	26	++	
conveniently located	22		++
competitive salary & employee benefits	22	+	
good work-life balance	19	++	
interesting job content	18	++	
career progression opportunities	14		+
flexible working	12		+
good training	9		++

+ points at difference of 2 to 5 percentage points compared to overall rate

++ points at difference of 6 or more percentage points compared to overall rate



over half the respondents view lack of compensation as the main reason to change employers, especially those aged under 25; lack of career prospects is next (for starters in particular), closely followed by atmosphere (mainly for workforce aged 45 and over)

what would make you change employer?

main turnover factors	overall	gender		age		
		men	women	18-24	25-44	45-65
lack of compensation	55	+		++		
lack of career opportunities	20		+	++		
unpleasant work atmosphere	20		+			++
lack of work-life balance	17				+	
need to gain more experience	14			++		
lack of support from management	13					++
lack of confidence in future	11	++				++
ambition to have management role	10	++		++		
disinterest in job content	10		++			++
not challenged in my current workplace	10		++	++		

+ points at difference of 2 to 5 percentage points compared to overall rate

++ points at difference of 6 or more percentage points compared to overall rate



people with a higher education more often point at lack of career prospects and the need to gain more experience, whereas lower educated people more often select unpleasant atmosphere and a lack of confidence in the future as reasons to leave

what would make you change employer?

main turnover factors	overall	education	
		lower	higher
lack of compensation	55		
lack of career opportunities	20		++
unpleasant work atmosphere	20	++	
lack of work-life balance	17		+
need to gain more experience	14		++
lack of support from management	13		
lack of confidence in future	11	++	
ambition to have management role	10		++
disinterest in job content	10	++	
not challenged in my current workplace	10		+

+ points at difference of 2 to 5 percentage points compared to overall rate

++ points at difference of 6 or more percentage points compared to overall rate



production workers point more to unpleasant atmosphere, disinterest in the job and lack of challenge as reasons to leave, while office workers do so to lack of career prospects, and managers to lack of work-life balance, support and opportunities to gain more experience

what would make you change employer?

main turnover factors	overall	job level			sector	
		manager	office	production	profit	non-profit
lack of compensation	55		+		+	
lack of career opportunities	20		++			++
unpleasant work atmosphere	20			++		++
lack of work-life balance	17	++				
need to gain more experience	14	++				
lack of support from management	13	++				++
lack of confidence in future	11		+		++	
ambition to have management role	10	++				
disinterest in job content	10			++		++
not challenged in my current workplace	10			++		+

+ points at difference of 2 to 5 percentage points compared to overall rate

++ points at difference of 6 or more percentage points compared to overall rate

potential leavers more often point to lack of compensation, career prospects, support & challenge, whereas potential stayers more often feel disinterest in the job and to a lesser extent unpleasant atmosphere are reasons to leave

what would make you change employer?

(\*) are you considering changing employers in the next 2 years?

main turnover factors	overall	retention (*)	
		stayers	leavers
lack of compensation	55		++
lack of career opportunities	20		++
unpleasant work atmosphere	20	+	
lack of work-life balance	17		+
need to gain more experience	14		++
lack of support from management	13		++
lack of confidence in future	11		
ambition to have management role	10		++
disinterest in job content	10	++	
not challenged in my current workplace	10		++

+ points at difference of 2 to 5 percentage points compared to overall rate

++ points at difference of 6 or more percentage points compared to overall rate



## overall results

most attractive sectors based on company attractiveness



# attractiveness of sectors

amongst respondents that know one or more companies operating in this sector

	would like to work for: (% 4-5)				
	2013		2012		2011
Informatics/Consulting	48%	▲	44%	▲	41%
Automotive	46%	▲	44%	▲	36%
Pharmaceutical/Chemical	40%		39%		40%
FMCG	39%		40%	▲	37%
Industrial/Manufacturing	38%	▲	36%		37%
Services	35%		36%		35%
Power & Utilities & Telecom	35%		36%		35%
Finance	34%		34%		33%
Transport/Logistics/Wholesalers	33%	▲	29%	▼	32%
Construction	30%	▼	32%		31%
Travel/Leisure/Hospitality	29%	▼	33%		32%
Non-profit	28%	▼	36%	▲	33%
Retail	27%		28%	▲	26%
Human Resources	25%		NA		NA

## overall results

most attractive companies by country



# top 3 most relative attractive companies (Europe)

relative attractiveness: amongst respondents who know the company (minimum 10% name awareness);  
% that would like to work for the company

EUROPE	Award winner	1st runner up	2 <sup>nd</sup> runner up
BELGIUM	Techspace Aero	DEME	VRT
FRANCE	Groupe Canal +	Eurocopter	PPR
GERMANY	Audi	BMW	EADS
ITALY	Feltrinelli	Ferrero	Hewlett Packard
NETHERLANDS	Luchthaven Schiphol	KLM	Antonius Ziekenhuis
POLAND	TVN SA	PLL Lot SA	PepsiCo
SPAIN	EADS Casa	Sony	Samsung
UNITED KINGDOM	John Lewis	Marks & Spencer	BMW



# top 3 most relative attractive companies (APAC & Americas)

relative attractiveness: amongst respondents who know the company (minimum 10% name awareness); % that would like to work for the company

APAC	Award winner	1st runner up	2 <sup>nd</sup> runner up
AUSTRALIA	ABC	Virgin Australia	BAE Systems
CHINA	Bank of China	China National Petroleum Corporation (CNPC)	China Telecom Corporation
HONG KONG	MTR	Swire Properties	CLP
INDIA	Microsoft	Hewlett Packard	Google India
JAPAN	Suntory Holdings	Oriental Land	Meiji Holdings
NEW ZEALAND	Air New Zealand	New Zealand Customs Service	Department of Conservation
SINGAPORE	Singapore Airlines	ExxonMobil	Proctor & Gamble
<b>AMERICAS</b>			
ARGENTINA	Mercedes Benz	Volkswagen	IBM
CANADA	WestJet Airlines.	Transat A.T.	IBM Canada
USA	Microsoft Corporation	Amazon.com	Apple

# differences between countries

what are the most important factors when choosing an employer?



while job security is the most important factor in choosing a new employer in Europe, salary is the key factor in APAC and the Americas

which is the most important factor to you in choosing to work for a specific company?

most important factor (top 1)	GLOBAL	Europe	APAC	Americas
long-term job security	19%	<b>24%</b>	14%	15%
competitive salary & benefits	17%	12%	<b>20%</b>	<b>23%</b>
financially healthy	13%	22%	7%	5%
pleasant working atmosphere	9%	9%	8%	10%
interesting job content	8%	8%	8%	6%
good work-life balance	7%	5%	8%	8%
career progression opportunities	6%	5%	7%	6%
flexible working arrangements	4%	3%	5%	6%
convenient location	4%	3%	6%	5%
good training	3%	3%	3%	3%
strong image & values	2%	1%	3%	3%
strong management	2%	1%	3%	2%
quality products/services	2%	1%	2%	2%
global career opportunities	1%	1%	2%	1%

Employer's financial health significantly more important in Europe

in Europe, job security is most valued in Spain, Italy, Belgium and France; financial stability is top priority in Poland and Germany, salary in the UK and work atmosphere remains the most important item in The Netherlands

what is the most important factor to you when choosing to work for a specific company?

most important factor (top 1)	GLOBAL	Belgium	France	Germany	Italy	Netherlands	Poland	Spain	UK
long-term job security	19%	24%	27%	29%	26%	12%	24%	31%	16%
competitive salary & benefits	17%	16%	11%	6%	6%	18%	11%	8%	18%
financially healthy	13%	19%	25%	34%	26%	7%	37%	19%	6%
pleasant working atmosphere	9%	8%	8%	10%	7%	21%	4%	5%	10%
interesting job content	8%	12%	8%	4%	8%	7%	6%	7%	11%
good work-life balance	7%	6%	3%	4%	6%	8%	3%	4%	8%
career progression opportunities	6%	4%	5%	4%	5%	4%	4%	8%	5%
flexible working arrangements	4%	2%	2%	3%	1%	7%	2%	4%	6%
convenient location	4%	3%	3%	2%	1%	4%	1%	2%	8%
good training	3%	2%	3%	1%	5%	2%	2%	5%	3%
strong image & values	2%	0%	1%	1%	1%	2%	1%	1%	2%
strong management	2%	0%	1%	1%	1%	2%	1%	1%	2%
quality products/services	2%	1%	1%	1%	2%	3%	1%	1%	1%
global career opportunities	1%	1%	1%	1%	2%	1%	1%	2%	1%

in APAC, salary is viewed as the most important factor in all countries;  
in Hong Kong, importance of job security is significant

what is the most important factor to you when choosing to work for a specific company?

most important factor (top 1)	GLOBAL	Australia	China	Hong Kong	India	Japan	New Zealand	Singapore
long-term job security	19%	17%	16%	21%	10%	12%	14%	10%
competitive salary & benefits	17%	<b>20%</b>	<b>23%</b>	<b>23%</b>	<b>12%</b>	<b>19%</b>	<b>19%</b>	<b>26%</b>
financially healthy	13%	6%	7%	9%	7%	3%	5%	8%
pleasant working atmosphere	9%	2%	6%	6%	7%	15%	12%	8%
interesting job content	8%	9%	4%	5%	6%	18%	10%	6%
good work-life balance	7%	11%	6%	7%	8%	6%	8%	9%
career progression opportunities	6%	4%	14%	10%	8%	2%	6%	7%
flexible working arrangements	4%	8%	2%	2%	4%	5%	6%	5%
convenient location	4%	8%	2%	5%	4%	10%	5%	5%
good training	3%	3%	3%	2%	4%	1%	3%	2%
strong image & values	2%	2%	5%	3%	5%	2%	3%	2%
strong management	2%	3%	3%	2%	6%	2%	3%	4%
quality products/services	2%	2%	3%	1%	4%	1%	2%	1%
global career opportunities	1%	1%	2%	1%	5%	1%	1%	2%

in the Americas, salary is the most important factor in choosing an employer

what is the most important factor to you when choosing to work for a specific company?

most important factor (top 1)	GLOBAL	Argentina	Canada	USA
long-term job security	19%	16%	15%	13%
competitive salary & benefits	17%	<b>19%</b>	<b>26%</b>	<b>24%</b>
financially healthy	13%	4%	5%	6%
pleasant working atmosphere	9%	9%	11%	10%
interesting job content	8%	6%	7%	5%
good work-life balance	7%	5%	9%	9%
career progression opportunities	6%	7%	5%	6%
flexible working arrangements	4%	7%	6%	6%
convenient location	4%	3%	5%	6%
good training	3%	3%	2%	3%
strong image & values	2%	3%	2%	4%
strong management	2%	2%	2%	3%
quality products/services	2%	2%	2%	2%
global career opportunities	1%	3%	1%	1%

in APAC, and even more in the Americas, salary is the most often selected in (potential) employees' top 5 criteria when looking for an employer;  
in Europe, however, job security remains the key factor in respondents' top 5

what are the top 5 most important factors to you when choosing to work for a specific company?

top 5 most important factors	GLOBAL	Europe	APAC	Americas
salary & employee benefits	59%	53%	<b>62%</b>	<b>67%</b>
long-term job security	58%	<b>65%</b>	52%	56%
pleasant working atmosphere	54%	56%	48%	57%
good work-life balance	41%	40%	44%	40%
career progression opportunities	40%	42%	37%	37%
financially healthy	39%	50%	33%	27%
interesting job content	37%	44%	35%	31%
conveniently located	35%	32%	39%	34%
flexible working	30%	30%	28%	35%
good training	22%	21%	24%	22%
strong management	15%	10%	21%	16%
quality products/services	14%	13%	15%	16%
strong image/strong values	14%	9%	18%	18%
international career opportunities	11%	10%	12%	10%
diversity management	10%	8%	12%	13%
environment and society (CSR)	9%	8%	10%	12%
uses latest technologies	9%	8%	11%	12%

employer's financial health and job content rank higher in Europe

Strong management and strong image & values more valued in APAC and the Americas

in Europe, job security takes first position in most countries although financial stability ranks first in Poland and gains importance in general, while atmosphere remains key in the Netherlands and salary comes first in the UK

what are the top 5 most important factors to you when choosing to work for a specific company?

top 5 most important factors	GLOBAL	Belgium	France	Germany	Italy	Netherlands	Poland	Spain	UK
salary & employee benefits	59%	61%	59%	37%	43%	66%	49%	51%	<b>62%</b>
long-term job security	58%	<b>71%</b>	<b>66%</b>	<b>73%</b>	<b>62%</b>	53%	70%	<b>69%</b>	54%
pleasant working atmosphere	54%	58%	58%	65%	38%	<b>73%</b>	54%	47%	57%
good work-life balance	41%	42%	31%	42%	43%	47%	31%	36%	48%
career progression opportunities	40%	37%	45%	48%	42%	29%	48%	58%	33%
financially healthy	39%	47%	49%	67%	57%	36%	<b>72%</b>	41%	28%
interesting job content	37%	47%	43%	29%	62%	28%	49%	43%	48%
conveniently located	35%	36%	31%	28%	24%	43%	27%	22%	46%
flexible working	30%	27%	28%	40%	20%	42%	22%	34%	33%
good training	22%	21%	21%	13%	26%	13%	20%	25%	26%
strong management	15%	7%	10%	8%	8%	11%	10%	12%	14%
quality products/services	14%	10%	13%	12%	17%	16%	10%	12%	12%
strong image/strong values	14%	6%	9%	7%	11%	11%	7%	9%	12%
international career opportunities	11%	11%	11%	10%	15%	6%	10%	14%	6%
diversity management	10%	6%	9%	9%	6%	8%	6%	8%	8%
environment and society (CSR)	9%	10%	9%	8%	7%	10%	6%	9%	7%
uses latest technologies	9%	5%	6%	6%	13%	7%	9%	9%	7%



in APAC, salary takes first position in the top 5 in most countries;  
job security ranks first in Hong Kong and only fourth in Singapore;  
atmosphere becomes key in Japan before salary

what are the top 5 most important factors to you when choosing to work for a specific company?

top 5 most important factors	GLOBAL	Australia	China	Hong Kong	India	Japan	New Zealand	Singapore
salary & employee benefits	59%	<b>64%</b>	<b>64%</b>	63%	<b>47%</b>	66%	<b>62%</b>	<b>71%</b>
long-term job security	58%	57%	54%	<b>65%</b>	42%	52%	48%	45%
pleasant working atmosphere	54%	18%	48%	53%	39%	<b>68%</b>	56%	51%
good work-life balance	41%	54%	43%	45%	38%	34%	41%	49%
career progression opportunities	40%	33%	55%	44%	37%	19%	33%	41%
financially healthy	39%	31%	38%	40%	32%	28%	25%	35%
interesting job content	37%	41%	23%	31%	27%	57%	40%	28%
conveniently located	35%	49%	27%	42%	28%	55%	36%	37%
flexible working	30%	42%	17%	20%	22%	31%	35%	31%
good training	22%	27%	27%	25%	24%	14%	31%	21%
strong management	15%	20%	20%	13%	28%	18%	21%	25%
quality products/services	14%	14%	15%	10%	23%	13%	16%	10%
strong image/strong values	14%	15%	24%	17%	25%	15%	18%	14%
international career opportunities	11%	7%	11%	9%	28%	5%	8%	18%
diversity management	10%	14%	8%	7%	18%	12%	12%	11%
environment and society (CSR)	9%	8%	13%	8%	18%	7%	9%	6%
uses latest technologies	9%	8%	12%	6%	26%	6%	9%	7%

in the Americas, salary ranks first in respondents' top 5 criteria;  
atmosphere ranks second in Canada and USA before job security

what are the top 5 most important factors to you when choosing to work for a specific company?

top 5 most important factors	GLOBAL	Argentina	Canada	USA
salary & employee benefits	59%	<b>63%</b>	<b>73%</b>	<b>66%</b>
long-term job security	58%	58%	56%	53%
pleasant working atmosphere	54%	56%	60%	55%
good work-life balance	41%	31%	45%	43%
career progression opportunities	40%	39%	33%	39%
financially healthy	39%	24%	26%	32%
interesting job content	37%	30%	35%	27%
conveniently located	35%	22%	39%	40%
flexible working	30%	38%	35%	32%
good training	22%	23%	23%	21%
strong management	15%	16%	15%	18%
quality products/services	14%	16%	15%	17%
strong image/strong values	14%	16%	15%	21%
international career opportunities	11%	18%	5%	6%
diversity management	10%	18%	9%	12%
environment and society (CSR)	9%	18%	9%	8%
uses latest technologies	9%	16%	8%	11%

## differences between countries

most attractive sectors by country based on the company's attractiveness



when looking at the most attractive sectors for men and women, we generally find that men more often choose technical industries, while women prefer more service-oriented sectors

perception of respondents who know one or more companies operating in this sector

	men	women
Belgium	Pharmaceutical	Pharmaceutical
France	Aeronautics	Media
Germany	Automotive	IT Consulting
Italy	Electronics	Fashion & Luxury
Netherlands	Chemical	Healthcare
Poland	Power	Power
Spain	Electronics	Hospitality & Catering
UK	Automotive Aerospace	Retail
Australia	Mining & Natural Resources	Aviation
China	Manufacturing - Electrical & Power	Manufacturing - Electrical & Power
Hong Kong	Hospitality / Travel / Customer Experience Services	Hospitality / Travel / Customer Experience Services
India	IT, Communication, Telecom & ITES	IT, Communication, Telecom & ITES
Japan	Internet & Contents	Food, Beverages, Fodder & Tobacco
New Zealand	Media	Education & Training Services
Singapore	Hospitality & Recreation Services	Hospitality & Recreational Services
Argentina	Software & IT	Chemical, Paper & Rubber
Canada	High tech manufacturing	Transport & logistics
USA	High Tech Manufacturing	High Tech Manufacturing

media, public administration & FMCG sectors are more popular after the age of 25 whereas starters (aged 18-24) are more attracted by IT & Internet, professional services and engineering

perception of respondents who know one or more companies operating in this sector

	18 - 24 years	25 - 44 years	45 - 65 years
Belgium	Pharmaceutical	Pharmaceutical	Pharmaceutical
France	Aeronautics	Aeronautics	Aeronautics
Germany	Automotive	Automotive	IT Consulting
Italy	Electronics	Media	Media
Netherlands	Healthcare	Healthcare	Education
Poland	Mechanical engineering	Power	Power
Spain	Electronics	Electronics	Electronics
UK	Automotive - Aerospace	Automotive - Aerospace	Automotive - Aerospace
Australia	Professional services	FMCG	Aviation
China	Power, Utilities & Telecom	Manufacturing - Electrical & Power	Pharmaceutical & Chemical
Hong Kong	Hospitality / Travel / CES	Hospitality / Travel / CES	Hospitality / Travel / CES
India	IT/Communication/Telecom/ITES	IT/Communication/Telecom/ITES	IT/Communication/Telecom/ITES
Japan	Internet & Contents	Food/Beverages/Fodder/Tobacco	Food/Beverages/Fodder/Tobacco
New Zealand	Professional Services	Media	Public Administration & Safety
Singapore	Hospitality & Recreational Services	Hospitality & Recreational Services	Hospitality & Recreational Services
Argentina	Software & IT	Software & IT	Software & IT
Canada	High Tech Manufacturing	High Tech Manufacturing	High tech manufacturing
USA	High Tech Manufacturing	High Tech Manufacturing	High Tech Manufacturing

# appendix

## summary



# overall results

## summary

Across countries surveyed in Europe, APAC and the Americas, job security and salary come out as the key factors for (potential) employees when looking for an employer. Within Europe, job security remains the most important factor, while salary ranks first in APAC and the Americas.

Overall, salary gained importance and job security remained equally important as in 2012. The importance of employers' financial stability increased in most countries in Europe. In Japan and Singapore, salary grew significantly in importance, whereas financial stability became far less essential.

While job security and salary are still equally important to men and women, atmosphere and balance are typically searched for by women and the company's financial health is more of a concern among men. Men are also more attracted to companies with strong management that offer both domestic and international growth opportunities, high quality of products and services and good training, whereas women look more for an easy commute and flexible working arrangements.

People aged over 40 years look more for job security, financial health and quality of products & services, while those aged between 18-39 years are more attracted to companies that offer career prospects, international career opportunities and good training. Diversity management, flexible working arrangements and easy commute are more often viewed as important factors among older workforce.

Respondents with a lower education degree more often look for job security, financial health, pleasant work atmosphere, easy commute, flexible working and good diversity management, whereas people with a higher degree are more attracted by (global) career prospects, job content and strong values.

# overall results

## summary (continued)

While financial health of the employer is more important in Europe, strong management and strong image & values are more valued in APAC and the Americas. Overall, pleasant work atmosphere and interesting job content are other key criteria when looking for an employer.

Pleasant work atmosphere is primarily linked to recognition for good work. Next factors defining atmosphere are team spirit, open and honest communications and respect from colleagues. Mainly people under 40 associate a pleasant work atmosphere with fun and laughter, while open and honest communications are more valued by people over 40.

Job content is primarily linked to the use of personal skills, the acquisition of new skills, valuing employees' ideas and working independently.

Across all countries surveyed, long-term job security is the most determining factor why people stay with their current employer. In Japan, as in The Netherlands, pleasant work atmosphere is the main reason to stay, before job security. Salary is the second most determining factor to stay in Canada and USA. Equally determining as salary are easy commute in Australia and pleasant work atmosphere in New Zealand.

Lack of compensation is the main reason why people would consider changing employers; lack of career prospects and lack of atmosphere is another major reason across the 18 countries.



good  
to know  
you

you  
to know  
good

