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human forward.

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Randstad
employer brand
research

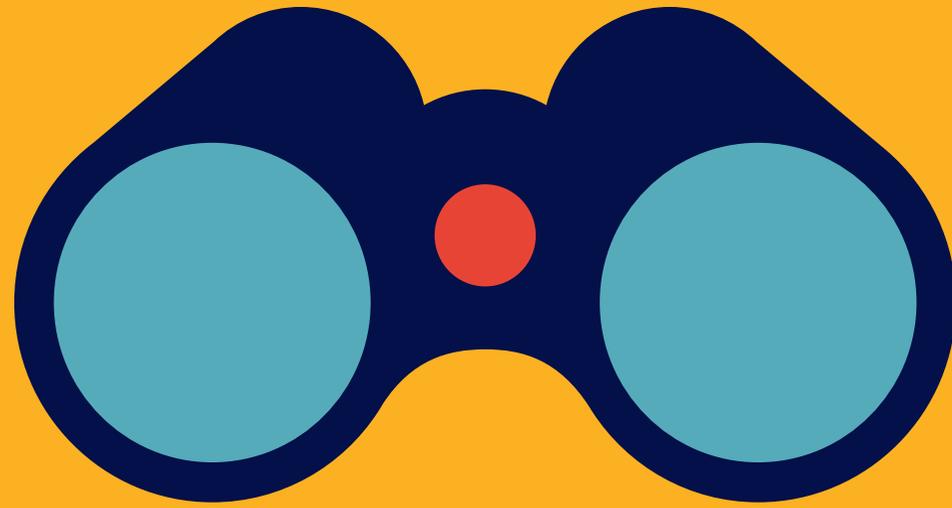
2018

country report
India.

 randstad

8th edition | India

 randstad



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introduction



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.

50%

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

80%

of workforce leaders agree that a strong employer brand has a significant impact on their ability to hire a great workforce. 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% 62%

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

of candidates research companies on social media before applying.

88%

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



companies with bad reputations pay 10% more per hire.

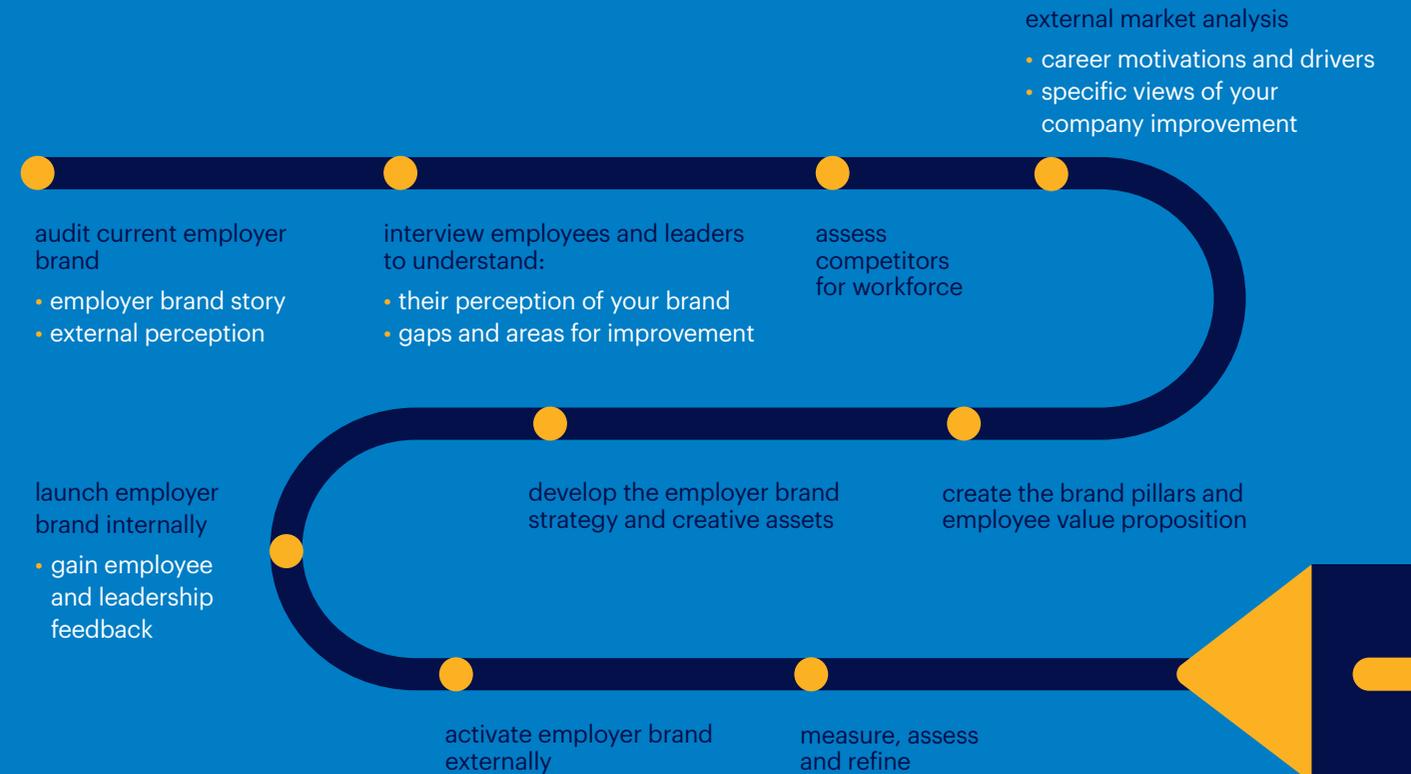
87%

joined a company specifically because of cultural fit.

80%

have left a company specifically because of its culture.

the employer brand roadmap.



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



● countries surveyed

- 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

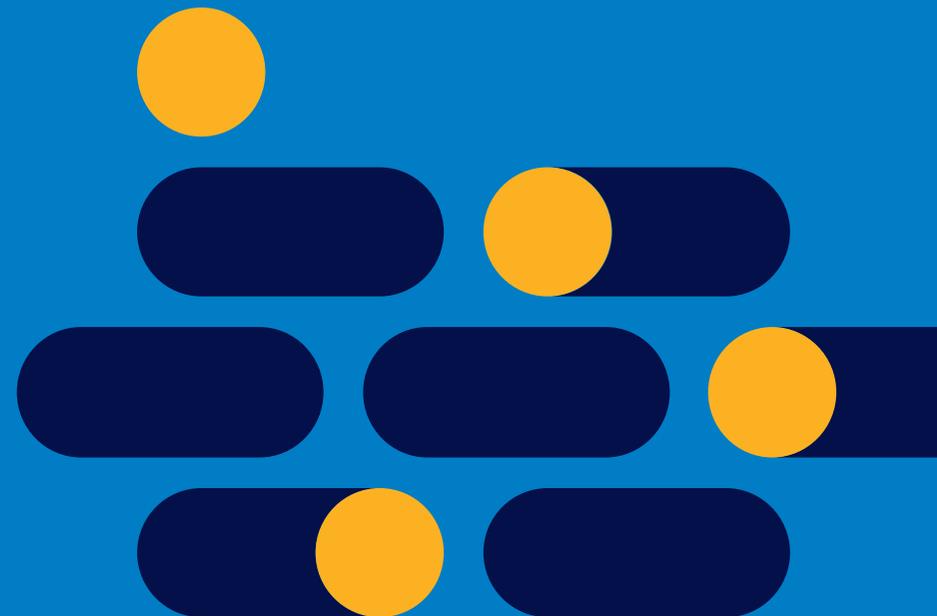
sample

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

India

- 3500 respondents

Randstad Employer Brand Research 2018 India summary.



employee - employer exchange in India.

what employees in India seek in an employer

1. salary & benefits
2. work-life balance
3. job security
4. career progression
5. financially healthy
6. very good reputation
7. uses latest technologies
8. pleasant work atmosphere
9. gives back to society
10. interesting job content

what employers in India offer

1. financially healthy
2. very good reputation
3. uses latest technologies
4. salary & benefits
5. career progression
6. pleasant work atmosphere
7. job security
8. interesting job content
9. work-life balance
10. gives back to society

gap top 3

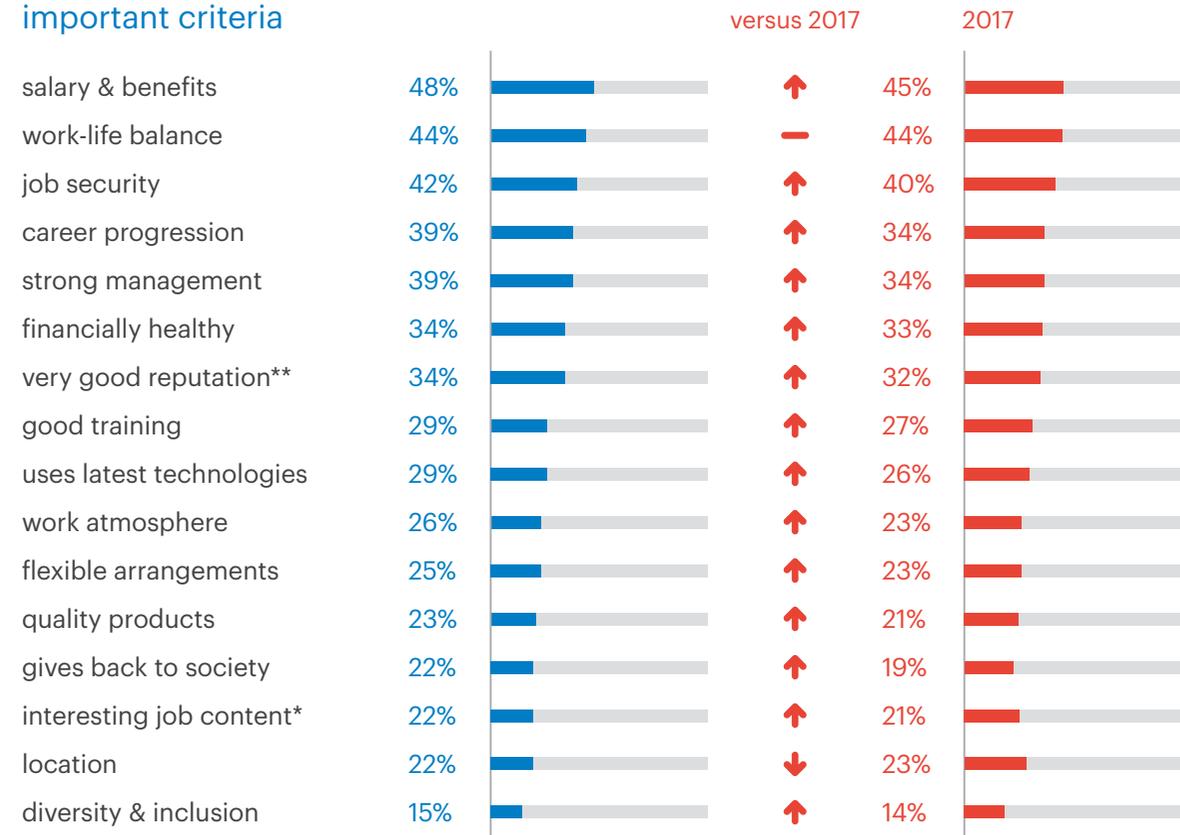
1. salary & benefits
2. work-life balance
3. job security

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



the most important criteria when choosing an employer.

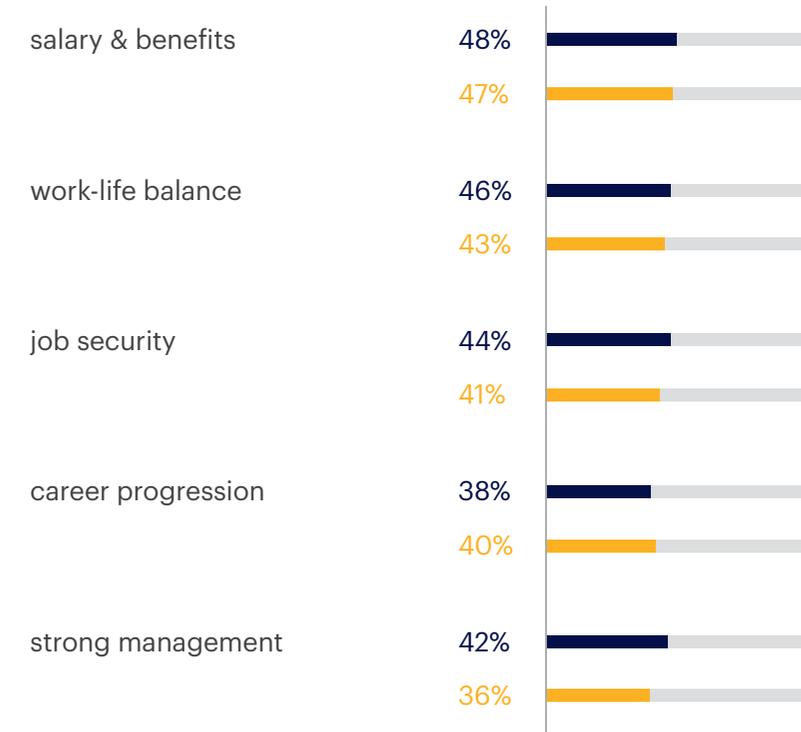
important criteria



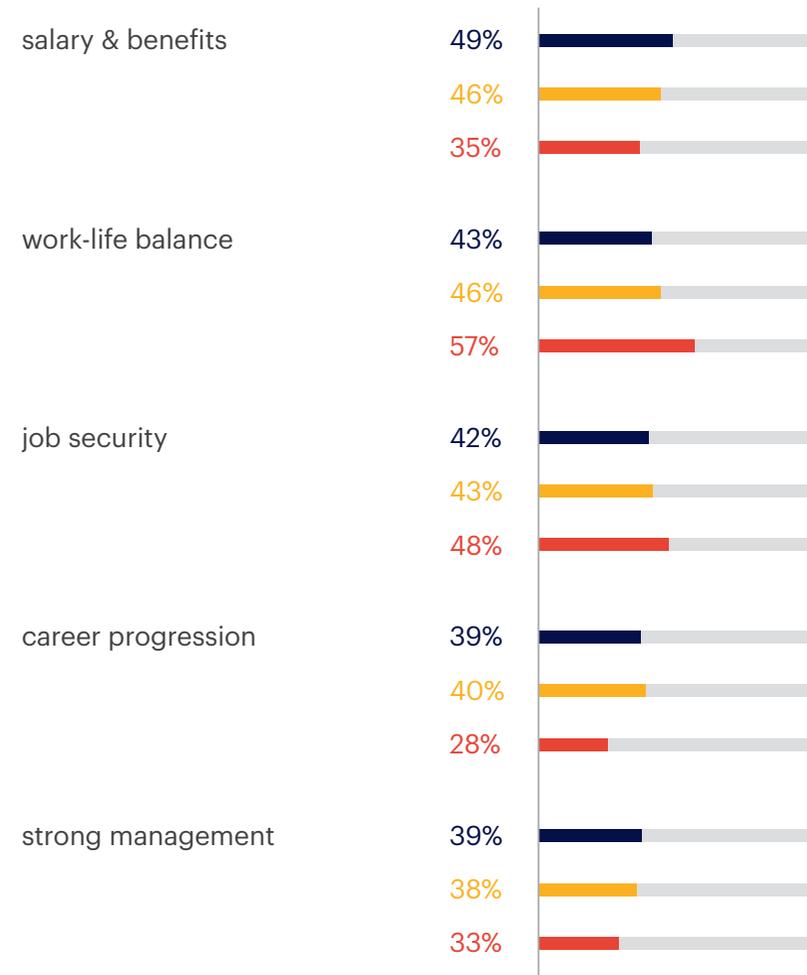
characteristics highest rated by the labor force. stressing these elements or improving them is critical for your EVP because they contribute most to the strength of your employer brand.

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

EVP driver importance by gender.

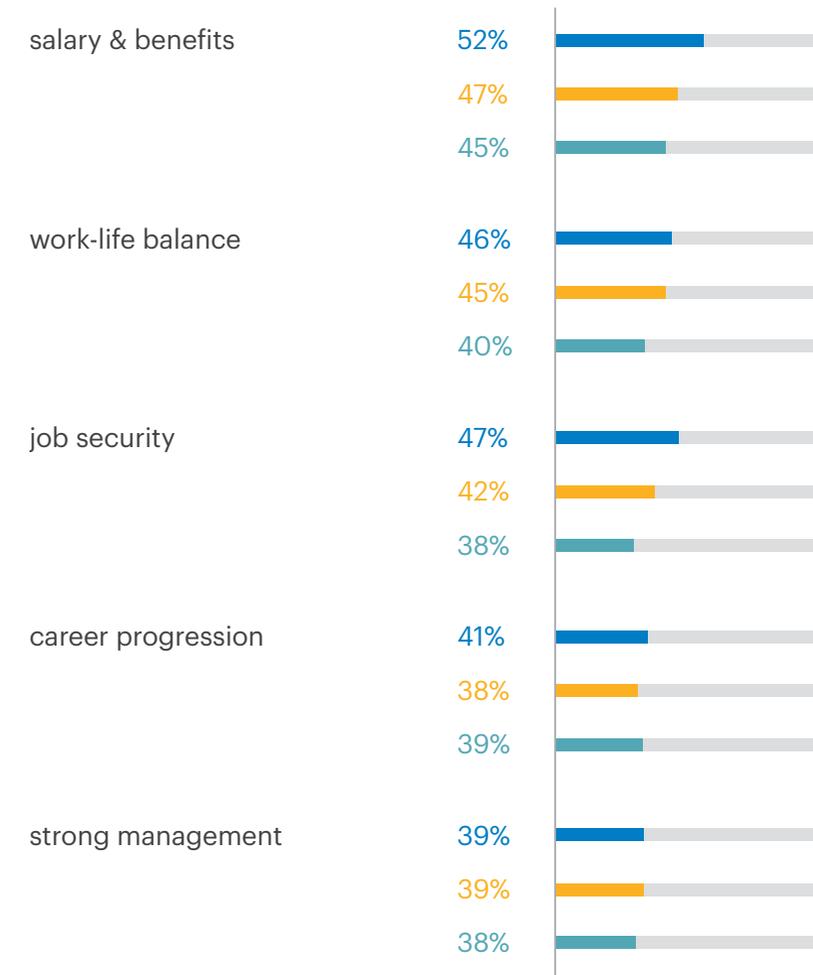


EVP driver importance by education.



■ masters ■ bachelors ■ secondary

EVP driver importance by age.



■ 45+ ■ 25 - 44 ■ 18 - 24

key findings by demographic profile.



men



men consider strong management more important than women do.



women



women place more value than men on good training.



age 18 - 24

workforce aged 18 - 24 considers good training more important than workforce over 25 does.



age 25 - 44

workforce aged 25 - 44 finds a good work-life balance more important than workforce below 25 does.



age 45 - 64

workforce aged 45 - 64 finds a financially healthy company more important than workforce under 45 does.

masters



employees with a masters degree find diversity and inclusion more important than employees with a bachelors degree.

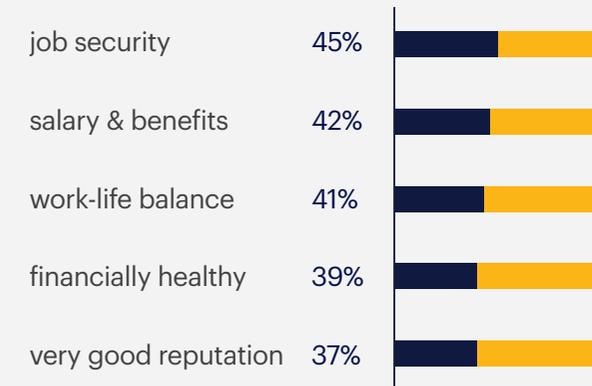
bachelors



employees with a bachelors degree find a good work-life balance and attractive salary and benefits most important.

top reasons Indian employees stay or leave.

top 5 reasons employees stay*



top 5 reasons employees 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

factors Indian employees stay by profile.

gender



men are more likely than women to stay with their current employer if they have a sense of job security.



women are most likely to stay with their current employer if they have a sense of job security, a good work-life balance or attractive salary and benefits.

age



workforce aged 18 - 24 is more likely to stay with their employer if they offer interesting job content, compared to workforce over aged 25 - 44.



workforce aged 25 - 44 is more likely to stay with an employer if they have the opportunity to a good work-life balance, when compared to workforce under 25.



workforce aged 45 - 64 is more likely than workforce under 45 to stay with an employer if the company is conveniently located.

education



employees with a masters degree are most likely to stay if their employer offers flexible working arrangements, compared to those with a bachelors degree.



employees with a bachelors degree are most likely to stay with their employer if they have a sense of job security.

factors Indian employees leave by profile.

gender



men are most likely to leave their current employer because of a lack of growth opportunities.



women are most likely to leave their current employer because of a lack of growth opportunities.

age



workforce aged 18 - 24 is more likely to leave than those over 24 because they have a poor relationship with their direct manager.



workforce aged 25 - 44 is more likely to leave because they experience insufficient flexible work options than workforce aged 45 - 64 does.



workforce aged 45 - 64 is more likely to leave than workforce under 45 if their compensation is too low compared to other companies.

education



employees with a masters degree are most likely to leave due to a lack of career growth opportunities.



employees with a bachelors degree are most likely to leave due to a lack of career growth opportunities.



actions Indian employees
take in order to stay
employable.

top 5



staying engaged as an employee, by profile.

gender



men are more likely than women to be open and flexible to change.



women are most likely to keep their skills up to date by trainings or courses.

education



employees with a masters degree are more likely to bring up fresh ideas and new suggestions to their superiors or management than those with a bachelors degree.



employees with a bachelors degree are most likely to be open and flexible to change.

age



workforce aged 18 - 24 is more likely to move to another part of the country compared to workforce over 44.

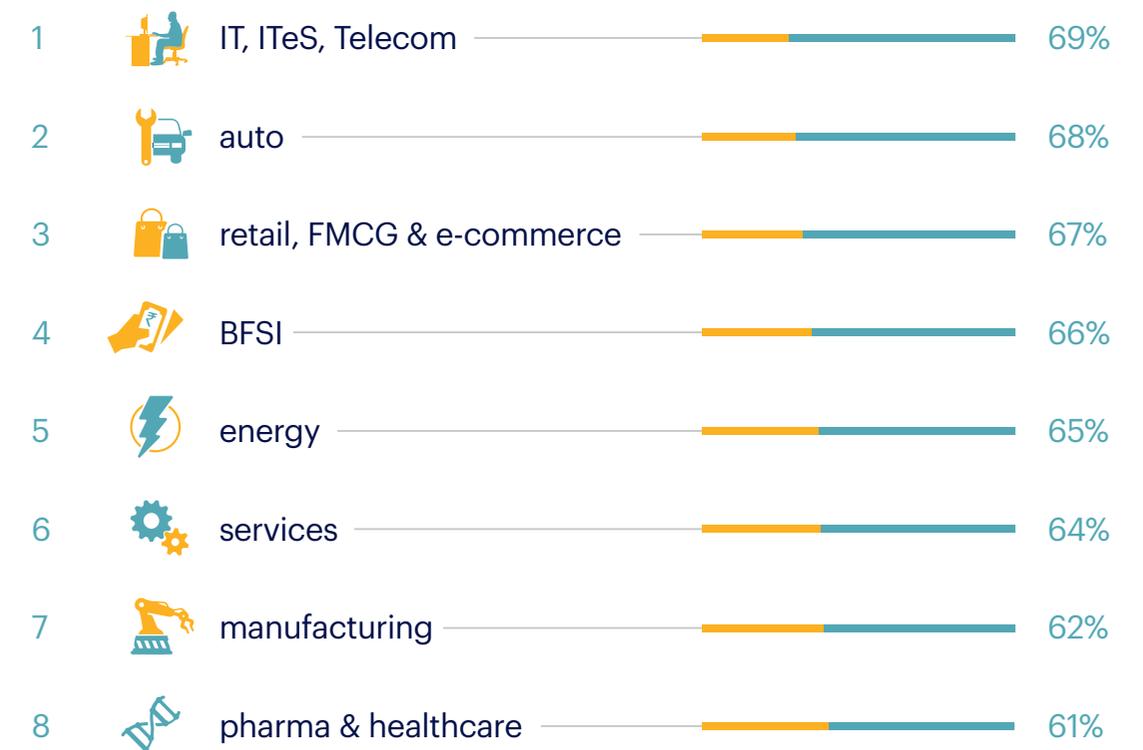


workforce aged 25 - 44 is more likely to bring up fresh ideas and new suggestions to their superiors or management compared to workforce under 25.



workforce aged 45 - 64 is more likely than workforce aged 18 - 24 to be open and flexible to change.

top performing sectors in India by awareness and attractiveness.



top 3 sectors in India by EVP driver.

EVP driver

- attractive salary & benefits
- career progression
- financially healthy
- gives back to society
- interesting job content
- job security
- pleasant working atmosphere
- uses latest technologies
- good reputation
- work-life balance

1

- IT, ITeS, Telecom
- IT, ITeS, Telecom
- auto
- IT, ITeS, Telecom
- IT, ITeS, Telecom
- auto
- IT, ITeS, Telecom
- IT, ITeS, Telecom
- auto
- IT, ITeS, Telecom

2

- auto
- auto
- IT, ITeS, Telecom
- energy
- auto
- BFSI
- auto
- auto
- IT, ITeS, Telecom
- energy

3

- energy
- BFSI
- BFSI
- retail, FMCG & e-commerce
- energy
- energy
- retail, FMCG & e-commerce
- energy
- retail, FMCG & e-commerce
- auto

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

| sector | top 3 EVP drivers | | |
|---------------------------|-------------------------------|--------------------------|---------------------------|
| IT, ITeS, Telecom | 1 uses latest technologies | 2 financially healthy | 3 very good reputation |
| auto | financially healthy | very good reputation | uses latest technologies |
| retail, FMCG & e-commerce | very good reputation | financially healthy | uses latest technologies |
| BFSI | financially healthy | very good reputation | uses latest technologies |
| energy | uses latest technologies | very good reputation | financially healthy |
| services | financially healthy | very good reputation | uses latest technologies |
| manufacturing | very good reputation | financially healthy | uses latest technologies |
| pharma & healthcare | very good reputation | financially healthy | uses latest technologies |

top



employers.

India's most attractive employer brands.

top 10 employers 2018

Amazon

Hindustan Unilever

IBM

ITC Group

Larsen & Toubro

Mercedes - Benz

Microsoft

Samsung India

Sony

Tata Consultancy Services

*in alphabetical order

the approach.

The Randstad Employer Brand Research programme is based on a robust research platform that gives unique insights into the key drivers of talent attraction within our country and across the world. The 30 participating countries are from Europe, Asia Pacific and the Americas, where Randstad has active presence.

In each country, 150+ large companies are chosen for the survey. This company list is presented to a representative cross-section of relevant respondents: around 3,500 potential and employed workforce between the age group of 18-65.

There is more emphasis on people aged between 25-44. Unlike similar surveys, HR officers, staff or experts are not invited to take part in the survey, which guarantees maximum objectivity. The respondents are asked to identify the companies they recognize and then indicate whether or not they would like to work for them. In the next step, they evaluate the relative attractiveness of each of the selected companies based on key factors.

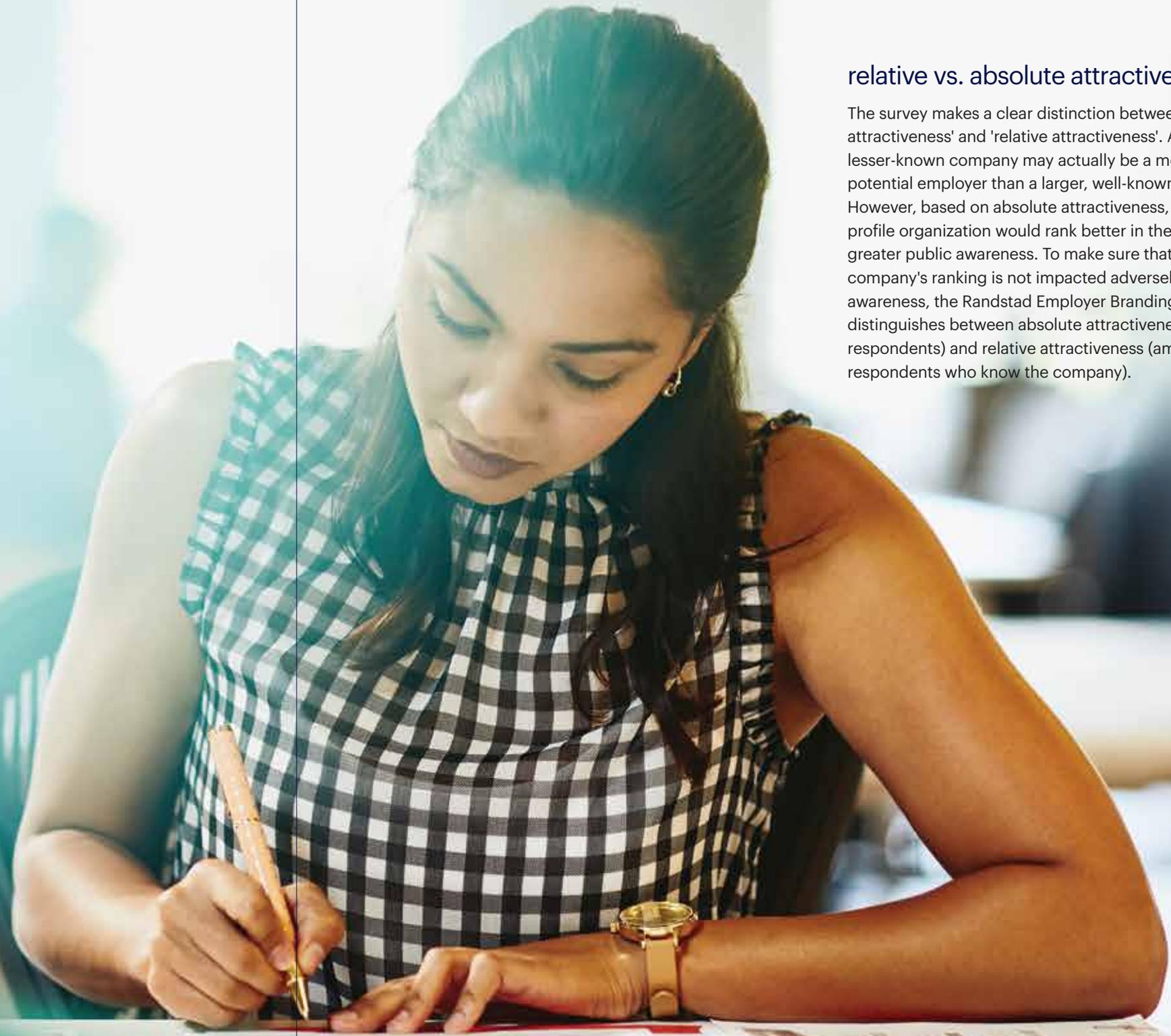
Around 3,500 potential job seekers and employees aged between 18 and 65 were surveyed. Interviews were conducted in the last quarter of 2017.

Respondents are invited by means of interviews to select the companies they know from a random list; each company appearing approximately 1500 times at random during the entire research survey.

The margin of error on a sample of 1500 is plus or minus 1.245% points at the 95% level of confidence. This means that there is a 95% chance that the responses of the target population as a whole would fall somewhere between 1.245% more or 1.245% less than the responses of the sample (confidence interval of 2.49% on the worst case percentage of 50%).

relative vs. absolute attractiveness

The survey makes a clear distinction between 'absolute attractiveness' and 'relative attractiveness'. A smaller, lesser-known company may actually be a more appealing potential employer than a larger, well-known company. However, based on absolute attractiveness, the high profile organization would rank better in the ratings due to greater public awareness. To make sure that a small company's ranking is not impacted adversely by its brand awareness, the Randstad Employer Branding Research distinguishes between absolute attractiveness (among all respondents) and relative attractiveness (among respondents who know the company).



unique methodology, unique results

We apply this methodology because a uniform approach makes it easier to draw useful comparisons between countries. This is also why the research is conducted almost simultaneously across all regions. The method is very useful because it significantly contributes to our knowledge about employer branding, and about why people select certain jobs and employers.

The company reports detail the strengths and weaknesses of their external employer brand and provide each company with an excellent industry benchmark. These reports are confidential. The general report (containing the main results per country, including the Randstad Award winner) is made available to the public.

key factors for success

The winner of the Randstad Award in each country is based on how appealing the selected company is as a potential employer to the respondents. To determine this, we ask one simple question: Would you like to work for this company? The companies are also evaluated on key factors that have been derived from our 18 years of experience with the Randstad Award. These factors determine the perception of the employer brand.

The key factors are (in random order):

- career progression
- financially healthy
- good training
- job security
- salary & benefits
- strong management
- uses latest technologies
- very good reputation
- work atmosphere
- work-life balance

about Randstad India

Randstad India offers the broadest HR services portfolio ranging from Staffing, Search & Selection to Recruitment Process Outsourcing (RPO). The organization has a vast network of offices across the country to be within the reach of clients, candidates and flexi workers. The company, previously called Ma Foi is a leader in the HR services industry in India for the past 26 years and became part of Randstad through its global acquisition of Vedior in 2008. The Randstad Group is one of the leading HR services providers in the world, active in 39 countries across the globe. Randstad India continues to focus on developing customized and innovative HR services, leveraging on its unique strengths of geographical presence and end-to-end capability across all HR service functions.

For more information: www.randstad.in

about Randstad

The Randstad Group is a global leader in the HR services industry and specialized in solutions in the field of flexible work and human resources services. We support people and organizations in realizing their true potential. Our services range from regular temporary Staffing and permanent placements to Inhouse Services, Professionals, and HR Solutions (including Recruitment Process Outsourcing, Managed Services Programs, and outplacement). Randstad has top-three positions in Argentina, Belgium & Luxembourg, Canada, Chile, France, Germany, Greece, India, Italy, Mexico, the Netherlands, Poland, Portugal, Spain, Sweden, Switzerland, the UK, and the United States, and major positions in Australia and Japan. At year-end 2017, Randstad had 38,331 corporate employees and 4,858 branches and Inhouse locations in 39 countries around the world. In 2017, Randstad generated revenue of € 23.3 billion. Randstad was founded in 1960 and is headquartered in Diemen, the Netherlands. Randstad Holding nv is listed on the NYSE Euronext Amsterdam, where options for stocks in Randstad are also traded.

For more information: www.randstad.com