

employer
brand research
2018



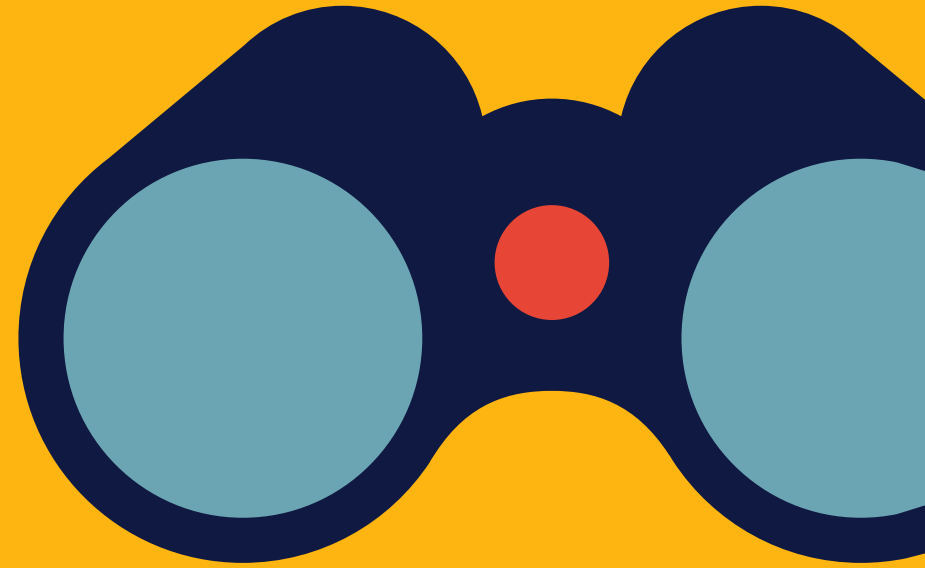
country report
portugal.

 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

- 6752 respondents

fieldwork

- online interviews
- between 29 november and 14 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:

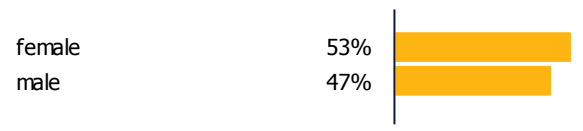
- 01 financially healthy
 - 02 uses latest technology
 - 03 very good reputation
 - 04 job security
 - 05 career progression
 - 06 gives back to society
 - 07 interesting job content
 - 08 pleasant work atmosphere
 - 09 work-life balance
 - 10 attractive salary and benefits
-



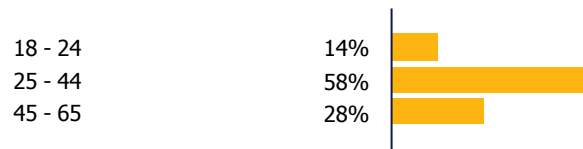
sample composition

socio-demographics, employment situation, region.

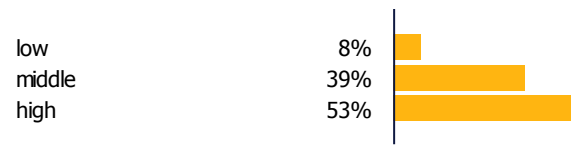
gender



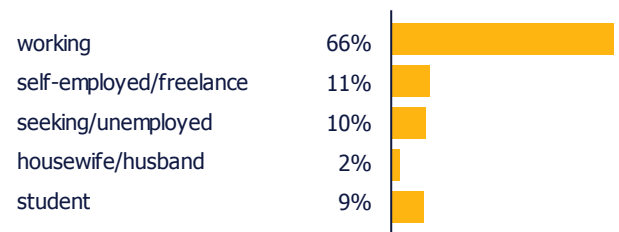
age



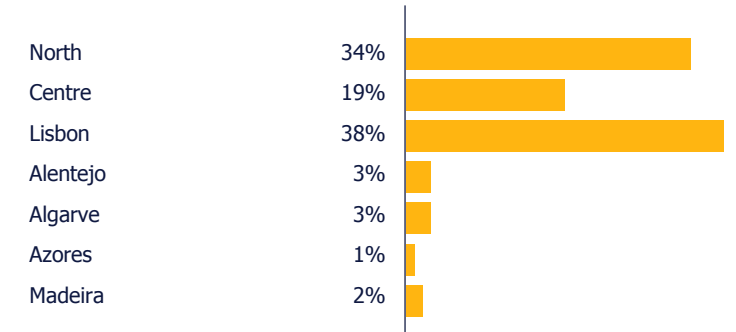
education



situation

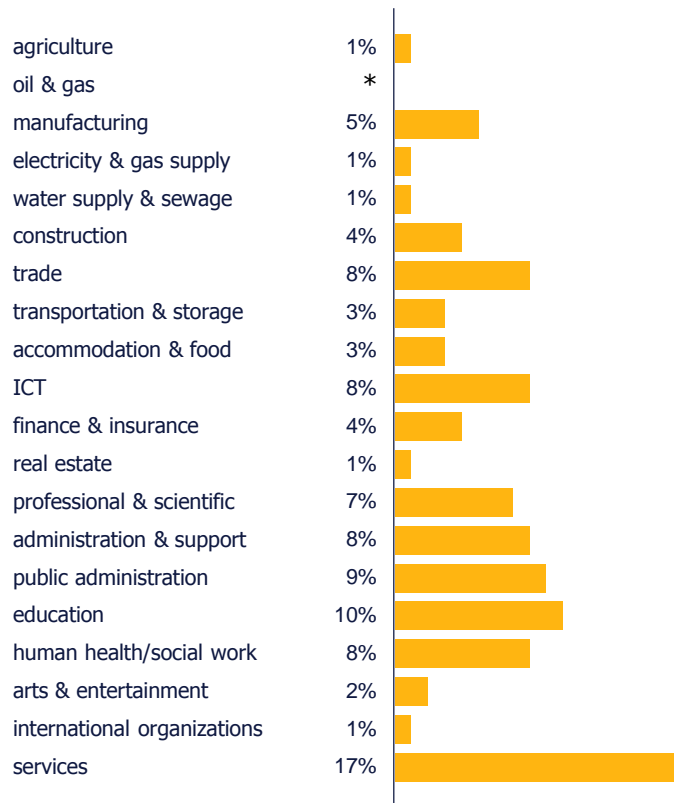


region



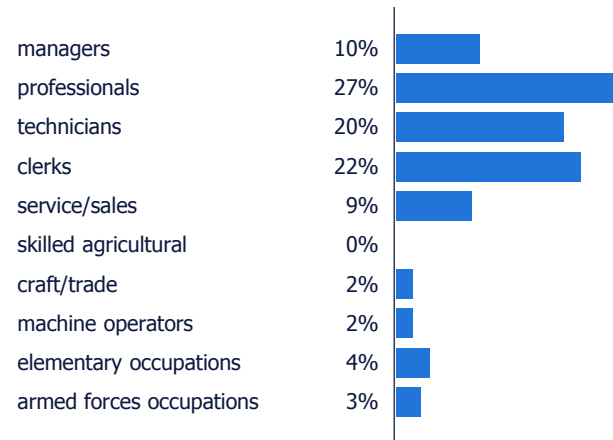
sample composition sector, function.

sector



* subgroup not present in sample

function

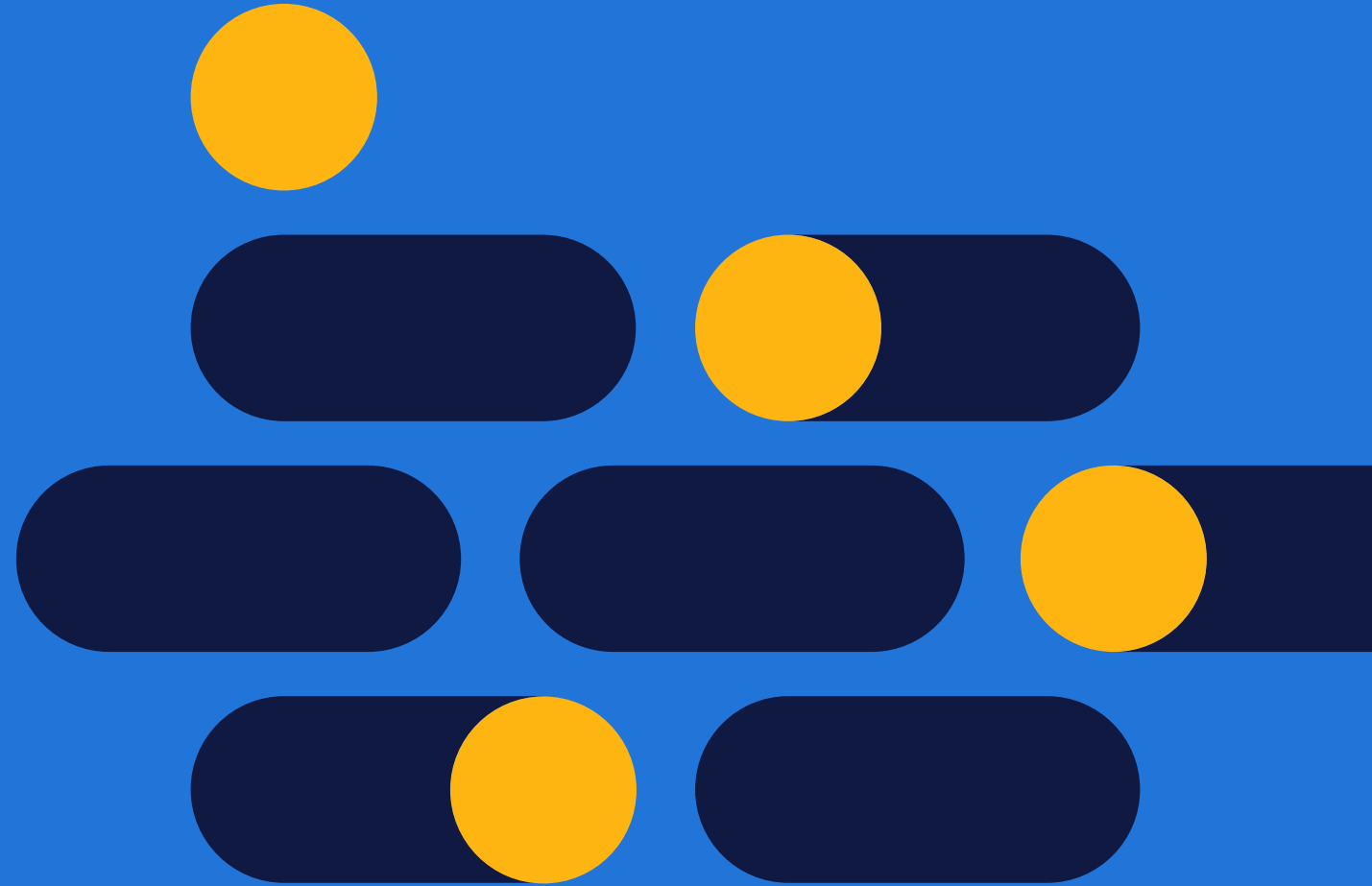


base: currently employed (n= 5177)



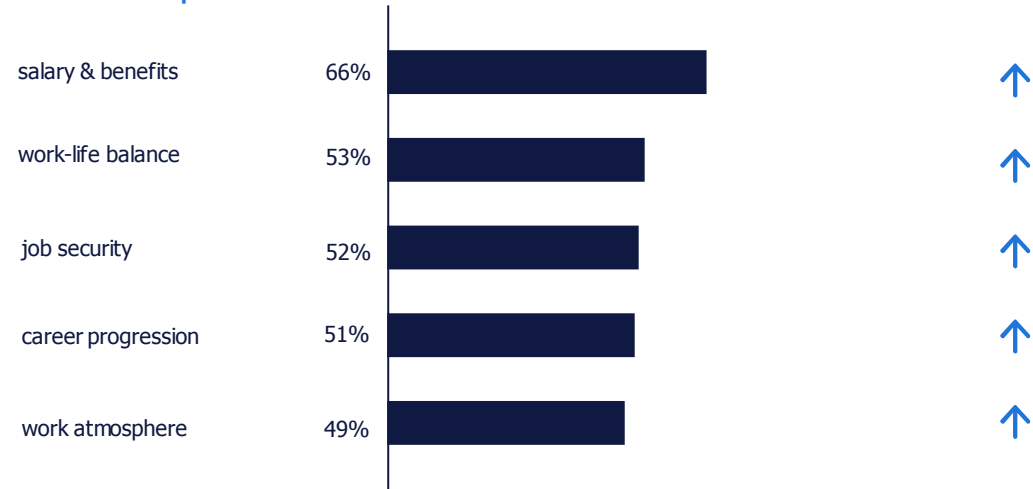
country

results.



what potential employees want when choosing an employer.

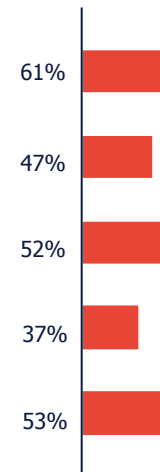
5 most important criteria



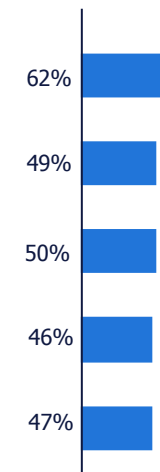
versus 2017



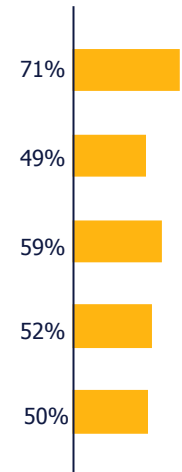
EMEA



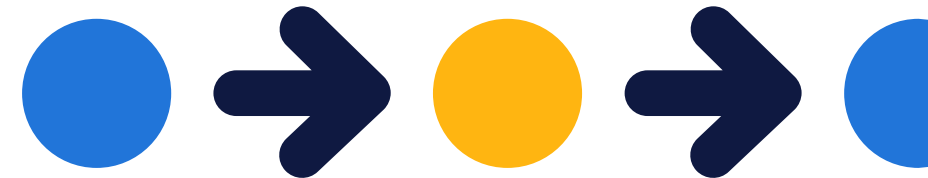
2017



2016



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



what do potential employees want by socio-demographic profile.



men

66%

men find salary & benefits most important.

age 18 – 24

57%

workforce aged 18-24 considers career progression opportunities more important than workforce over 25.

age 25 – 44

69%

workforce aged 25-44 finds salary & benefits more important than workforce below 25 or over 44.

age 45 – 64

42%

workforce aged 45-64 believes financial health is more important than workforce under 45.

women

57%

women place more value than men on a good work-life balance.

higher educated

57%

higher educated workforce finds good work-life balance more important than middle or lower educated workforce.

middle educated

49%

middle educated workforce finds career progression opportunities more important compared to lower educated.

lower educated

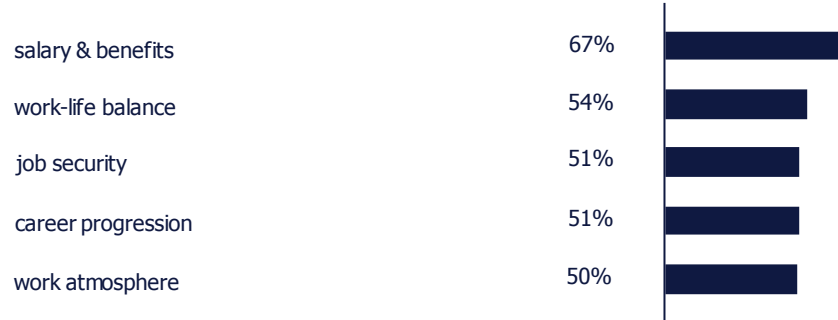
59%

lower educated workforce finds salary & benefits most important.

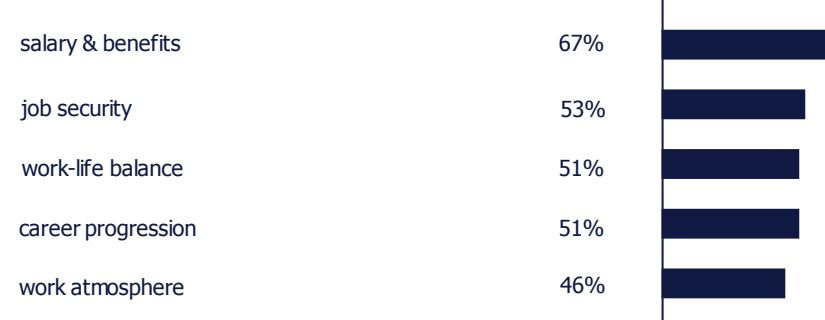
[click here](#) for a breakdown of all results by socio-demographic profile and trends for the last 5 years.

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

white collar workers



blue collar workers

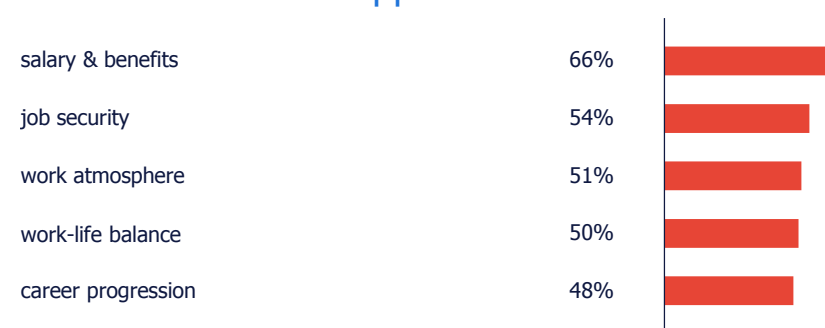


information and communication



base: n=405

administrative and support service activities



base: n=389



employee - employer exchange in portugal and the region.

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

employees in portugal seek

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

employers in portugal offer

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

employers in EMEA offer

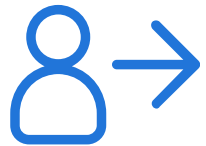
- 1 financially healthy
 - 2 uses latest technologies
 - 3 very good reputation
 - 4 job security
 - 5 career progression
 - 6 interesting job content
 - 7 salary & benefits
 - 8 pleasant work atmosphere
 - 9 work-life balance
 - 10 giving back to society
-

gap top 3

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



how do the portuguese look for jobs.



15%

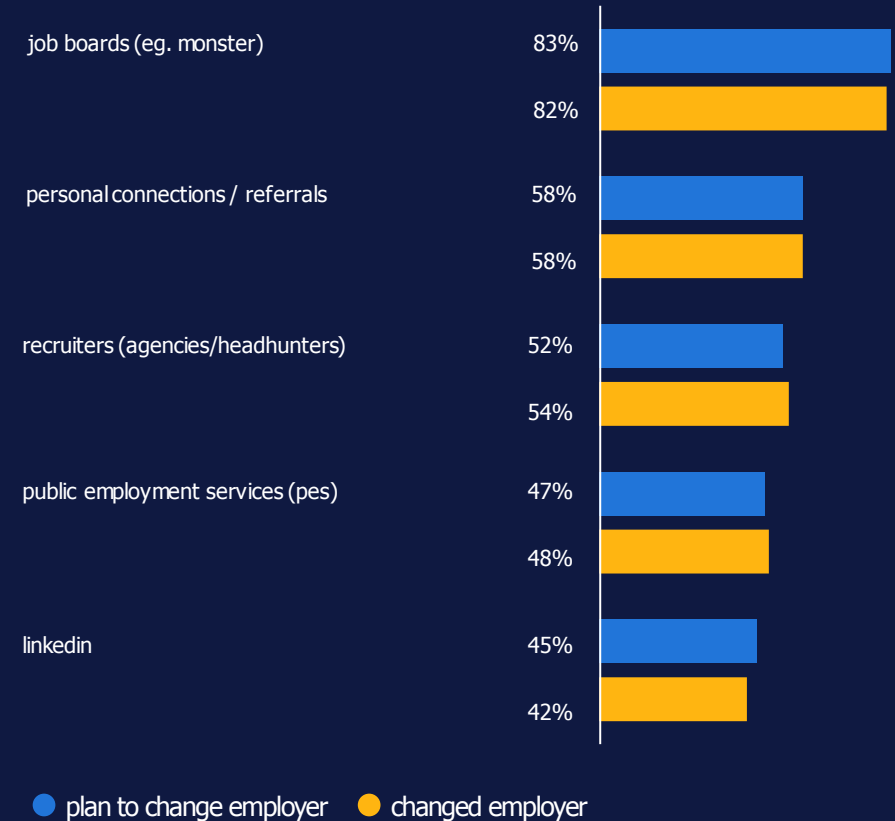
changed employer in the last year.



27%

plan to change employer within the next year.

top 5 channels used to look for a job



how do the portuguese look for jobs

channels used to find new job opportunities, by profile.

men

68%

men are most likely to use job boards when looking for a job.

age 18 – 24

51%

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

age 25 – 44

75%

workforce aged 25-44 is more likely to use job boards than workforce ages below 25 and over 44.

age 45 – 64

61%

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

women

77%

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

higher educated

75%

higher educated workforce is most likely to use job boards when looking for a job.

middle educated

45%

middle educated workforce is more likely than lower educated to use recruiters when looking for a job.

lower educated

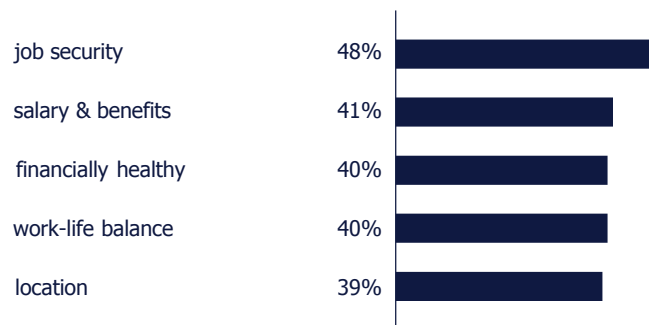
49%

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

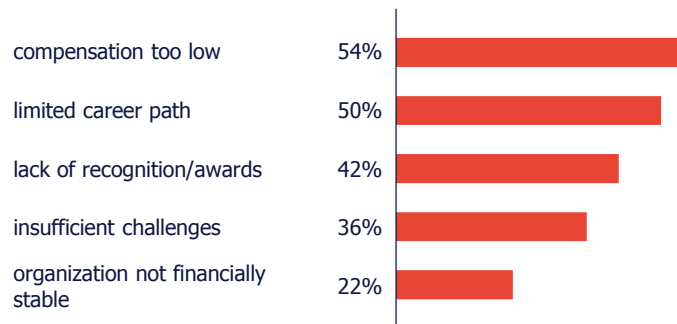


what factors do the portuguese stay or leave for.

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 portuguese stay for reasons to stay, by profile.

men

43%

men are more likely than women to stay with their current employer if the company is financially healthy.

age 18 – 24

35%

workforce aged 18-24 is more likely to stay with their employer for career opportunities, compared to workforce over 25.

age 25 – 44

40%

workforce aged 25-44 is more likely to stay with an employer for a pleasant work atmosphere, when compared to workforce under 25 or over 44.

age 45 – 64

44%

workforce aged 45-64 is more likely to stay with an employer when the company is financially healthy than workforce under 45.

women

42%

women are more likely than men to stay with their employer if they get the opportunity to a good work-life balance.

higher educated

43%

higher educated workforce is more likely to stay with their employer if they get the opportunity to a good work-life balance compared to workforce lower and middle educated.

middle educated

42%

middle educated workforce is more likely than higher educated to stay with their employer when the company is financially healthy.

lower educated

47%

lower educated workforce is most likely to stay with an employer if they have a sense of job security.



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

men

53%

men are more likely than women to leave their current employer because of a lack of growth opportunities.

age 18 – 24

53%

workforce aged 18-24 is most likely to leave their employer because of low compensation compared to other companies.

age 25 – 44

46%

workforce aged 25-44 is more likely to leave because they lack recognition or awards than workforce below 25 or over 44.

age 45 – 64

27%

workforce aged 45-64 is more likely to leave because of the financial health of the company than workforce below 45.

women

53%

women are most likely to leave their employer because of low compensation compared to other companies.

higher educated

39%

higher educated workforce is more likely to leave than low and middle educated workforce because of a lack of challenges.

middle educated

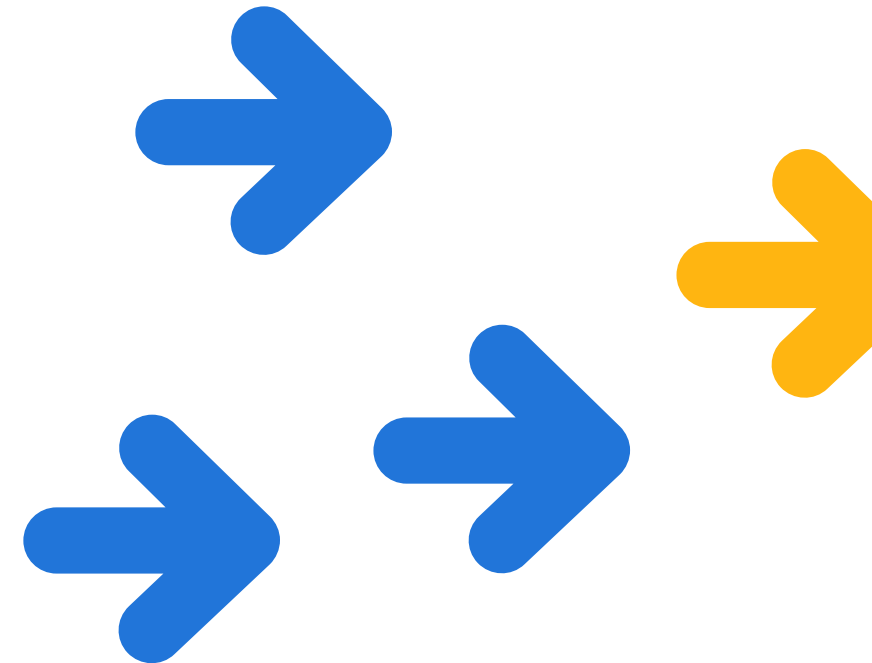
49%

middle educated workforce is more likely to leave compared to lower educated because of a lack of growth opportunities.

lower educated

60%

lower educated workforce is most likely to leave because of low compensation compared to other companies.



actions the portuguese take in order to stay employable.

top 5



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



men

41%

men are more likely than women to adopt the latest techniques and technologies.

age 18 – 24

43%

workforce aged 18-24 is slightly more likely to accept flexible working hours compared to workforce aged 25-44.

age 25 – 44

63%

workforce aged 25-44 is more likely to be sociable with colleagues, superiors and their professional network than workforce aged 18-24.

age 45 – 64

54%

workforce aged 45-64 is slightly more likely to keep their skills up to date by trainings, courses etc. than workforce below 45.

women

63%

women are most likely to be sociable with colleagues, superiors and their professional network.

higher educated

56%

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

middle educated

45%

middle educated workforce is more likely than lower educated to keep up to date with the latest industry news.

lower educated

58%

lower educated workforce is most likely to be sociable with colleagues, superiors and their professional network.

sector



insights.



top performing sectors in portugal 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 portugal by EVP driver.

EVP driver	1	2	3
attractive salary & benefits	IT and consulting	healthcare	aviation
career progression	IT and consulting	healthcare	aviation
financially healthy	healthcare	IT and consulting	food & drinks
gives back to society	healthcare	maintenance	energy
interesting job content	healthcare	IT and consulting	aviation
job security	healthcare	IT and consulting	energy
pleasant working atmosphere	healthcare	IT and consulting	tourism, accomodation & leisure
uses latest technologies	IT and consulting	healthcare	media & telecom
good reputation	healthcare	IT and consulting	tourism, accomodation & leisure
work-life balance	healthcare	IT and consulting	plastic

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

1/2 sector	top 3 EVP drivers		
	1	2	3
01 healthcare	financially healthy	good reputation	uses latest technologies
02 aviation	uses latest technologies	interesting job content	financially healthy
03 IT and consulting	uses latest technologies	financially healthy	good reputation
04 tourism, accomodation & leisure	financially healthy	good reputation	uses latest technologies
05 banking	financially healthy	uses latest technologies	job security
06 food & drinks	financially healthy	good reputation	uses latest technologies
07 energy	financially healthy	uses latest technologies	good reputation
08 plastic	uses latest technologies	financially healthy	good reputation
09 industrial	financially healthy	uses latest technologies	good reputation
10 automotive	financially healthy	uses latest technologies	good reputation



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

2/2

sector	top 3 EVP drivers		
	1	2	3
11 media & telecom	uses latest technologies	financially healthy	good reputation
12 steel	financially healthy	good reputation	uses latest technologies
13 construction	uses latest technologies	financially healthy	good reputation
14 maintenance	financially healthy	good reputation	uses latest technologies
15 retail	financially healthy	good reputation	uses latest technologies
16 HR	financially healthy	uses latest technologies	good reputation
17 transportation	financially healthy	job security	good reputation
18 textile	good reputation	financially healthy	uses latest technologies
19 insurance	financially healthy	good reputation	uses latest technologies
20 restaurants & catering	financially healthy	uses latest technologies	good reputation



top



employers.

top employers in portugal.

top 10 employers 2018

- 01 Microsoft
- 02 HOVIONE FARMACIÊNCIA
- 03 TAP - Transportes Aéreos Portugueses
- 04 Nestlé
- 05 ANA - AEROPORTOS DE PORTUGAL
- 06 RTP - RÁDIO E TELEVISÃO DE PORTUGAL
- 07 Delta Cafés
- 08 Siemens
- 09 Banco de Portugal
- 10 Corticeira Amorim

top 10 employers 2017

- 01 Microsoft
 - 02 Delta Cafés
 - 03 TAP - Transportes Aéreos Portugueses
 - 04 Nestlé
 - 05 THE NAVIGATOR COMPANY
 - 06 RTP - RÁDIO E TELEVISÃO DE PORTUGAL
 - 07 HOVIONE FARMACIÊNCIA
 - 08 ANA - AEROPORTOS DE PORTUGAL
 - 09 Siemens
 - 10 OGMA - INDÚSTRIA AERONÁUTICA DE PORTUGAL
-

portugal's top companies

top 3 EVP drivers for the top 5 companies.

	top 3 EVP drivers		
top 5 companies	1	2	3
1 Microsoft	financially healthy	uses latest technologies	very good reputation
2 HOVIONE FARMACIÊNCIA	financially healthy	uses latest technologies	very good reputation
3 TAP - Transportes Aéreos Portugueses	uses latest technologies	interesting job content	very good reputation
4 Nestlé	financially healthy	very good reputation	uses latest technologies
5 ANA - AEROPORTOS DE PORTUGAL	uses latest technologies	financially healthy	interesting job content

top employers by EVP driver.

EVP driver	1	2	3
attractive salary & benefits	Microsoft	Banco de Portugal	SPANISH CRUISE SERVICES N.V.
career progression	Microsoft	Deloitte	HOVIONE FARMACIÊNCIA
financially healthy	Microsoft	Sonae	Nestlé
gives back to society	SUMA - SERVIÇOS URBANOS E MEIO AMBIENTE	Microsoft	Delta Cafés
interesting job content	Microsoft	SPANISH CRUISE SERVICES N.V.	RTP - RÁDIO E TELEVISÃO DE PORTUGAL
job security	Microsoft	Banco de Portugal	Delta Cafés
pleasant work atmosphere	Microsoft	Delta Cafés	SPANISH CRUISE SERVICES N.V.
uses latest technologies	Microsoft	Siemens	FUJITSU TECHNOLOGY SOLUTIONS
very good reputation	Microsoft	Delta Cafés	Nestlé
work-life balance	Microsoft	Delta Cafés	Nestlé



deep dive

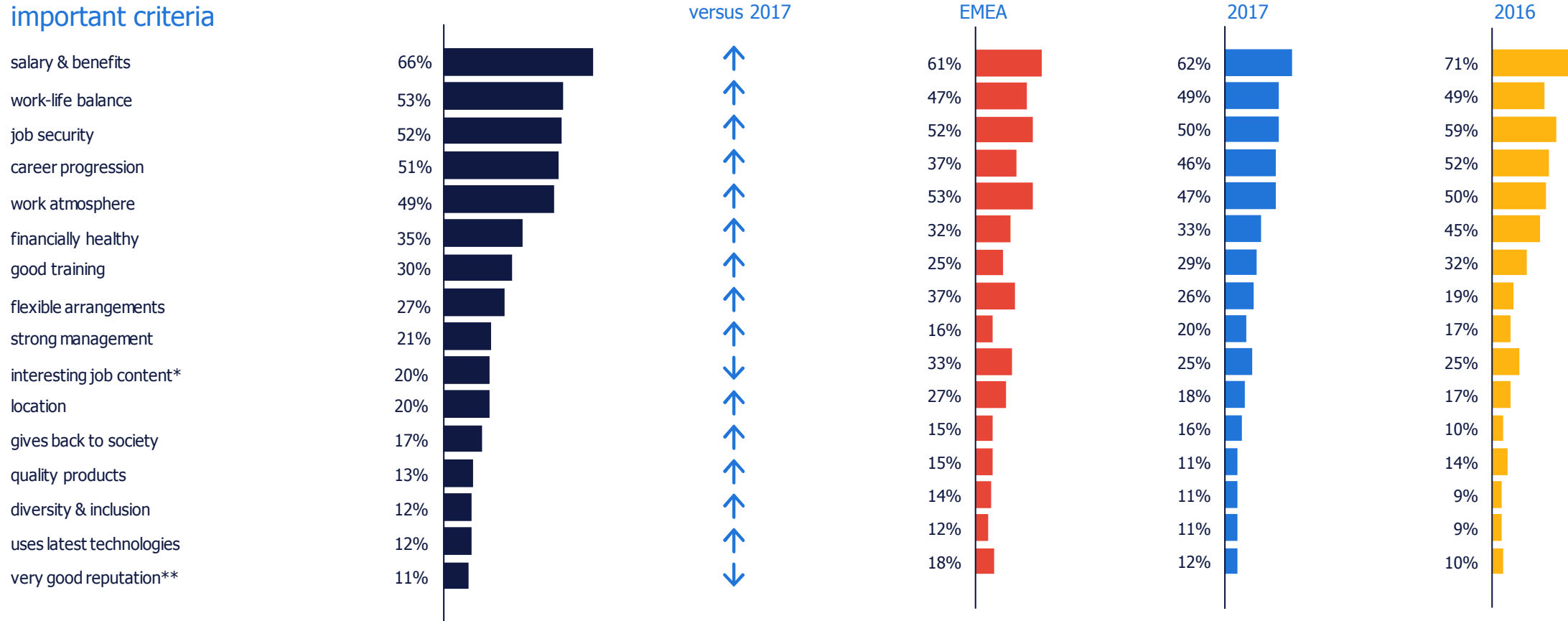
appendix 1.



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.

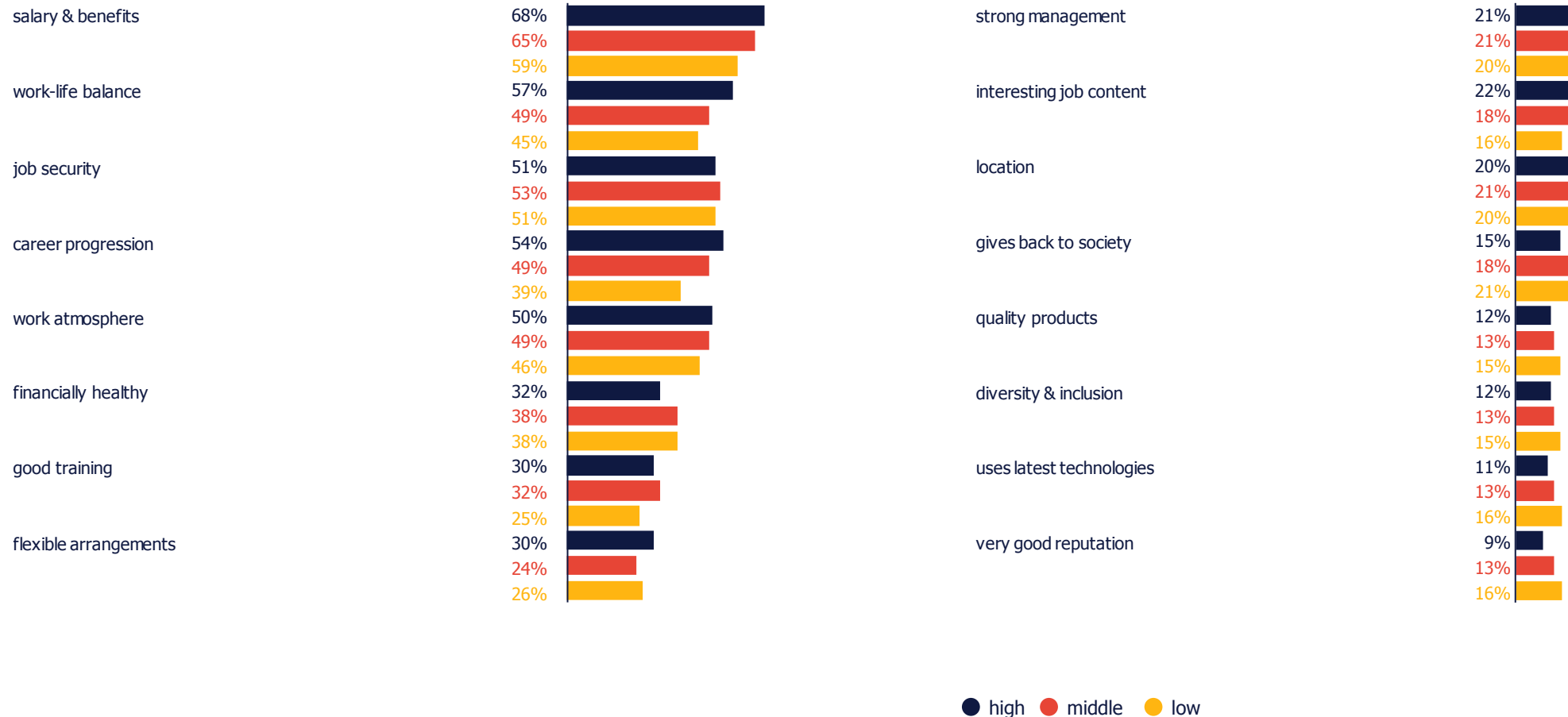
*2017: work that is stimulating and challenging/ **previous years: strong image/strong values



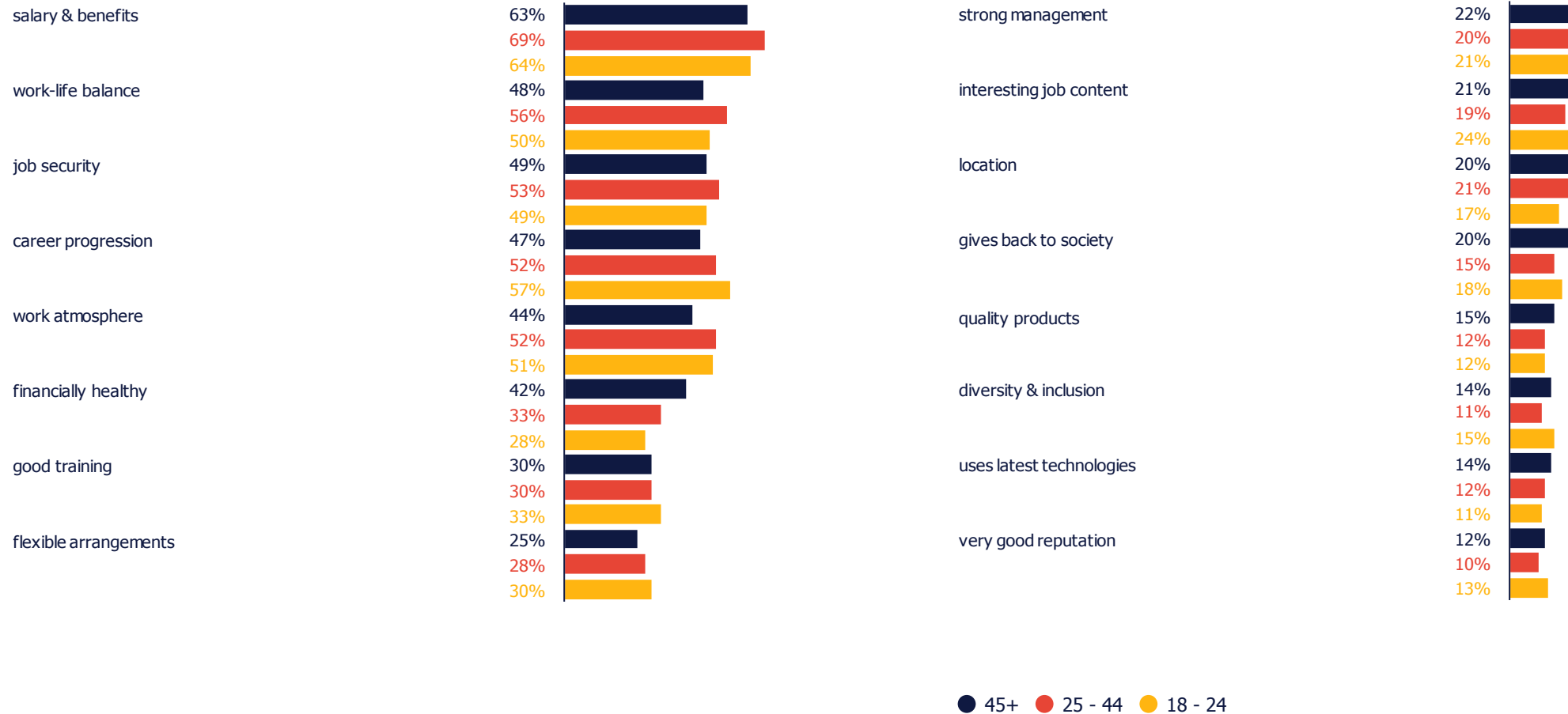
EVP driver importance by gender.



EVP driver importance by education.



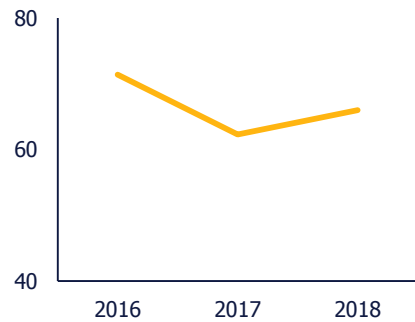
EVP driver importance by age.



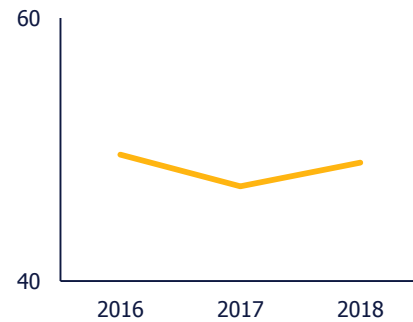
EVP driver importance trends, total.

1/2

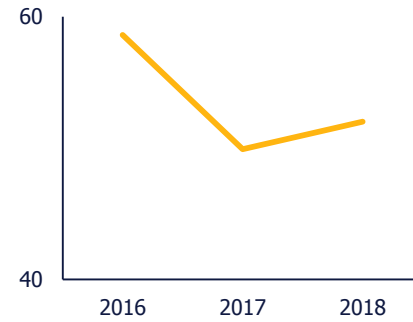
salary and benefits



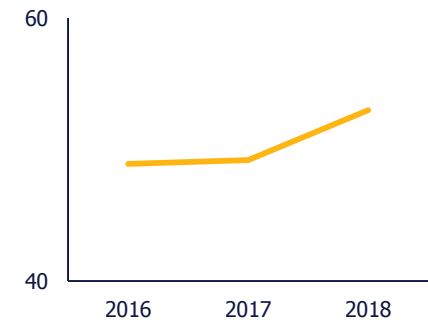
work atmosphere



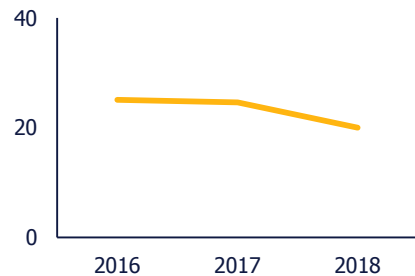
job security



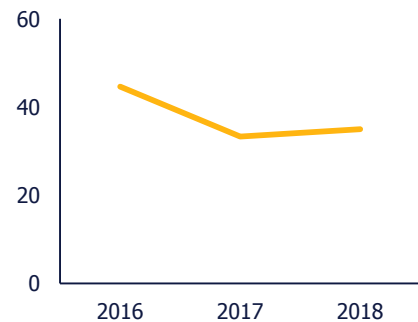
work-life balance



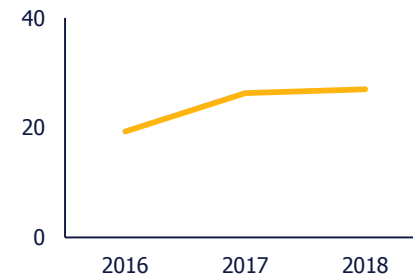
interesting job content



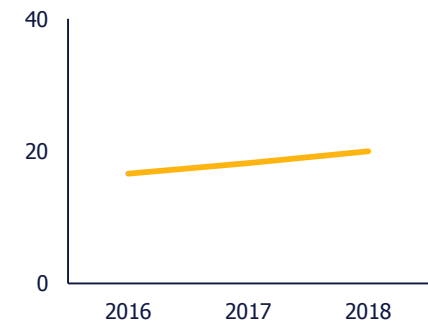
financially healthy



flexible arrangements



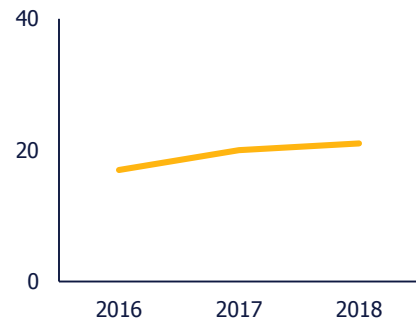
location



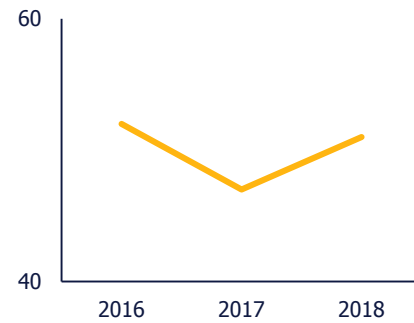
EVP driver importance trends, total.

2/2

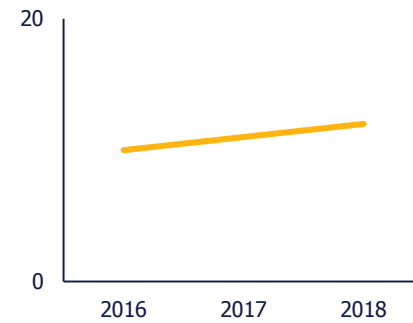
strong management



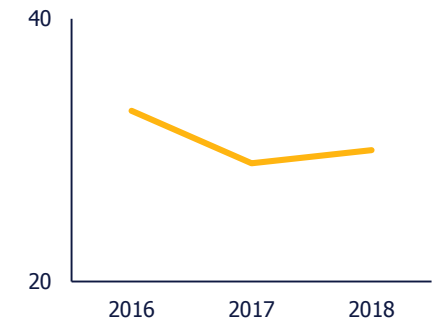
career progression



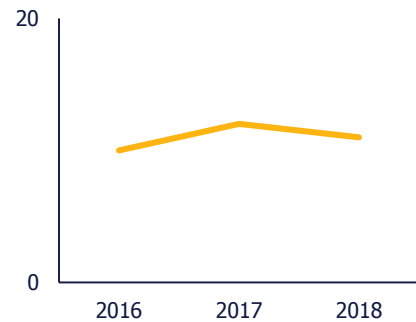
diversity & inclusion



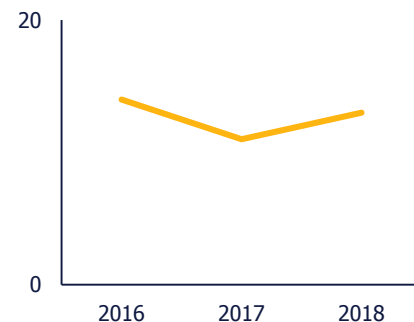
good training



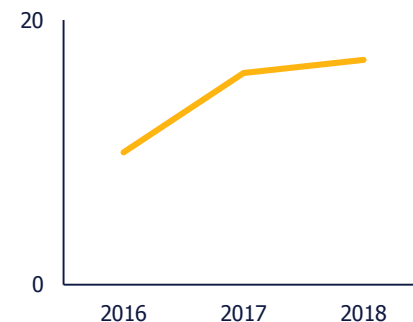
very good reputation



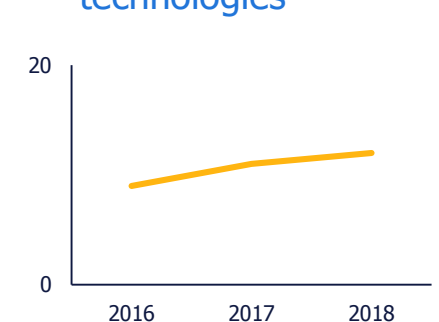
quality products



gives back to society



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.

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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?

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company specific slide.

your company

- What does it do/ what is it known for
- Active in x countries: name countries

few facts about their EVP (if any)

- Abc
- Abc

how can the RS consultant help them

- 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
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person



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person



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name contact
person



randstad

human forward.

