

employer
brand research
2018



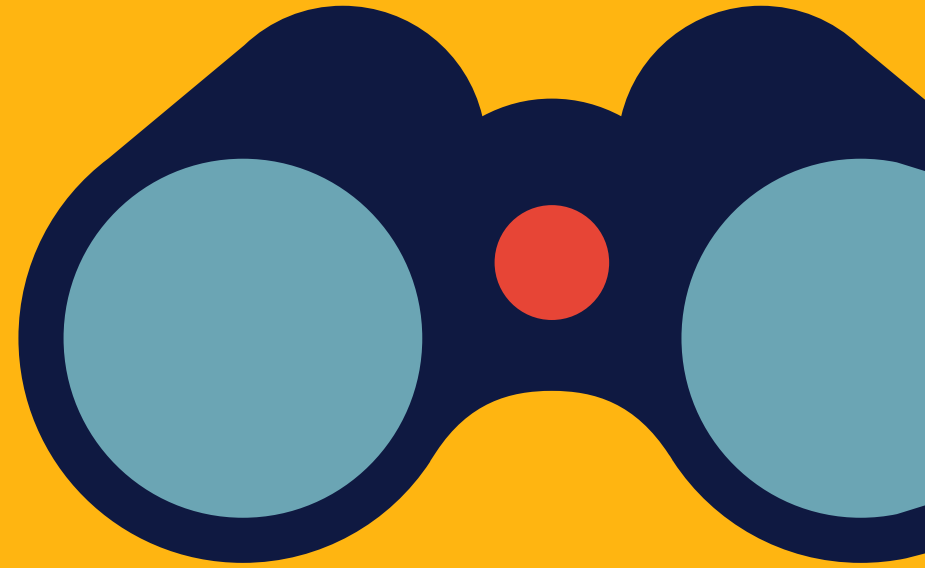
country report
sweden.

 randstad

human forward.

content.

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



introduction.



why employer branding matters.



Companies with positive brands get twice as many applications as companies with negative brands, and they spend less money on employees.¹

50%

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

80%

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

96%

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

62%

of candidates research companies on social media before applying.⁵

88%

millennials and minorities agree that being part of the right company culture really matters to them.³



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

87%

joined a company specifically because of cultural fit.³

80%

have left a company specifically because of its culture.³

the employer brand roadmap.



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 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.



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

- 5139 respondents

fieldwork

- online interviews
- between 23 november and 20 december 2017

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.

randomly assigned

the 30 companies shown to respondents are assigned randomly based on their awareness level registered in the previous year.

companies with a higher awareness are shown less often while companies with a lower awareness are shown more often. New companies are shown 1400 times for the first time they are researched.

number of evaluations

the smart sampling method ensures a mix between more and lesser known companies and also that the number of evaluations per company is between n=140 and n=400. This base is statistically robust for being able to draw generalized conclusions about the findings.

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 and benefits
-



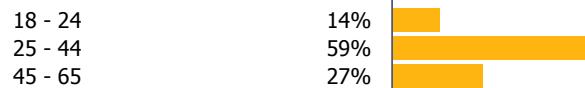
sample composition

socio-demographics, employment situation, region.

gender



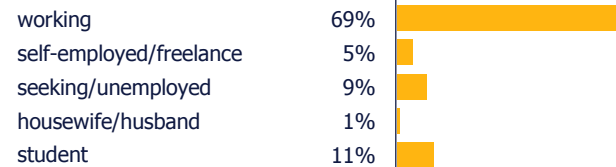
age



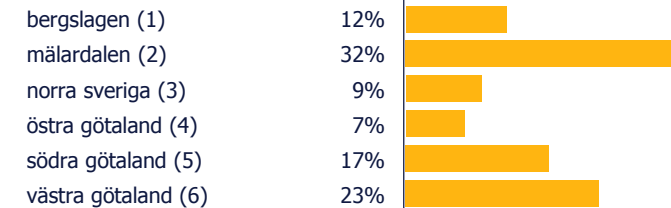
education



situation



region



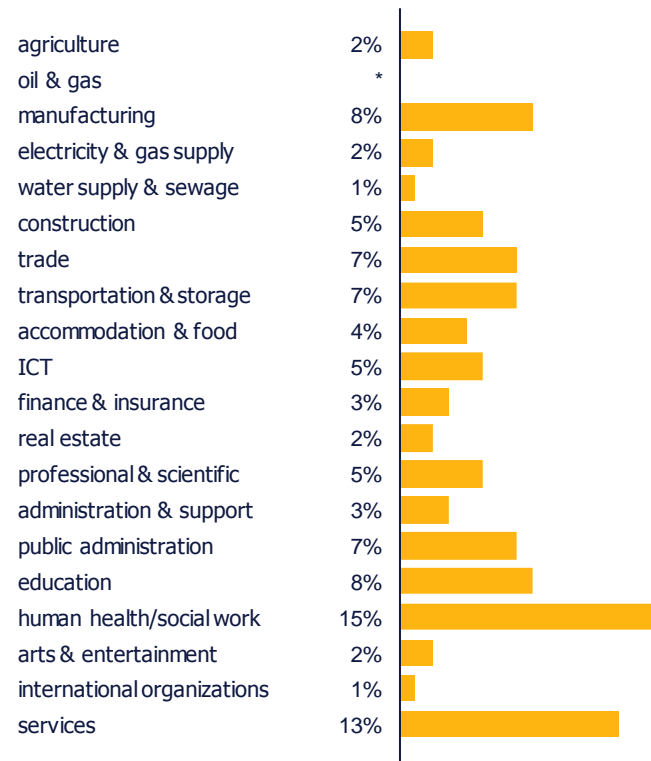
1. dalarna, Gävleborg, Örebro, Värmland
2. Gotland, Södermanland, Stockholm, Uppsala, Västmanland
3. Jämtland, Norrbotten, Västerbotten, Västernorrland
4. Jönköping, Kalmar, Kronoberg, Östergötland
5. Blekinge, Skåne
6. Halland, Västra Götaland

total sample: n=5139
 fieldwork: 23 november and 20 december 2017



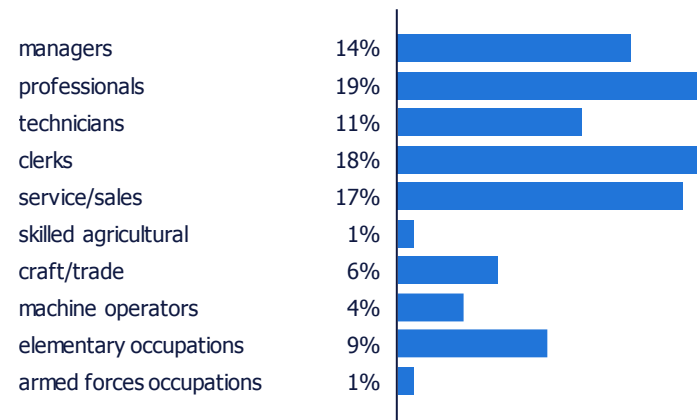
sample composition sector, function.

sector



* subgroup not present in sample

function

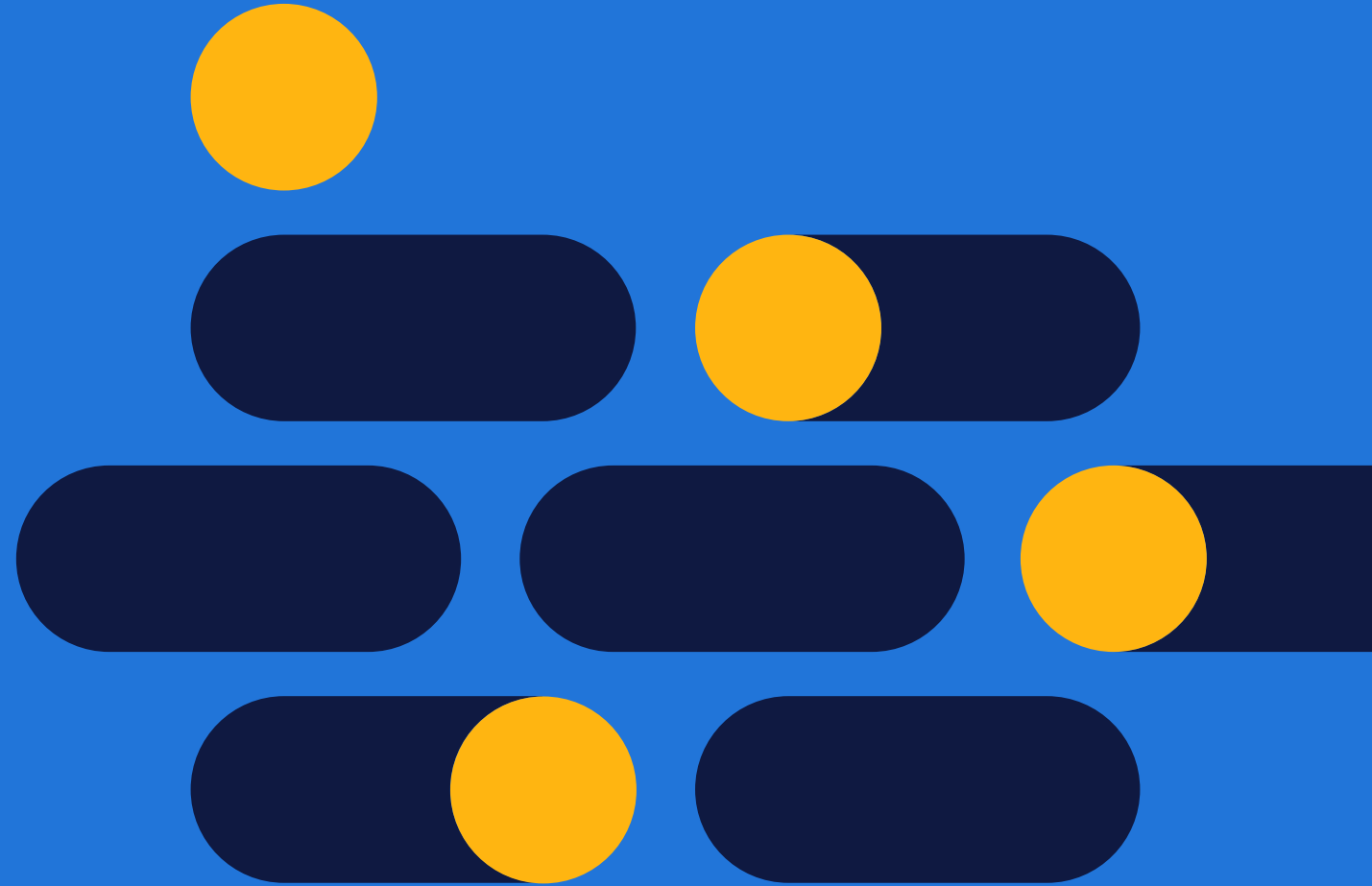


base: currently employed (n= 3627)



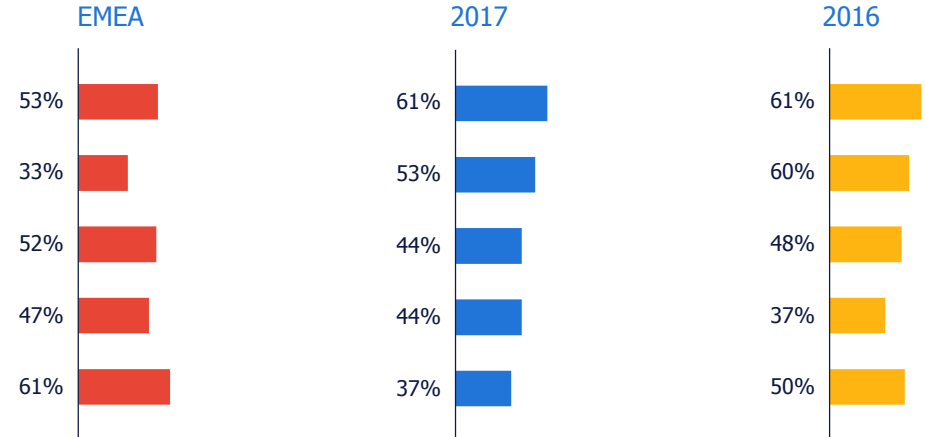
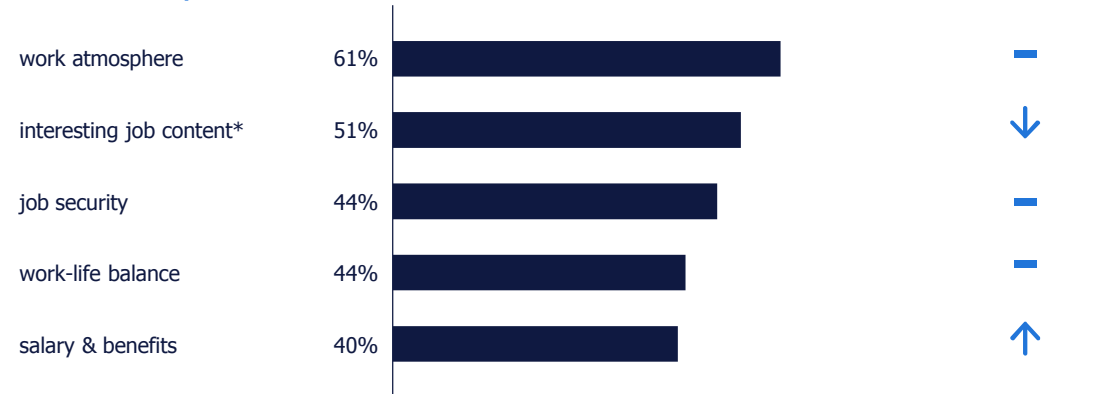
country

results.



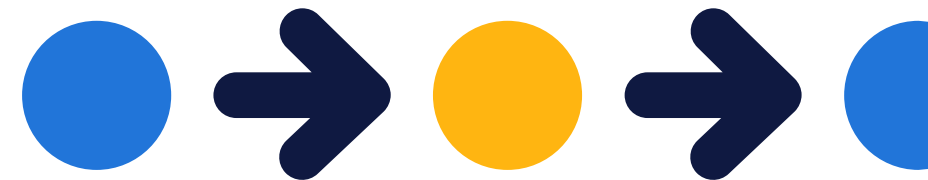
what potential employees want when choosing an employer.

5 most important criteria



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

* In 2017, this aspect was asked differently: "work that is stimulating and challenging"



what do potential employees want by socio-demographic profile.



men

24%

men find a good reputation and financial health more important than women do.

age 18 – 24

42%

workforce aged 18-24 finds strong management / leadership more important than workforce over 24.

age 25 – 44

48%

workforce aged 25-44 finds flexible working arrangements more important than workforce under 25.

age 45 – 64

62%

workforce aged 45-64 finds interesting job content more important than workforce under 45.

women

70%

women find a pleasant work atmosphere more important than men do.

higher educated

47%

higher educated workforce finds a good work-life balance more important than the middle and lower educated workforce.

middle educated

52%

middle educated finds long-term job security more important than the lower and higher educated.

lower educated

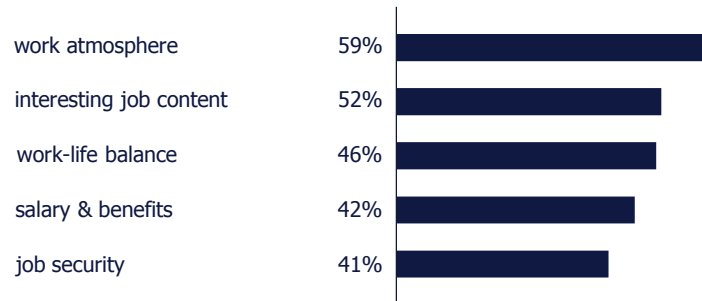
39%

lower educated workforce finds strong management / leadership more important than the middle and higher educated do.

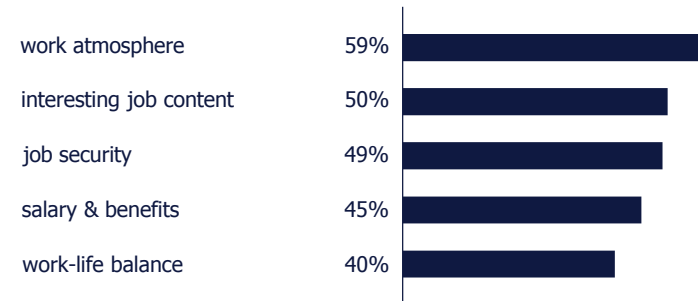
[click here](#) for a breakdown of all results by socio-demographic profile and trends for the last 5 years.

what do potential employees want top 5 by job category and industry.

white collar workers



blue collar workers

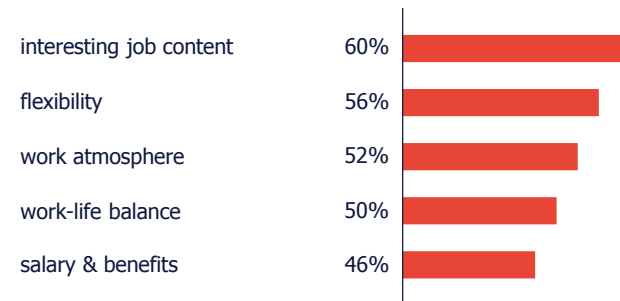


manufacturing



base: n=298

ICT



base: n=178



employee - employer exchange in sweden and the region.

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

employees in sweden seek

- 1 work atmosphere
 - 2 interesting job content
 - 3 job security
 - 4 work-life balance
 - 5 salary & benefits
 - 6 career progression opportunities
 - 7 financial health
 - 8 giving back to society
 - 9 very good reputation
 - 10 latest technology
-

employers in sweden offer

- 1 financial health
 - 2 latest technology
 - 3 very good reputation
 - 4 job security
 - 5 career progression opportunities
 - 6 work atmosphere
 - 7 work-life balance
 - 8 salary & benefits
 - 9 giving back to society
 - 10 interesting job content
-

employers in EMEA offer

- 1 financial health
 - 2 latest technology
 - 3 very good reputation
 - 4 job security
 - 5 career progression opportunities
 - 6 interesting job content
 - 7 salary & benefits
 - 8 work atmosphere
 - 9 work-life balance
 - 10 giving back to society
-

gap top 3

- 1 work atmosphere
 - 2 interesting job content
 - 3 job security
-



how do the swedish look for jobs.



21%

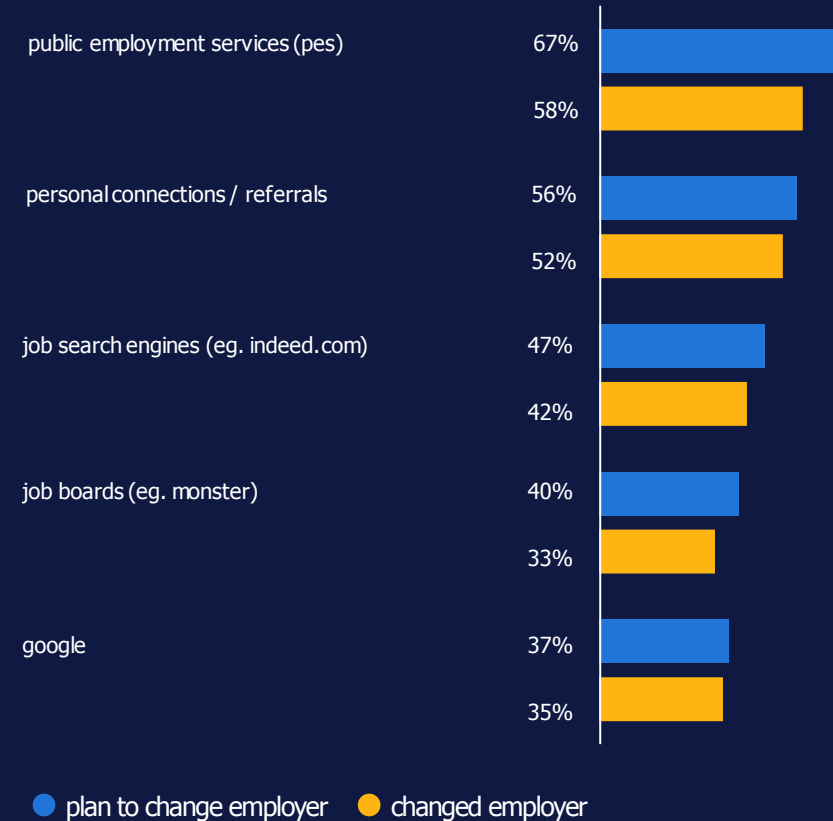
changed employer in the last year.



30%

plan to change employer within the next year.

top 5 channels used to look for a job



how do the swedish look for jobs

channels used to find new job opportunities, by profile.

men

32%

men are more likely than women to use google when looking for a job.

age 18 – 24

53%

workforce aged 18-24 is more likely to use google when looking for a job than workforce over 24.

age 25 – 44

62%

workforce aged 25-44 is more likely than workforce aged 45-64 to public employment services when looking for a job.

age 45 – 64

64%

workforce aged 45-64 is more likely to use personal connections / referrals when looking for a job when compared to workforce under 45.

women

69%

women are more likely than men to use public employment services when looking for a job.

higher educated

31%

higher educated workforce is more likely to use linkedin when looking for a job, when compared to middle and higher educated.

middle educated

62%

middle educated workforce is more likely than lower and higher educated to use personal connections / referrals when looking for a job.

lower educated

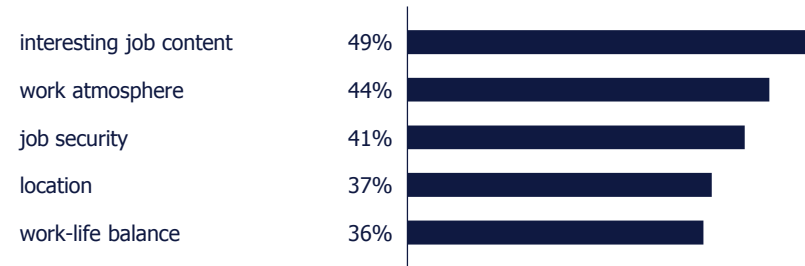
63%

lower educated workforce is more likely than middle and higher educated to use public employment services when looking for a job.

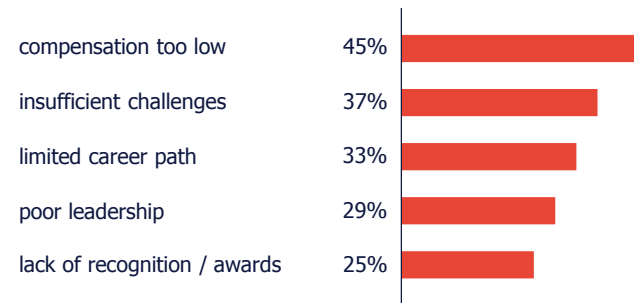


what factors do the swedish stay or leave for.

top 5 reasons to stay*



top 5 reasons to leave**

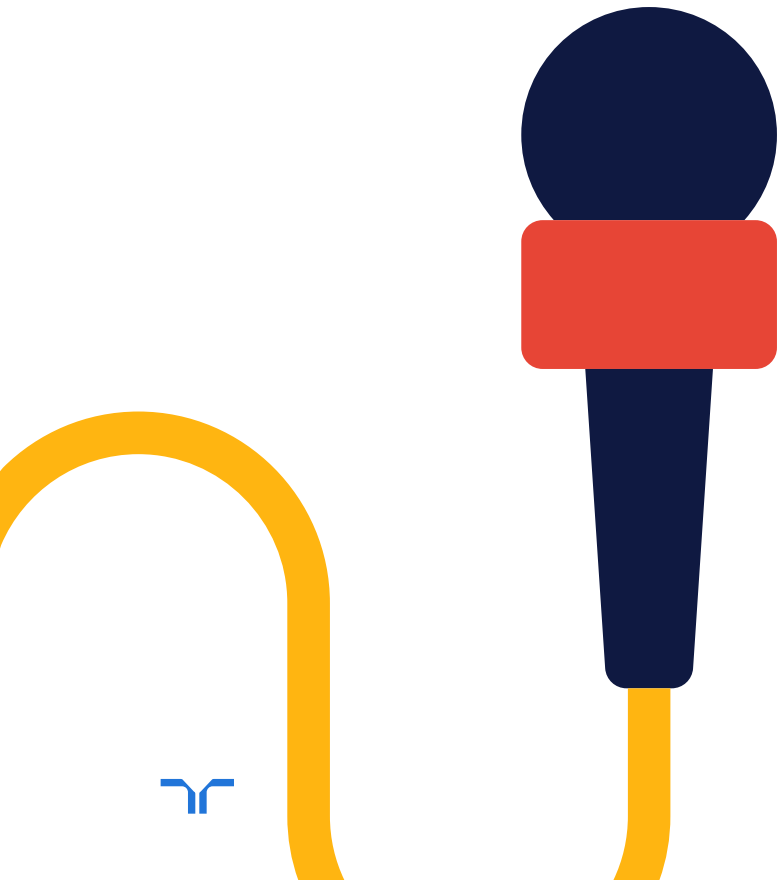


*of the respondents who said they stayed with the same employer for the past year and who do not plan to leave in the coming year

** of the respondents who said they changed employers in the past year or plan to do so in the coming year



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



men

32%

men are more likely than women to stay with their current employer for attractive salary and benefits.

women

46%

women are more likely than men to stay with their employer for a pleasant work atmosphere.

age 18 – 24

19%

workforce aged 18-24 is more likely to stay with their employer if they show they care about the environment & give back to society, compared to workforce over 24.

higher educated

55%

higher educated workforce is more likely than the middle and lower educated to stay with their employer if for interesting job content.

age 25 – 44

35%

workforce aged 25-44 is more likely to stay with an employer if they offer flexible working arrangements, when compared to workforce under 25.

middle educated

38%

middle educated workforce is more likely than the lower educated to stay with their employer if they offer flexible working arrangements

age 45 – 64

58%

workforce aged 45-64 is more likely than under 45 to stay with an employer if they offer interesting job content.

lower educated

17%

lower educated workforce is the least decisive when it comes to mention reasons to stay, compared to the middle and higher educated.

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

men

22%

men are more likely than women to leave their current employer due to insufficient flexible work options and if the employer is financially unstable.

age 18 – 24

50%

workforce aged 18-24 is more likely to leave than workforce aged over 24 because of too low compensation compared to other companies.

age 25 – 44

26%

workforce aged 25-44 is more likely to leave than workforce aged 18-24 if they lack recognition or rewards.

age 45 – 64

34%

workforce aged 45-64 is more likely to leave than workforce 18-24 if their organization shows poor leadership.

women

40%

women are more likely than men to leave their employer if they lack challenges in their job.

higher educated

36%

higher educated workforce is more likely to leave than lower educated workforce because they lack career growth opportunities.

middle educated

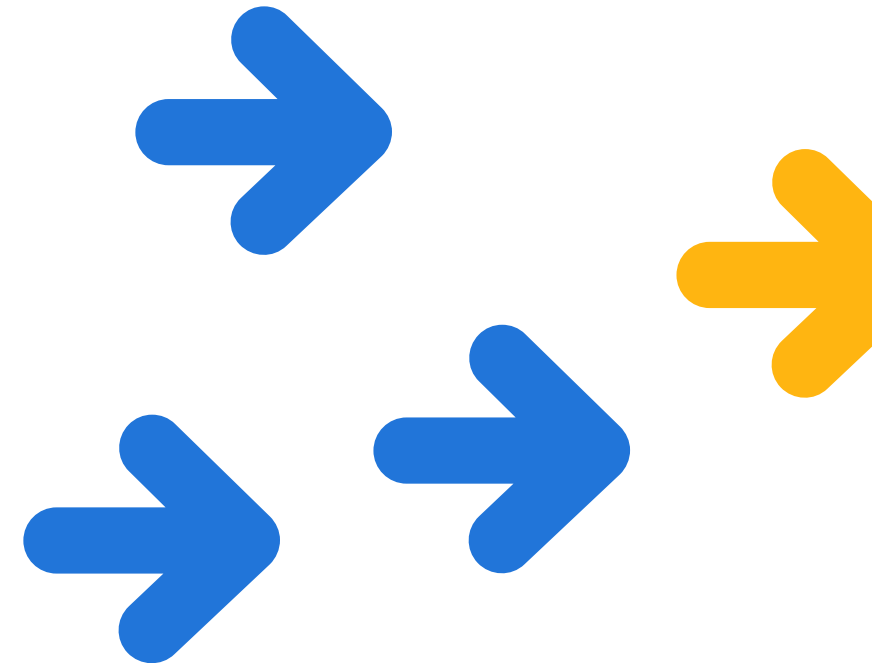
48%

middle educated workforce is most likely to leave because the compensation is too low compared to other companies.

lower educated

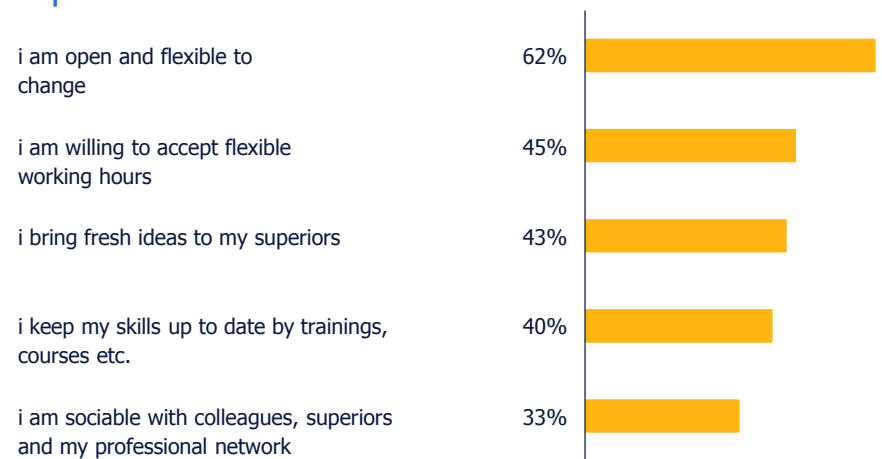
27%

lower educated workforce is more likely to leave than middle educated if they experience work-life balance issues.



actions the swedish take in order to stay employable.

top 5



actions the swedish take in order to stay employable staying engaged as an employee, by profile.



men

24%

men are most likely to keep up to date with latest industry news.

age 18 – 24

52%

workforce aged 18-24 are more willing to accept flexible working hours than workforce aged over 24.

age 25 – 44

44%

workforce aged 25-44 is more likely to bring fresh ideas and new suggestions to their superiors compared to workforce aged 18-24.

age 45 – 64

67%

workforce aged 45-64 is more open and flexible to change than workforce under 45.

women

42%

women are more likely than men to keep their skills up to date by attending training and courses, etc.

higher educated

50%

higher educated workforce is more likely than the lower or middle educated to keep their skills up to date by attending trainings, courses etc.

middle educated

66%

middle educated workforce is more likely than lower educated workforce to be open and flexible to change.

lower educated

10%

lower educated workforce are more likely than the middle and higher educated to take none of the presented actions to stay employable.

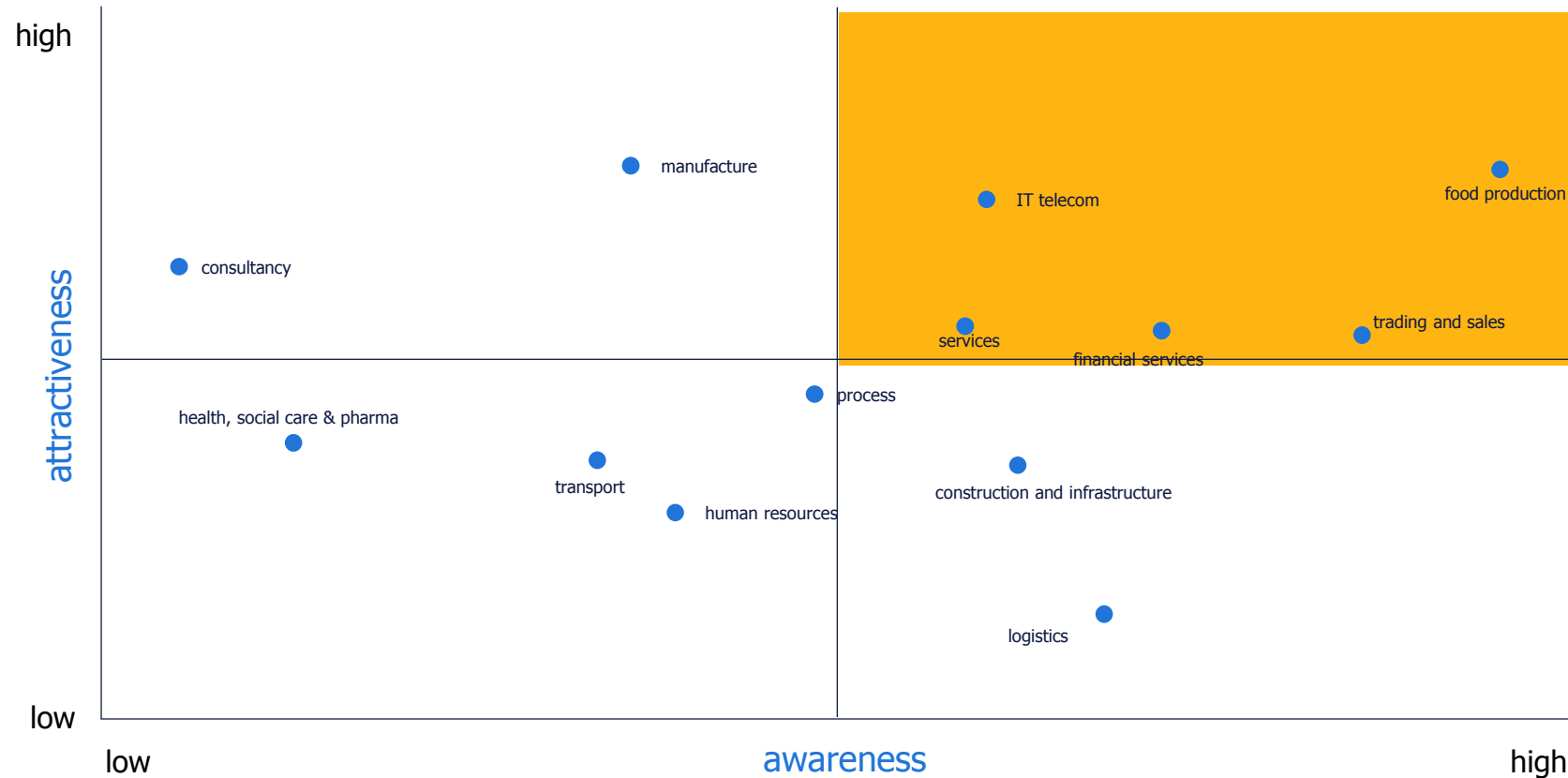
sector



insights.



top performing sectors in sweden 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.

top 3 sectors in sweden by EVP driver.

EVP driver	1	2	3
attractive salary & benefits	IT telecom	consultancy	financial services
career progression	consultancy	IT telecom	financial services
financially healthy	financial services	food production	IT telecom
gives back to society	food production	services	construction and infrastructure
interesting job content	consultancy	IT telecom	manufacture
job security	process	services	financial services
pleasant working atmosphere	consultancy	IT telecom	manufacture
uses latest technologies	IT telecom	manufacture	consultancy
good reputation	manufacture	food production	IT telecom
work-life balance	consultancy	manufacture	food production

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

1/2	top 3 EVP drivers		
sector	1	2	3
01 manufacture	uses latest technologies	financially healthy	good reputation
02 food production	financially healthy	good reputation	uses latest technologies
03 IT telecom	uses latest technologies	financially healthy	career progression opportunities
04 consultancy	uses latest technologies	financially healthy	career progression opportunities
05 services	job security	uses latest technologies	financially healthy
06 financial services	financially healthy	uses latest technologies	career progression opportunities
07 trading and sales	financially healthy	good reputation	job security
08 process	financially healthy	uses latest technologies	job security
09 health, social care & pharma	uses latest technologies	financially healthy	career progression opportunities
10 transport	uses latest technologies	financially healthy	job security



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

2/2

top 3 EVP drivers

sector

11 construction and infrastructure

12 human resources

13 logistics

1

financially healthy

financially healthy

financially healthy

2

uses latest technologies

career progression opportunities

uses latest technologies

3

job security

uses latest technologies

job security



top



employers.

top employers in sweden.

top 10 employers 2018

- 01 Södra Skogsägarna
 - 02 Volvo Car Group
 - 03 Volvo Group
 - 04 Sveriges Radio
 - 05 AstraZeneca
 - 06 ICA
 - 07 Sveriges Television
 - 08 IBM
 - 09 BillerudKorsnäs
 - 10 Scandic
-

top 10 employers 2017

- 01 Sveriges Television
 - 02 Volvo Car Group
 - 03 Volvo Group
 - 04 Sveriges Radio
 - 05 CGI
 - 06 Swedavia
 - 07 SCA
 - 08 WSP
 - 09 Bonnier
 - 10 Systembolaget
-

sweden's top companies

top 3 EVP drivers for the top 5 companies.

top 5 companies	top 3 EVP drivers		
	1	2	3
01 Södra Skogsägarna	financially healthy	gives back to society	very good reputation
02 Volvo Car Group	uses latest technologies	financially healthy	very good reputation
03 Volvo Group	uses latest technologies	financially healthy	career progression
04 Sveriges Radio	interesting job content	financially healthy	uses latest technologies
05 AstraZeneca	uses latest technologies	financially healthy	career progression

top employers by EVP driver.

EVP driver	1	2	3
attractive salary & benefits	IBM	AstraZeneca	GKN Aerospace
career progression	AstraZeneca	IBM	PwC (PricewaterhouseCoopers)
financially healthy	AstraZeneca	IBM	Toyota Industries
gives back to society	Lantmännen	Södra Skogsägarna	Vattenfall
interesting job content	GKN Aerospace	IBM	Sveriges Television
job security	Systembolaget	ÅR Packaging	AstraZeneca
pleasant work atmosphere	CEVT	Södra Skogsägarna	PwC (PricewaterhouseCoopers)
uses latest technologies	IBM	AstraZeneca	Volvo Car Group
very good reputation	Volvo Car Group	Apoteket	PwC (PricewaterhouseCoopers)
work-life balance	CEVT	WSP	Rezidor

deep dive

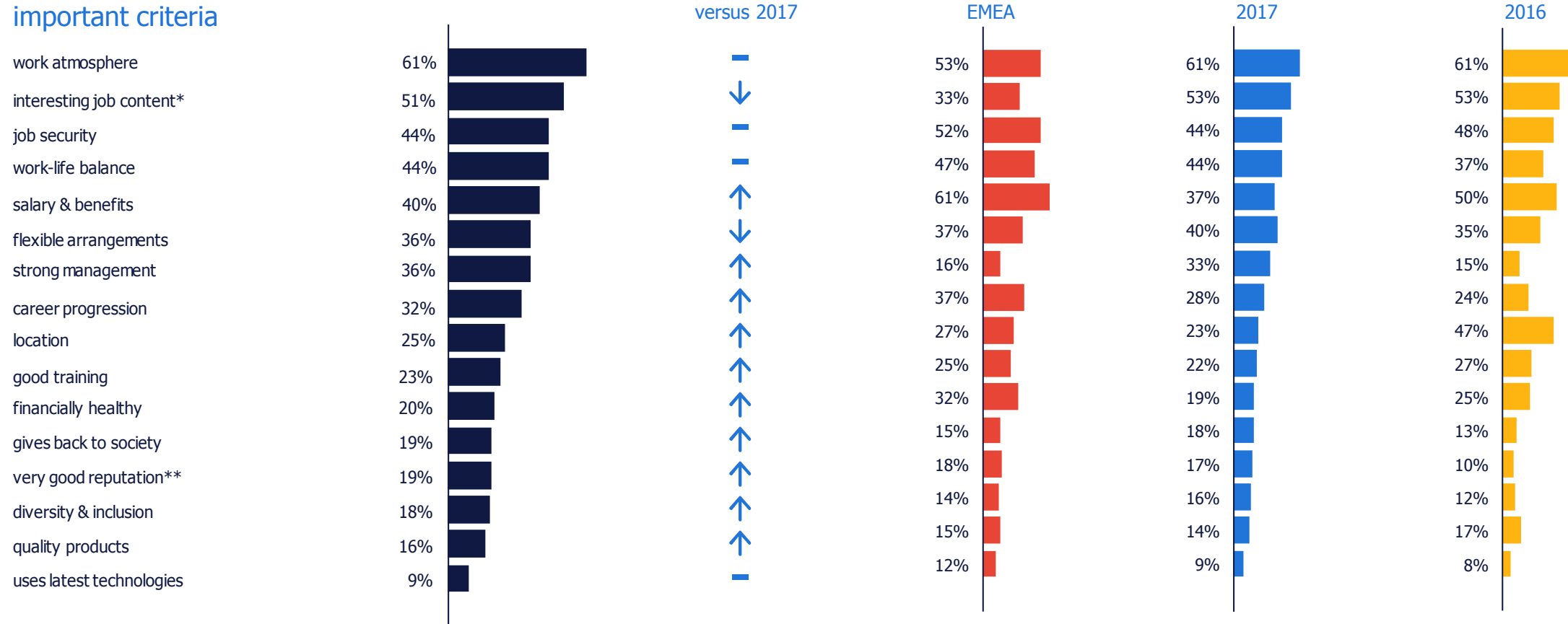
appendix 1.



what potential employees want

the most important criteria when choosing an employer.

important criteria



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

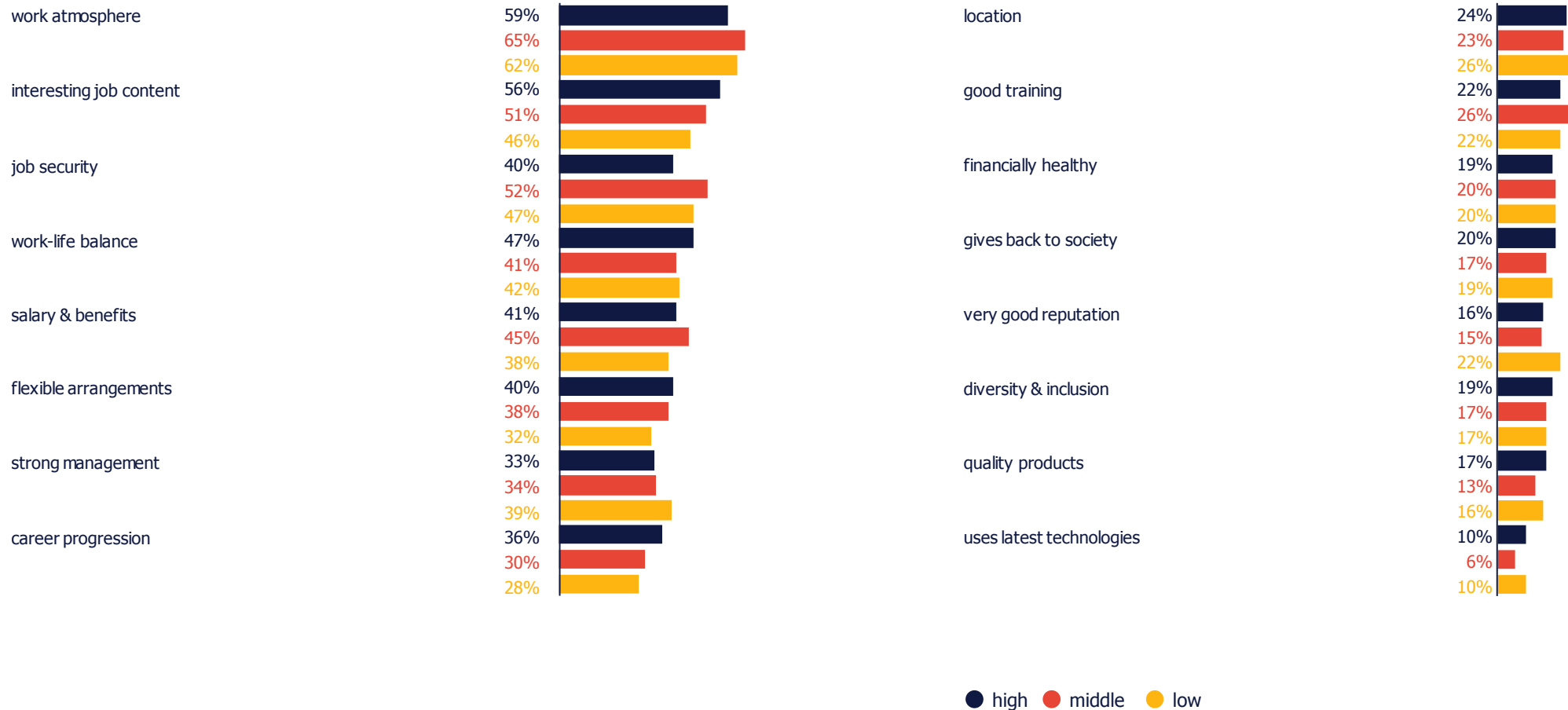
*2017: work that is stimulating and challenging/ **previous years: strong image/strong values



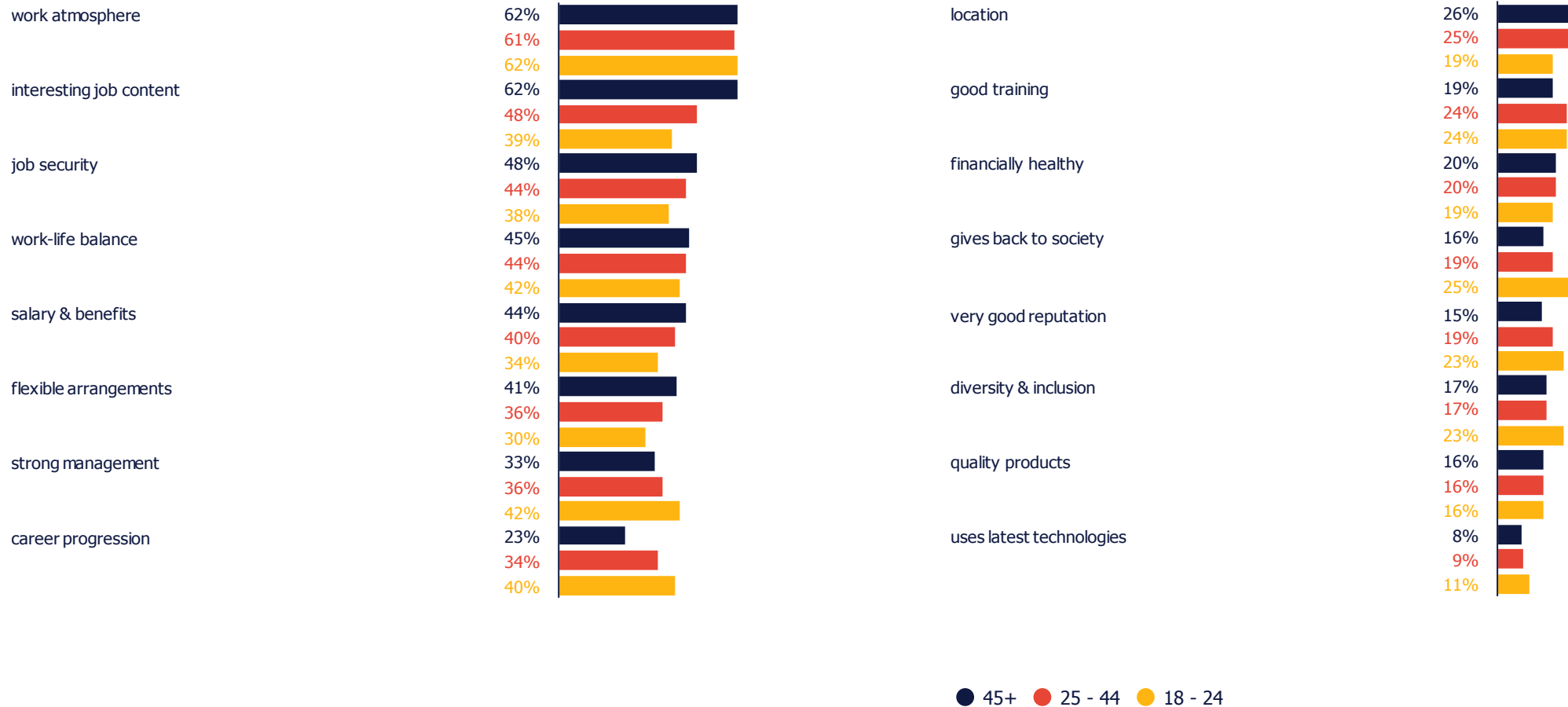
EVP driver importance by gender.



EVP driver importance by education.



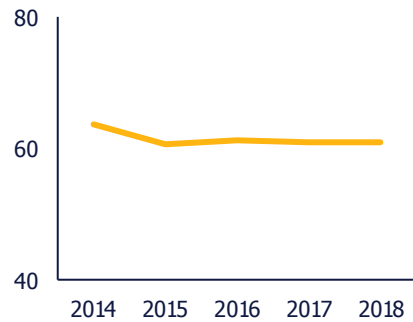
EVP driver importance by age.



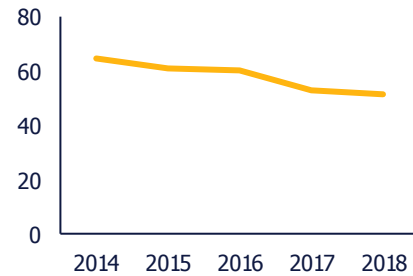
EVP driver importance trends, total.

1/2

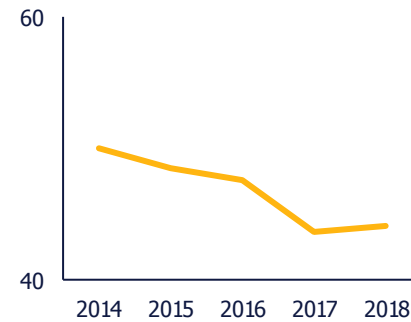
work atmosphere



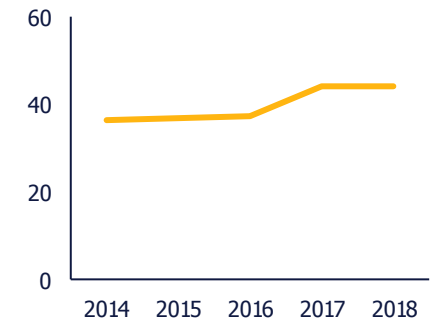
interesting job content



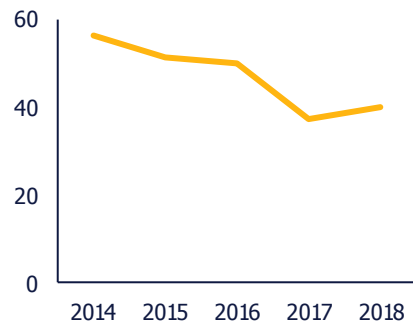
job security



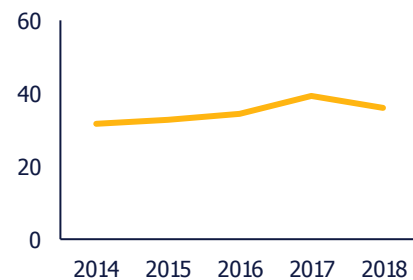
work-life balance



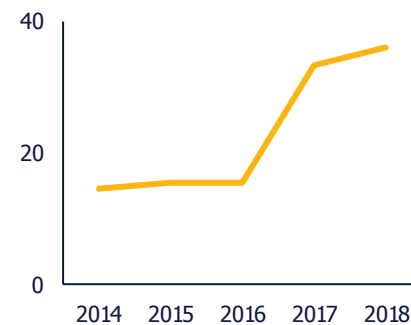
salary & benefits



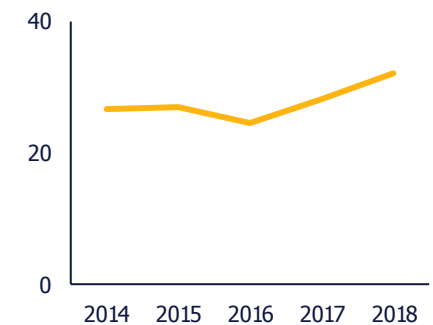
flexible arrangements



strong management



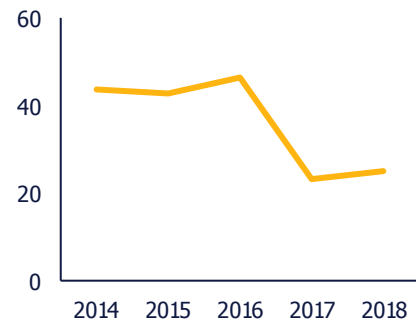
career progression



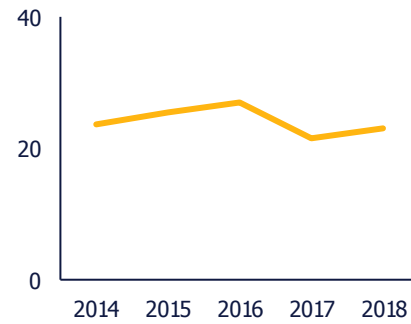
EVP driver importance trends, total.

2/2

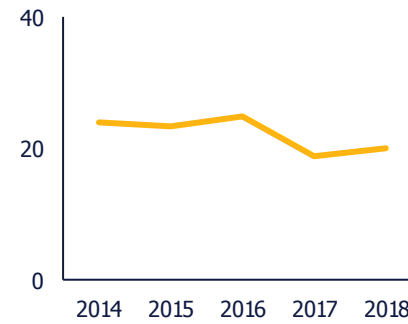
location



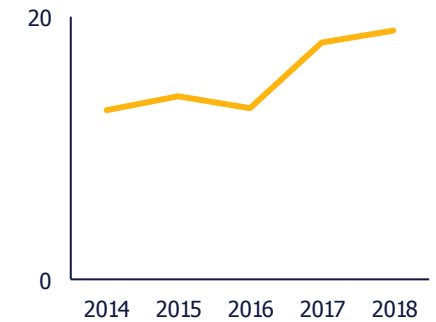
good training



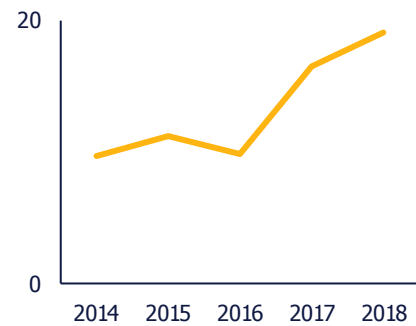
financially healthy



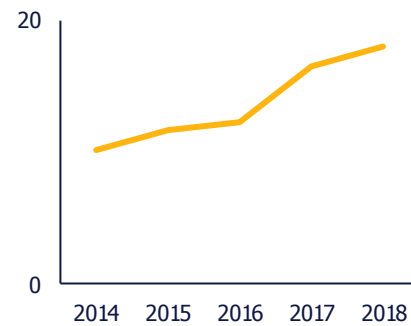
gives back to society



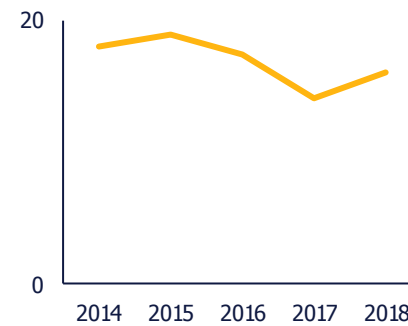
very good reputation



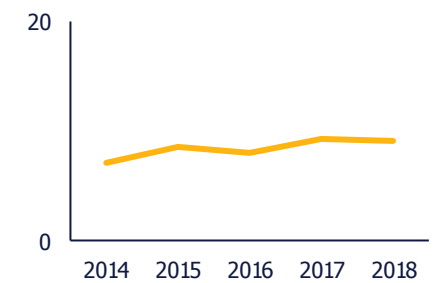
diversity & inclusion



quality products



uses latest technologies



methodology



appendix 2.

methodology

why smart sampling?

In the past, companies were evaluated by 140 to 1400 respondents. Having analysed the data and error margins, it was concluded that a large sample was not necessary when reliable data can also be obtained with a smaller sample size. Therefore, 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).



source bibliography.

1 Betterteam Blog

<https://www.betterteam.com/blog/employer-branding>

2 PwC, A marketplace without boundaries? Responding to disruption

<https://www.pwc.com/gx/en/ceo-survey/2015/assets/pwc-18th-annual-global-ceo-survey-jan-2015.pdf>

3 JWTInside, "The Evolving Culture-scape and Employee Expectation" Research Study 2014, High Performance Employees

<https://www.slideshare.net/JWTINSIDE/culture-scape-1028-sm>

4 Harvard Business Review, A Bad Reputation Costs a Company at Least 10% More Per Hire

<https://hbr.org/2016/03/a-bad-reputation-costs-company-at-least-10-more-per-hire>

5 HR in Asia, Do You Think Your Employer Brand Can Be Ruined by Social Media?

www.hrinasia.com/employer-branding/do-you-think-your-employer-brand-can-be-ruined-by-social-media/

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

- Ipienit re laceatu riateni temquis coraectem volorro totasi ipsam dis sum quissinvenis enisti ut faccae.
- Obita qui qui as modisque pos est re, officataque dem ut atur sum nis assi nimo vollab ilit ratus, vid ut volo rem la idebis etur ressi deri dolo bearum remporenis.
- Alita ex ellupta tecusam que non repuda nimpe solum am dolecti re il ipsam fugiam volorum quam.



let's talk.

Our research has many insightful, but complex insights so we'd love the opportunity to walk you through this document, share our thoughts and answer any questions you might have.



name organization
name contact
person



name organization
name contact
person



name organization
name contact
person



name organization
name contact
person



hall of fame



appendix 3.

top employers hall of fame.

The Randstad Employer Brand Research Hall of Fame celebrates outstanding employer brand achievement amongst the largest employers in a country. Being repeatedly elected by a large audience from all demographics in a country, the honoree is chronicled among the most attractive employers. This makes an election in to the Hall of Fame the single greatest honor in Employer Branding.

A company will be elected into the Randstad Employer Brand Research Hall of Fame because it has won the Randstad Employer Brand Research award three times within five years in one country.

This company has merited a distinction beyond the annual Randstad Employer Brand Research for the following years. Furthermore, this will also give floor to other companies to compete for the Randstad Employer Brand Research award.

After a company has won three times within five years, they will be excluded from winning an award for two years* however, will still be researched as part of the top 150 (if applicable).

In Sweden IKEA has entered the Hall of Fame in 2017 and is present in the Hall of Fame up and including 2019.

* Two years for non-consecutive wins, 3 years for consecutive wins

randstad

human forward.

