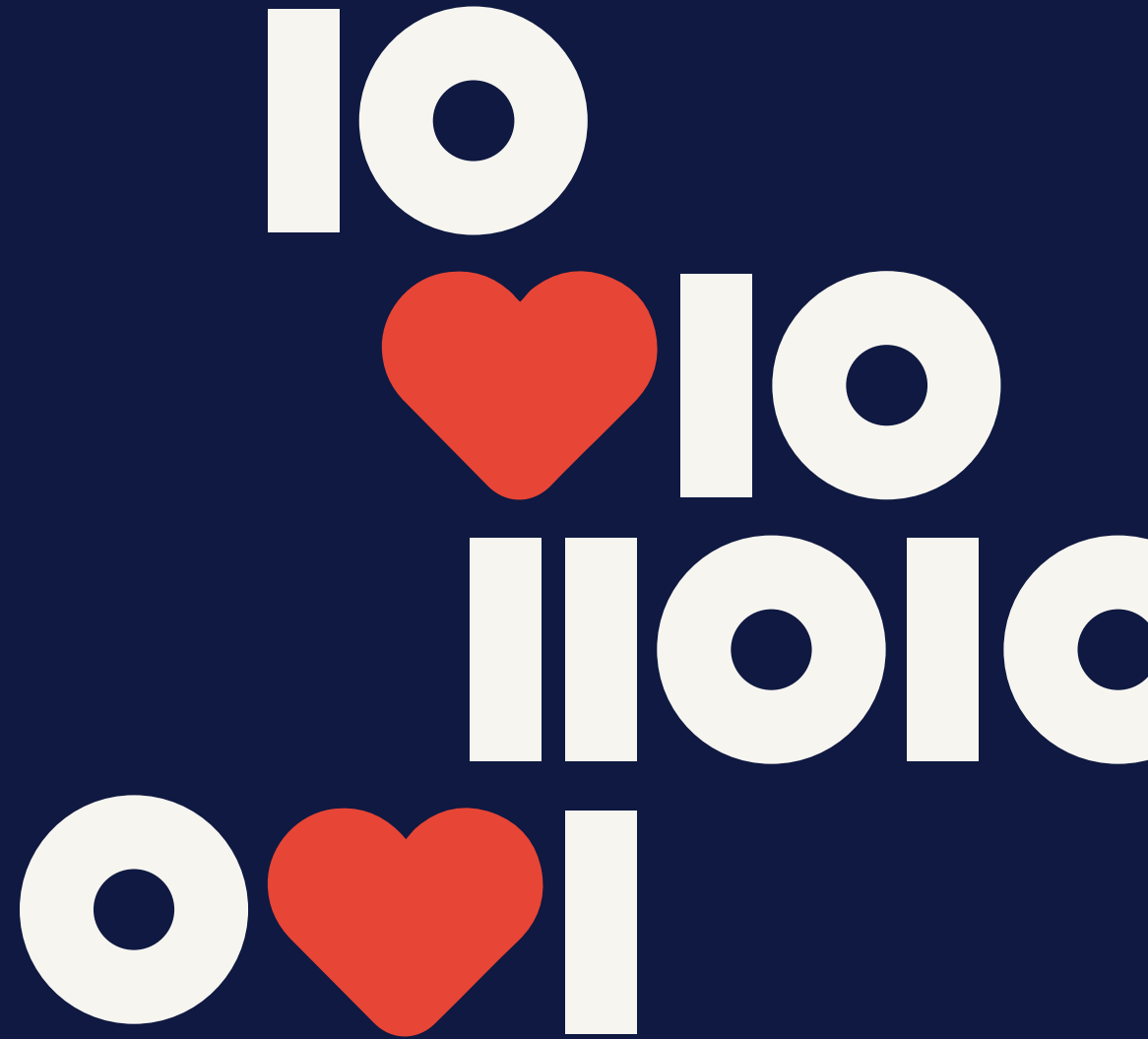


employer
brand research
2018.

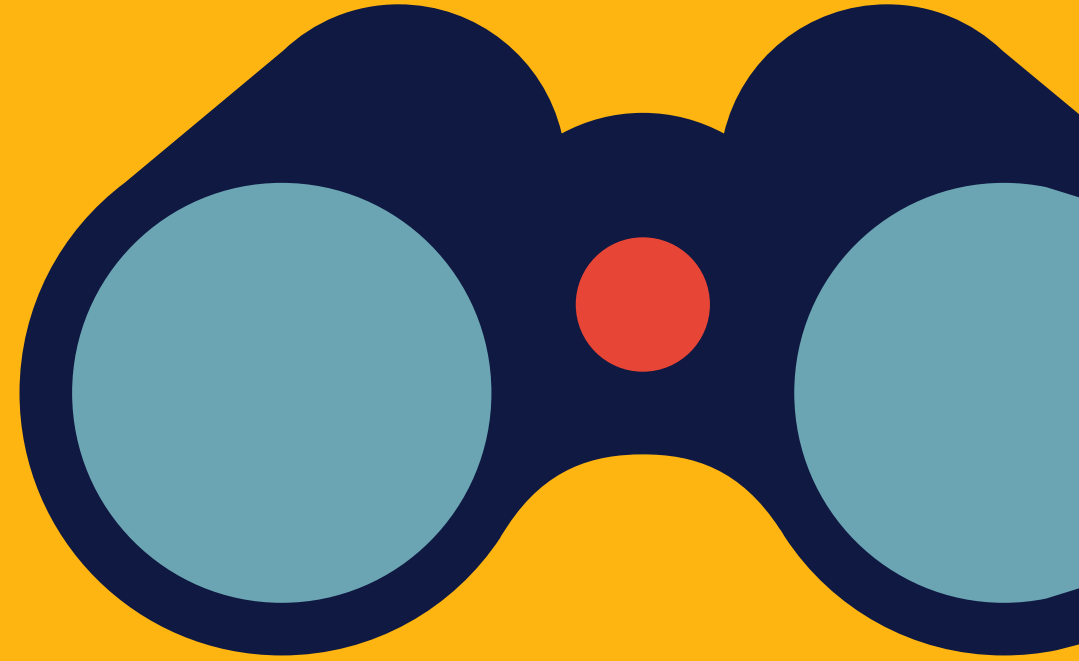
global insights into the perception
of the financial services sector.

 randstad



human forward.

content.



- 1 executive summary
- 2 what do financial services workers want
- 3 switching behavior
- 4 how attractive is the financial services sector
- 5 appendix

executive

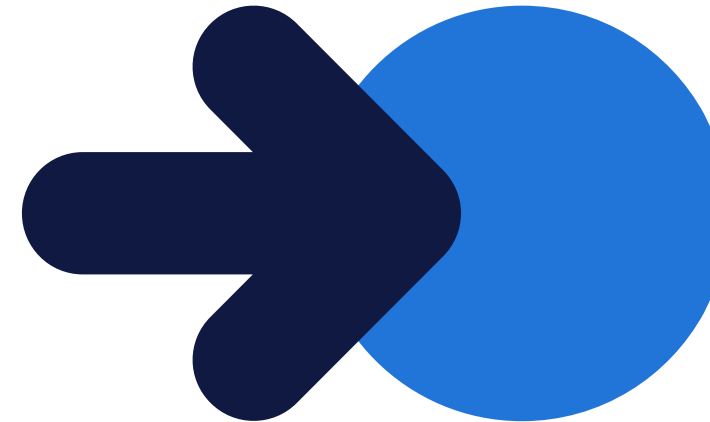
summary.



executive summary.

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

When you think of working in the financial services sector, your first reaction might be of long hours and exhausting workplace pressures. Some of this is indeed true, but these pressures seem to be softened by the remuneration packages offered by the sector. Additionally, when we conducted the 2018 Randstad Employer Brand Research, an exhaustive survey of 175,000 working-age adults in 30 countries about their employment preferences, we found that workers also want more than just great salary and benefits.



executive summary.



In fact, a good work-life balance is their second-most desired quality in an employer while a pleasant work environment ranked fourth — demonstrating that companies seeking high-quality professionals need to offer more when attracting talent.

Of course compensation is still the most important motivator in the financial services industry, but during these talent-scarce times, employers who align their employee value proposition (EVP) to go beyond simply paying more will most likely to succeed in attracting and retaining the best and brightest.

executive summary.

However, companies in the sector may find that even when aligned to the needs of their workers, they can still face an uphill battle procuring great talent. That's because as an industry, the financial services sector is ranked eighth among all major industries we studied. At a time when graduates and experienced workers have many options for employment, their lower regard for this sector has hurt its ability to keep up with demand for labor.



executive summary.



This is likely the result of a broad global perception that employers in this sector tend to be more demanding, combined with the residual and ongoing fallout from the sector's collapse in many countries a decade ago.

So as banks and other institutions compete for high-demand skills such as app developers, cybersecurity specialists and data scientists, how can they win against the likes of Google, Amazon and Apple, which command so much worker attention? It's not easy, but starting with an effective strategy focused on the fundamentals will surely help.

executive summary.

So what are the fundamentals? Start with demographics, and build a relevant EVP designed to win the hearts and minds of specific workforce segments. For instance, when seeking the skills of digitally oriented Millennials, consider that workers aged 25 to 44 place a higher importance on the convenience of a workplace location than their younger peers. Looking to win over more female workers to the business? We found that women value competitive salary and benefits even more than male counterparts, so you may want to focus on that aspect of your employer offering.



executive summary.

Our research shows that many nuances exist among different workforce segments — by geography, age and gender. By understanding these subtle differences, you can support a more resonant employer brand and effective EVP to help your efforts to attract and retain the highest quality talent to your business. We hope the in-depth information contained in the following pages will help you develop a better and more comprehensive talent sourcing and retention strategy.

malcolm peak
national director, HR consulting
randstad australia



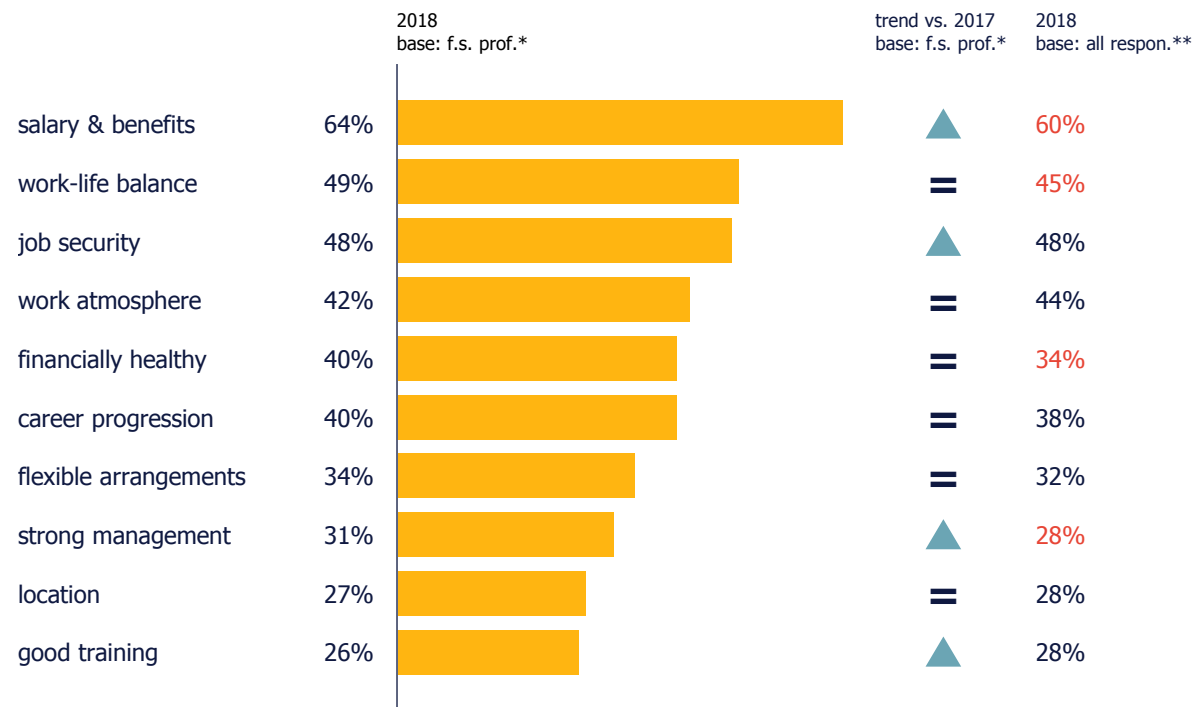
what do



workers want.

what do financial services workers want vs. global employees.

top 10 reasons to choose an employer



Financial services professionals are univocal in what they want. Attractive salary & benefits, a good work-life balance and long-term job security are clearly the primary reasons to choose an employer. Compared to 2017, this pattern has only been strengthened, with both attractive salary & benefits and job security gaining importance over time (+3%, respectively).

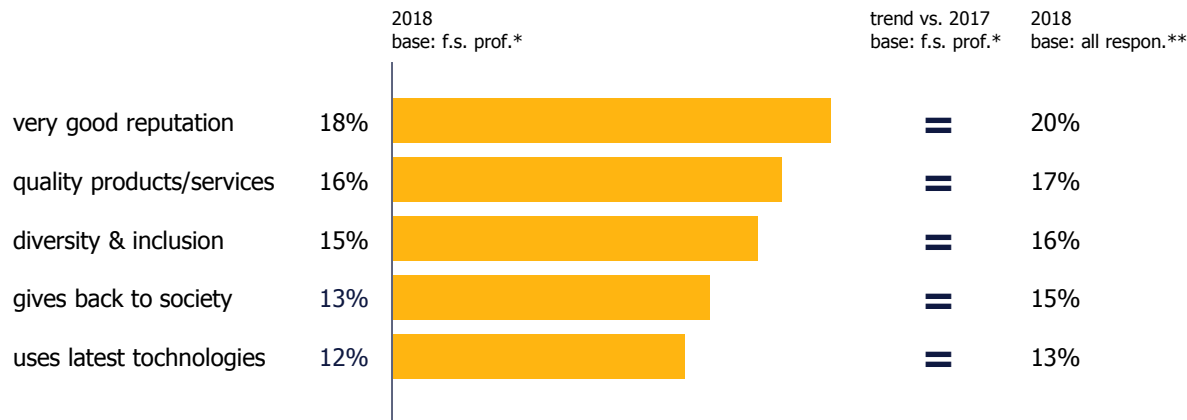
In comparison to the global average, employees in this sector place greater value on employers' financial health (+6%), attractive salary & benefits and a good work-life balance (+4%, respectively), and strong management (+3%).

* triangle highlighted green or red when the difference with 2017 data is 3+ percent higher or lower

** percentage highlighted green or red, when the difference with engineering professionals for 2018 is 3 percent higher or lower

what do financial services workers want vs. global employees.

least important reasons to choose an employer



Whilst financially-driven attributes top the list of must-haves for the ideal employer, non-financial attributes are seen as less important by financial services professionals with uses latest technology being the least important reason (12%).

Diversity and inclusion in the workplace is the only factor that is slowly gaining importance over time (+2%), whilst the importance of quality products has slightly declined (-2%). The other least important attributes remain stable.

* triangle highlighted green or red when the difference with 2017 data is 3+ percent higher or lower

** percentage highlighted green or red, when the difference with engineering professionals for 2018 is 3 percent higher or lower

employer exchange gap analysis global.

a gap between what employees seek and what employers offer is a valuable opportunity for a company's EVP.

financial services
professionals seek

1 salary & benefits

2 work-life balance

3 job security

4 work atmosphere

5 financially healthy

6 career progression

7 interesting job content

8 very good reputation

9 gives back to society

10 uses latest technologies

financial services
employers offer

1 financially healthy

2 job security

3 career progression

4 very good reputation

5 uses latest technologies

6 salary & benefits

7 work atmosphere

8 work-life balance

9 interesting job content

10 gives back to society

Globally, the most attractive attributes sought in employers are not currently aligned with the perceived core values of companies.

Having said this, the financial services sector does provide 2 of the top 5 needs: job security and being financially healthy. Although not in the top 5 attributes employees seek, the sector is also perceived to offer career progression opportunities which is unique among the sectors.

When compared against other sectors, financial services scores lower on almost all drivers. Of particular interest is its perceived inability to provide a very good reputation, the use of latest technologies and jobs with interesting content.

please note that for comparison reasons a shortened list of 10 out of the original 16 drivers is shown above.
* the financial services sector relates to companies in financial, insurance, administrative, and support service activities



what do financial services workers want

global differences.

1/2

gender

men

20%

of men in financial services value a very good reputation, while this is only 15% among their female peers.

women

financial health & career progression

are equally as important for women in financial services (39%) while globally women place more value on career progression (37%) than on financial health (31%).

women

68%

of women in financial services find attractive salary and benefits important. This is more than male financial services employees (59%) and also more than the global female workforce (62%).

age

18-24

37%

of the financial services workforce aged 18-24 y.o. find good training important, which is higher than the financial services workforce aged 25-44 y.o. (26%) and 45+ (23%).

25-44

29%

of financial services workers aged 25-44 y.o. find the convenient location of their employer important. This is higher when compared to the 18-24 y.o. (20%).

45+

job security

is ranked #2 among 45+ y.o. financial services professionals, while employees aged 25-44 rank it #3 and employees aged 18-24 rank it #4.

what do financial services workers want

global differences.

2/2

region

lat am

51%

of financial services professionals in Latin America find work atmosphere important. Among global financial services professionals this is 42%.

north america

39%

of financial services professionals in North America find strong management important. This is significantly higher when compared to the global average among financial workers (31%).

EMEA

32%

of the EMEA financial services workforce place emphasis on interesting job content. Compared to the financial services workforce globally this is significantly higher (23%).

education

lower educated

41%

of the lower and 39% of the middle educated financial services workforce find flexible working arrangements important which is more than the higher educated financial services workforce (30%).

middle educated

54%

of middle educated financial services professionals find work-life balance important. This is higher than the lower and higher educated professionals (43% and 47% respectively).

higher educated

42%

of higher educated financial services professionals place emphasis on their employer being financially healthy, while for lower- and middle educated employees this is 34% and 39%, respectively.



what do financial services workers want gender and region.

1/3

attractive salary & benefits, job security and good work-life balance dominate across the globe in terms of what financial services professionals want except for Latin America and Russia where good work-life balance and job security are of lower importance.



north america

women

- salary & benefits
- work-life balance
- flexible arrangements
- job security
- work atmosphere

men

- salary & benefits
- work-life balance
- job security
- strong management
- financially healthy

- if driver is ranked higher than for financial services professionals globally



lat am

women

- salary & benefits
- career progression
- work atmosphere
- job security
- flexible arrangements

men

- salary & benefits
- career progression
- work atmosphere
- job security
- work-life balance

what do financial services workers want gender and region.

2/3



EMEA

women

- salary & benefits
- work-life balance
- work atmosphere
- job security
- flexible arrangements

men

- salary & benefits
- job security
- work-life balance
- work atmosphere
- career progression

● if driver is ranked higher than for financial services professionals globally



APAC

women

- salary & benefits
- work-life balance
- job security
- work atmosphere
- financially healthy

men

- salary & benefits
- work-life balance
- job security
- financially healthy
- career progression

what do financial services workers want

gender and region.

3/3



russia

women

- salary & benefits
- financially healthy
- career progression
- job security
- location

men

- salary & benefits
- financially healthy
- career progression
- interesting job content
- work-life balance

-
- if driver is ranked higher than for financial services professionals globally

what do financial services workers want

work-life balance.

1/4

The importance of a good work-life balance, (globally the second most important driver to choose an employer), differs strongly by region and age but less by gender.

While globally perceived as more essential among financial services professionals, the biggest gap between the sector and the global workforce can be seen in North America where 52% of financial services professionals find a good work-life balance important. This is only true of 45% of the wider North American workforce with the difference being particularly noticeable among female, 45+ y.o. professionals.



what do financial services workers want work-life balance.

2/4

a percentage of total population vs. financial services professionals who rank 'good work-life balance' in their top five most important factors when choosing a company to work for.



north america

age	all	fs
18-24	43%	base low
25-44	46%	51%
45-65	45%	57%
male	44%	49%
female	47%	56%

● if the difference with the wider regional importance is 5% or higher



lat am

age	all	fs
18-24	30%	base low
25-44	35%	37%
45-65	34%	34%
male	32%	36%
female	36%	36%

what do financial services workers want work-life balance.

3/4



EMEA

age	all	fs
18-24	41%	45%
25-44	49%	50%
45-65	45%	50%
male	44%	46%
female	50%	54%

● if the difference with the wider regional importance is 5% or higher



APAC

age	all	fs
18-24	45%	41%
25-44	48%	50%
45-65	47%	50%
male	46%	48%
female	48%	49%



what do financial services workers want work-life balance.

4/4



russia

age	all	fs
18-24	28%	base low
25-44	32%	36%
45-65	34%	37%
male	35%	39%
female	30%	35%

● if the difference with the wider regional importance is 5% or higher

what do financial services workers want summary.

1/2

Hygiene factors like attractive salary & benefits, long-term job security, good work-life balance and career progression are of highest importance for financial professionals when choosing an employer. Although a lot of similarities can be seen across subgroups, there are a couple of exceptions.

Globally, attractive salary & benefits is more often seen as important by financial services professionals than it is by their peers in other job functions. This increased value stems from female professionals, of which 68% rank this attribute in their top 5

EVP drivers, compared to 62% globally.

Women in financial services are often still not earning as much as their male counterparts and having chosen this profession it could be that women are more aware of this discrepancy and therefore put greater value to removing it.

The importance of being financially healthy shows the biggest gap when comparing financial services professionals with the wider workforce.



what do financial services workers want summary.

2/2

This driver is also the top value attributed to companies in the finance sector. This will particularly appeal to the 45+ y.o. finance employees, who value this driver higher (47%) than the 18-24 y.o. employees do (26%).

To attract the 18-24 y.o. finance talent, a larger focus on career progression opportunities, flexible working arrangements and good training is advised.

Although having a number of strong points, financial services companies in general face stiff competition from

other sectors which are perceived to offer a much wider range of attributes and may therefore be found more attractive.

Their damaged reputation since the financial crisis makes it difficult for financial companies to hold a competitive edge over other employers when competing for the same talent. However, within the sector it does give organizations plenty of opportunities to differentiate themselves from other finance companies, so further developing their employer brand remains key.



switching



behavior.

switching behavior financial services professionals.

The need for finance talent spans across every sector as every industry needs its finances taken care of. Even though finance professionals worldwide do not plan to switch employer more often than the global average professional (27%), they do actually change employers more often (+4%). Having a wider range of options may influence their decision to change their employer, resulting in a smaller gap between planning to change and actually doing so among this sector.

This smaller gap is mostly a result of more financial services workers having changed employer in the last year in North America and APAC, compared to workers in other (non-financial) jobs functions in these regions.

by region*



* based on those who have changed jobs/ planning to change jobs in the last year



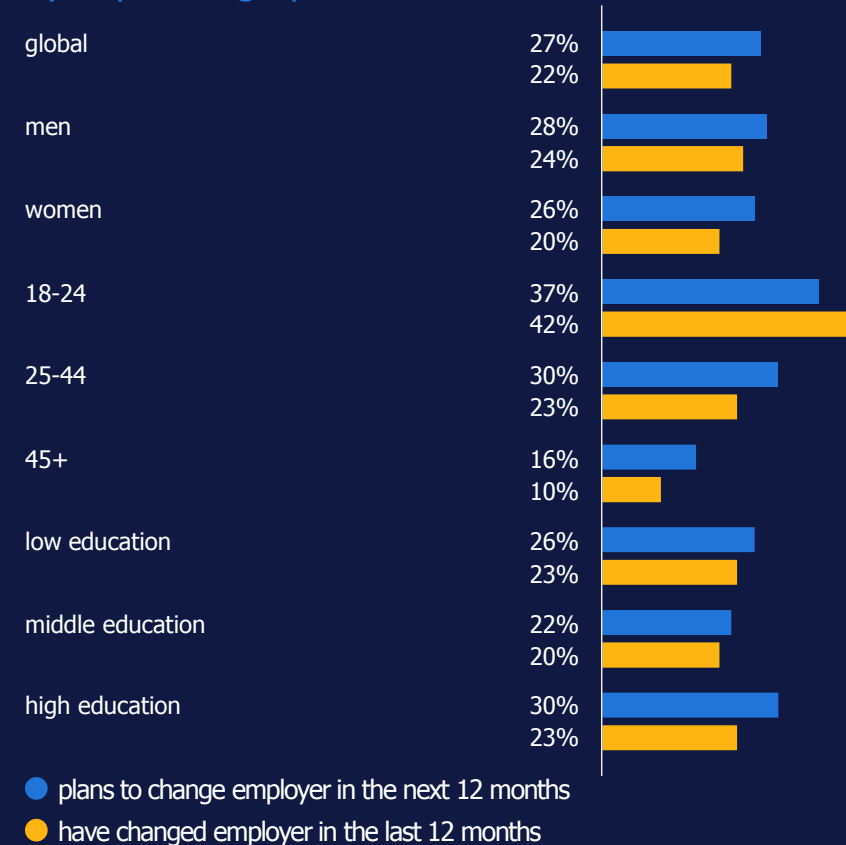
switching behavior financial services professionals.

Switching behavior of financial services professionals varies widely across age groups. The 45+ y.o. professionals are shown to be much easier to retain than their peers.

Although the higher educated financial professional considers switching jobs more often, gender and education levels were not strong differentiating factors in the switching behavior over the last year.

As the higher educated financial services professionals value career progression more than the middle educated professionals do, their switching intention is higher.

by key demographic



* based on those who have changed jobs/ planning to change jobs in the last year



EVP drivers among financial services professionals attraction vs. retention.



Attractive salary & benefits, job security and good work-life balance rank top 3 for both attracting and retaining employees.

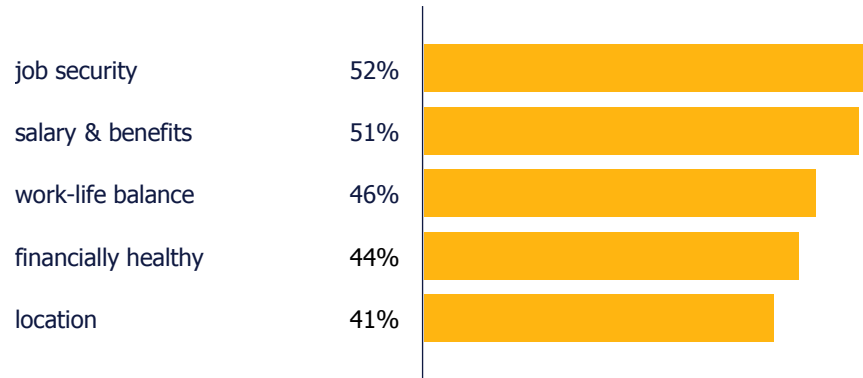
Being financially healthy and having a convenient location are more important for retaining employees than for attracting them.

Although a number of attributes are ranked as low importance for both retention and low attraction, these drivers should not be neglected when developing your employer brand.



EVP drivers financial services professionals reasons to stay.

top 5 reasons to stay with an employer



differences

18-24 y.o.

29%

of 18-24 y.o. financial services professionals find good reputation important for retention, while for 25-44 y.o. this is only 20% and for the 45+ y.o. this is 23%.

women

54%

of women in finance find attractive salary and benefits important, making it the strongest retention driver, whilst for men this is only 48%.

lower educated

47%

of lower educated financial services professionals find location important, making it the #1 retention driver, while the middle educated (44%, #4) and higher educated (37%, #6) value it less.

russia

62%

of financial services professionals in Russia find being financially healthy important (#2), while this is much lower anywhere else on the globe (Latin America: 37% and #4, EMEA: 39% and #6).

APAC

27%

of financial services professionals in APAC find flexible arrangements important (#8), while in EMEA this is 37% (#7) and in North America 41% (#6).

lat am

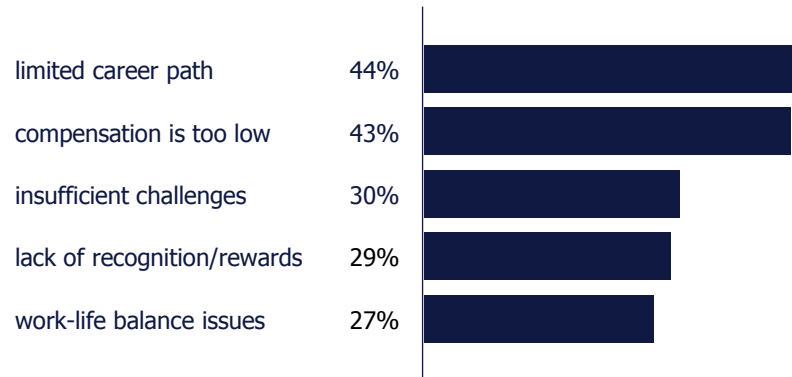
34%

of the financial services professionals in Latin America find a good work-life balance important, making it the 7th most important driver, while this is 46% globally (#3).



EVP drivers financial services professionals reasons to leave.

top 5 reasons to leave an employer



differences

women

46%

of women in financial services mention a limited career path as a reason to leave, whilst this is true for only 42% of males.

lower educated

21%

of lower educated finance employees mention a poor relationship with their direct manager as a reason to leave, which is more than the higher educated (12%).

middle educated

51%

of middle educated financial services employees mention too low compensation as a reason to leave, while this is 36% for lower educated and 41% for the higher educated.

18-24 y.o.

43%

of 18-24 y.o. financial services professionals indicate insufficient challenges as a reason to look for a new employer, while this is true of only 28% among their peers aged 25-44 y.o. and 23% among 45+ y.o.

45+ y.o.

34%

of the financial services professionals indicate a too long commuting time to be a factor to leave their employer, while this is 29% among 18-24 y.o. and 22% among the 25-44 y.o.

russia

my organization shows poor leadership

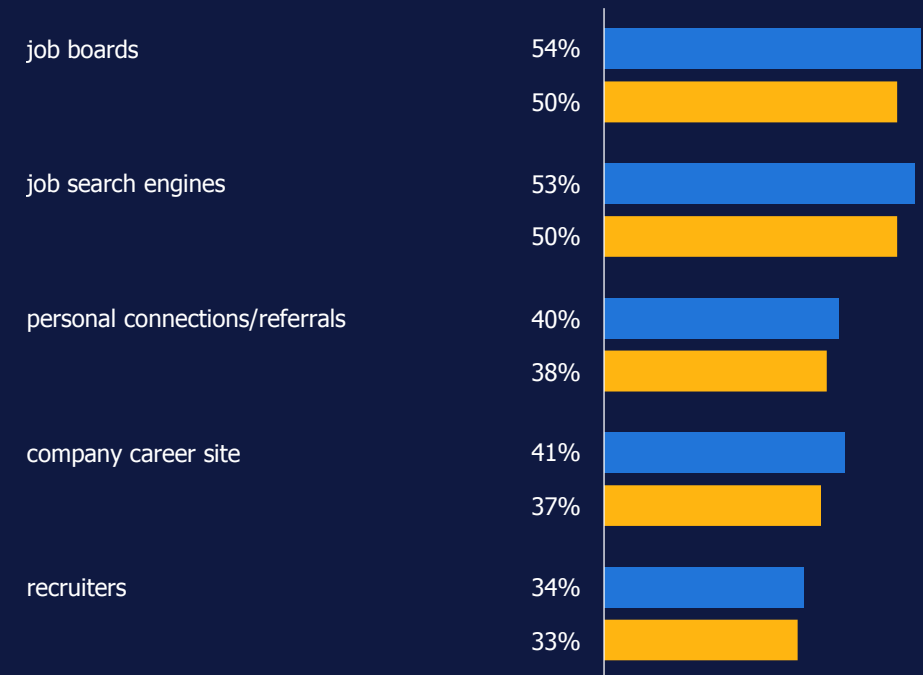
is significantly less of a factor in driving financial services employees in Russia away (10%) than for the global financial services employee (23%).

switching behavior financial services professionals.

Job search engines/boards are shown to be the most used channels to look for jobs among financial services professionals.

However, offline channels remain important. Recruiters are used more by financial service professionals (34%) than by the wider global workforce (29%). It could be that recruiters contact finance professionals more often than employees in other professions. This would also help explain why the intention of changing employer is similar to the global workforce, but switching behavior is higher among the finance professionals.

top 5 channels used to look for a job*



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

* based on those who have changed jobs in the last 12 months or are planning to change in the next year



switching behavior summary.

Attractive salary & benefits, long-term job security and a good work-life balance are not only important drivers for attracting financial services professionals, but they should also not be overlooked when developing strategies on how to retain them.

In general, financial services professionals change jobs only slightly more often than the global average and while globally switching behavior varies widely across age groups, this is even more true for financial services professionals.

Retaining the young 18-24 y.o. financial services professionals proves to be extremely difficult as they are seen to change jobs 4 times as much as the 45+ y.o. professionals (42% changed employer, 11% new job at same employer).

In order to keep them from leaving, employers must focus on the factors they value more such as career progression, strong management and having a good reputation. The latter might be harder to achieve, given the fact that the sector is not currently perceived as such.

switching behavior summary.

- While career progression opportunities are considered less of a driving force for staying, for the 18-44 y.o. financial services professionals a limited career path is the main reason to start looking for a new employer. It should therefore be treated as a hygiene factor in the retention strategy of all employers.
- Among the lower educated financial services professionals, a convenient location is the #1 reason for staying with their current employer while flexible arrangements are deemed less important for staying. This may be caused by the availability of lower level finance functions in more locations, and as such, having more choice, the lower educated put a greater value on the convenient location of an employer.



how attractive

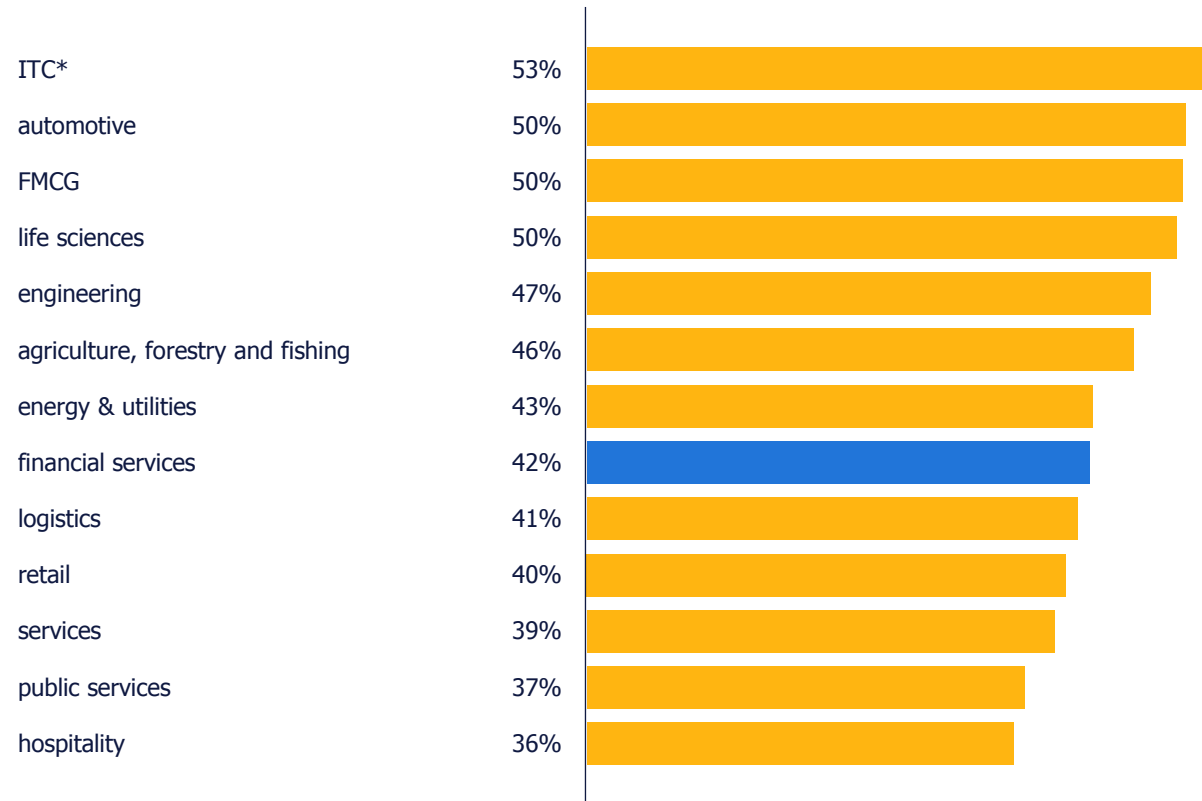


is the sector.

sector attractiveness global.

globally the financial services sector faces strong competition in terms of sector attractiveness ranking 8th overall.

sector attractiveness

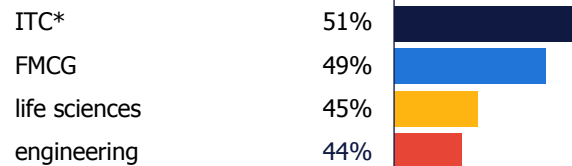


* the ITC sector relates to companies in IT, technology & communications

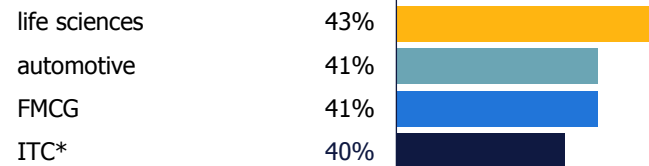


sector attractiveness by region.

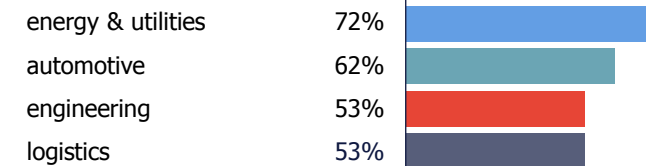
north america (#10*)



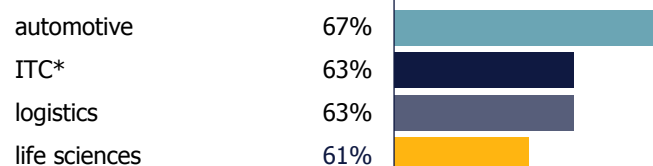
EMEA (#9*)



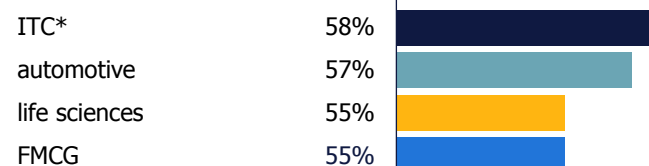
russia (#8*)



lat am (#8*)



APAC (#8*)



Life sciences, ITC and automotive top the rankings in four out of the five regions.

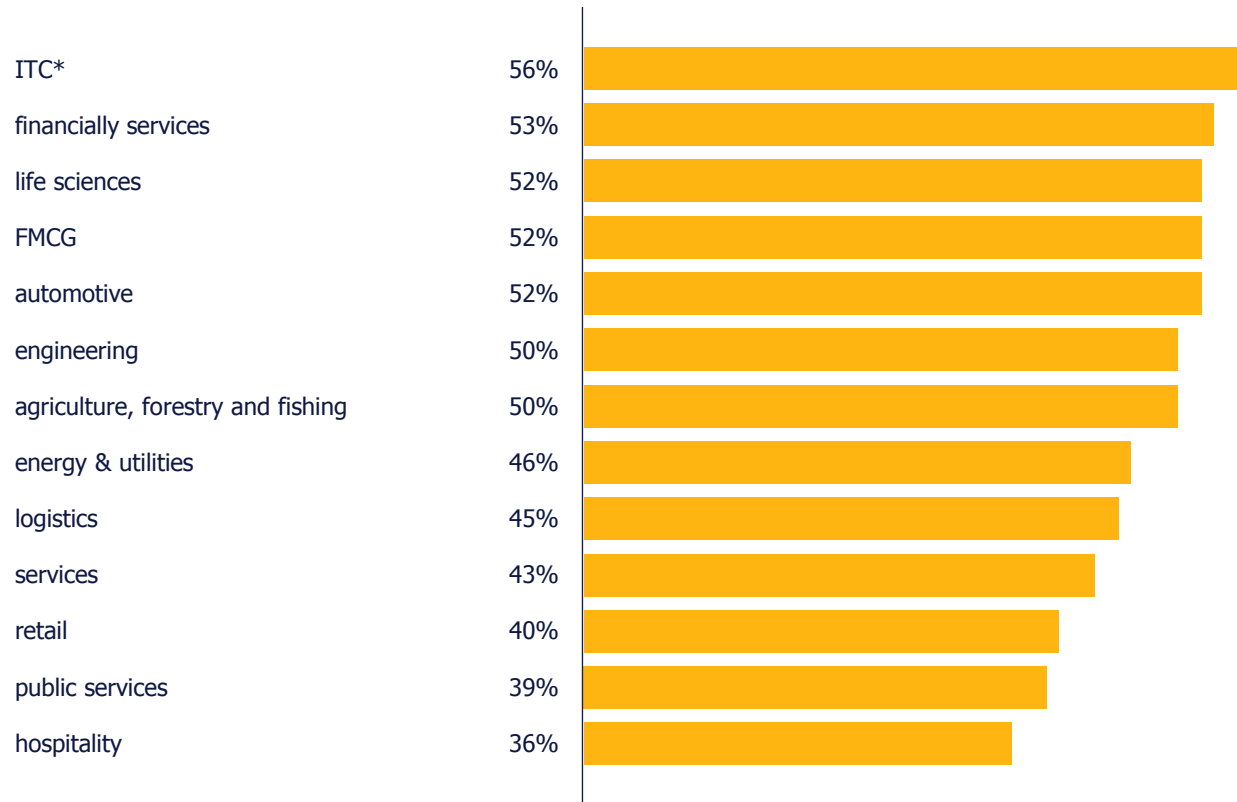
The ranking of financial services in terms of attractiveness is similarly low across regions, ranging from #8 in APAC, Russia and Latin America to #10 in North America.

* ranking of the financial services sector in this region



sector fluidity financial services.

sector attractiveness



Having a high sector attractiveness among professionals in financial services means a large proportion of financial services workers are willing to work for a different sector, and might therefore be at risk of switching.

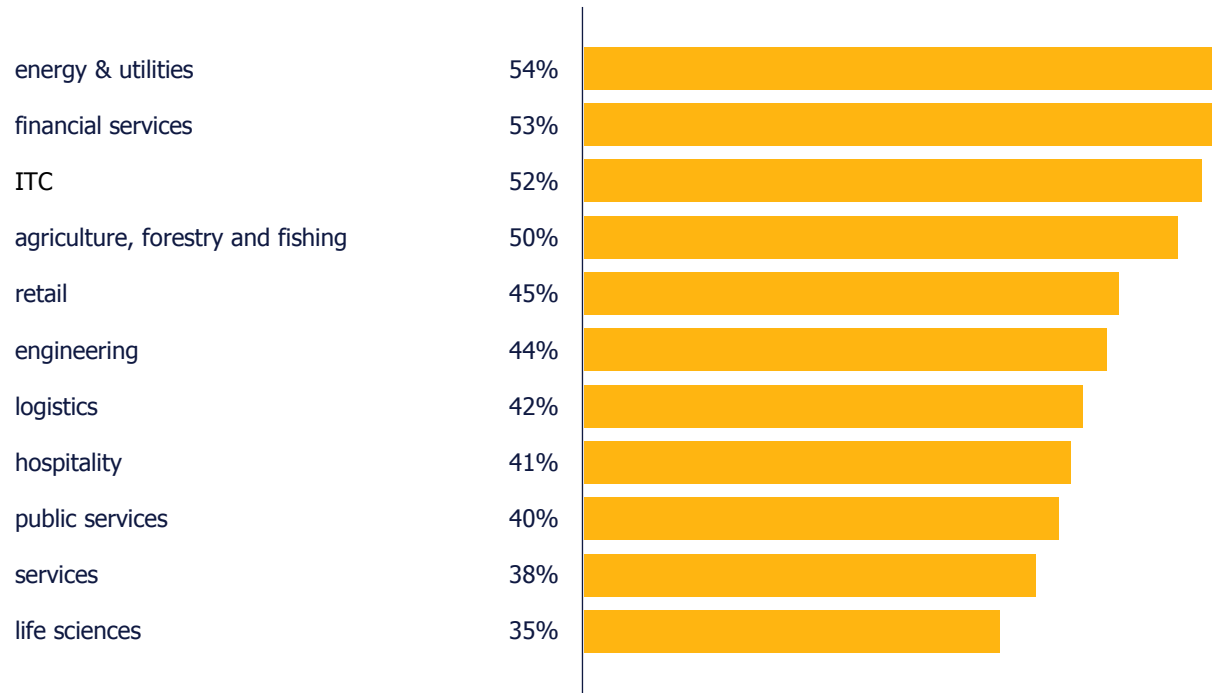
Interestingly, finance professionals are more willing to work for the ITC sector than for the finance services sector. In general, finance professionals are shown to be slightly more open to work for companies in competitive sectors than the global average.

* please note that the sector definitions based on job function and those based on companies is not the same



sector fluidity financial services.

sector attractiveness



A high attractiveness of the financial services sector among employees working in certain sectors means that the sector is in a strong position to target talent in these sectors.

The financial services sector is most attractive among professionals in energy & utilities and ITC, (professionals in finance excluded). Attracting this talent remains difficult as they show an increased openness towards a wide range of sectors.

The financial services sector is the least attractive among professionals in life sciences and services.

* please note that the sector definitions based on job function and those based on companies is not the same



sector attractiveness vs ability to work for it.

workers perceived abilities to work for the financial services sector is relatively low



Employees are more often willing to work for a sector that they feel they are actually able to work in. Retail and hospitality are the only exceptions for which, although relatively unattractive most employees indicate to be able to work in.

The financial services sector struggles to attract employees and as the perceived ability to work for financial companies is also low, an even smaller group of employees will consider working here.



sector attractiveness summary.

1/2

- The financial crisis and the media coverage around various scandals that the sector has faced since 2008 has had its effects on the employer brand of finance companies. Although compared to other sectors it is averagely perceived as being financially healthy and offering attractive salary & benefits, financial services companies are not known for having a good reputation, offering interesting job content or using the latest technologies available.
- As a result, financial services' attractiveness among the wider workforce is significantly lower than that of other sectors like ITC, automotive, life sciences and FMCG. The above especially holds true for employees in EMEA, North America and among those with lower education.
- Although financial professionals are more positive towards the finance sector than the wider global workforce is (53% vs 42%), they stand even more favorable towards the ITC sector (56%). Therefore the risk of losing these professionals to ITC is high.



sector attractiveness

summary.

2/2

- In APAC, Latin America and among those with high education, the financial services sector enjoys a more favorable position, with willingness to work for it being close to 50% (compared to 42% globally). However, employees in all of these subgroups / regions show to be more willing to work for a wide range of sectors. Therefore the finance industry faces tough competition to attract these employees in these subgroups / regions as well.



appendix.



- 1 what do financial services workers want –
country comparison
- 2 what do financial services workers want –
trend analysis
- 3 about the research

what do workers
want

country comparison.



what do finance workers want by country.

1/3

	argentina	australia	austria	brazil	belgium	canada	china	czech rep.	dubai	france
salary & benefits	66%	57%	65%	63%	69%	68%	63%	81%	62%	62%
work-life balance	45%	59%	43%	32%	52%	50%	49%	38%	41%	50%
job security	58%	46%	60%	36%	57%	45%	50%	51%	47%	41%
work atmosphere	66%	38%	48%	45%	47%	38%	44%	48%	23%	57%
career progression	58%	38%	33%	54%	37%	37%	48%	49%	52%	44%
flexible arrangements	47%	38%	57%	31%	47%	40%	21%	25%	24%	38%
financially healthy	15%	29%	41%	34%	35%	37%	47%	48%	37%	30%
interesting job content	27%	25%	37%	20%	25%	22%	16%	45%	14%	33%
location	15%	33%	26%	18%	41%	29%	26%	23%	18%	30%
good training	22%	27%	17%	30%	22%	26%	28%	15%	28%	25%
strong management	17%	34%	14%	37%	14%	33%	36%	11%	47%	14%
uses latest technologies	15%	13%	8%	16%	9%	13%	9%	10%	21%	12%
very good reputation	12%	22%	13%	20%	15%	18%	8%	20%	32%	15%
quality products	8%	17%	13%	18%	13%	14%	20%	22%	18%	19%
gives back to society	16%	9%	14%	22%	9%	12%	15%	4%	13%	12%
diversity & inclusion	14%	13%	9%	17%	8%	15%	16%	8%	18%	15%



what do finance workers want by country.

2/3

	germany	greece	hong kong	hungary	india	italy	japan	luxem- bourg	malaysia	new zealand
salary & benefits	66%	80%	66%	78%	47%	55%	66%	73%	73%	68%
work-life balance	41%	42%	59%	50%	44%	58%	46%	53%	42%	63%
job security	59%	50%	42%	62%	42%	47%	49%	60%	40%	39%
work atmosphere	50%	63%	35%	58%	29%	48%	61%	42%	31%	37%
career progression	31%	58%	39%	39%	44%	36%	21%	43%	44%	34%
flexible arrangements	52%	29%	32%	43%	23%	32%	32%	48%	34%	46%
financially healthy	46%	23%	45%	48%	40%	45%	39%	33%	42%	30%
interesting job content	33%	18%	19%	14%	21%	27%	26%	27%	18%	24%
location	18%	19%	28%	25%	20%	31%	34%	24%	27%	21%
good training	21%	26%	25%	22%	26%	25%	17%	15%	27%	26%
strong management	13%	18%	31%	19%	41%	16%	23%	16%	45%	36%
uses latest technologies	12%	19%	8%	6%	28%	17%	7%	14%	13%	9%
very good reputation	16%	17%	22%	5%	29%	23%	21%	14%	19%	19%
quality products	19%	15%	15%	10%	21%	13%	11%	9%	15%	20%
gives back to society	12%	13%	11%	7%	21%	12%	11%	13%	14%	8%
diversity & inclusion	11%	8%	14%	11%	18%	9%	21%	16%	15%	14%



what do finance workers want by country.

3/3

	netherlands	poland	portugal	russia	singapore	spain	sweden	switzerland	UK	US
salary & benefits	71%	81%	72%	81%	73%	61%	36%	68%	62%	64%
work-life balance	55%	49%	57%	36%	65%	55%	48%	57%	51%	52%
job security	35%	55%	53%	38%	42%	48%	36%	46%	44%	48%
work atmosphere	51%	45%	48%	34%	39%	50%	49%	54%	34%	31%
career progression	41%	44%	51%	47%	46%	37%	33%	39%	42%	33%
flexible arrangements	52%	29%	29%	26%	34%	42%	42%	49%	39%	42%
financially healthy	37%	40%	42%	69%	36%	27%	26%	27%	27%	38%
interesting job content	48%	35%	15%	36%	16%	33%	52%	38%	27%	17%
location	39%	29%	18%	35%	25%	31%	28%	30%	38%	26%
good training	18%	27%	27%	17%	29%	25%	23%	21%	31%	31%
strong management	11%	7%	25%	22%	36%	14%	37%	11%	28%	40%
uses latest technologies	7%	10%	14%	11%	11%	15%	15%	9%	12%	13%
very good reputation	6%	17%	12%	21%	20%	19%	17%	16%	21%	23%
quality products	13%	13%	14%	12%	9%	12%	21%	11%	14%	13%
gives back to society	8%	5%	11%	5%	7%	17%	17%	11%	9%	11%
diversity & inclusion	5%	11%	8%	9%	14%	12%	14%	12%	18%	17%



what do financial services workers want **country level summary.**

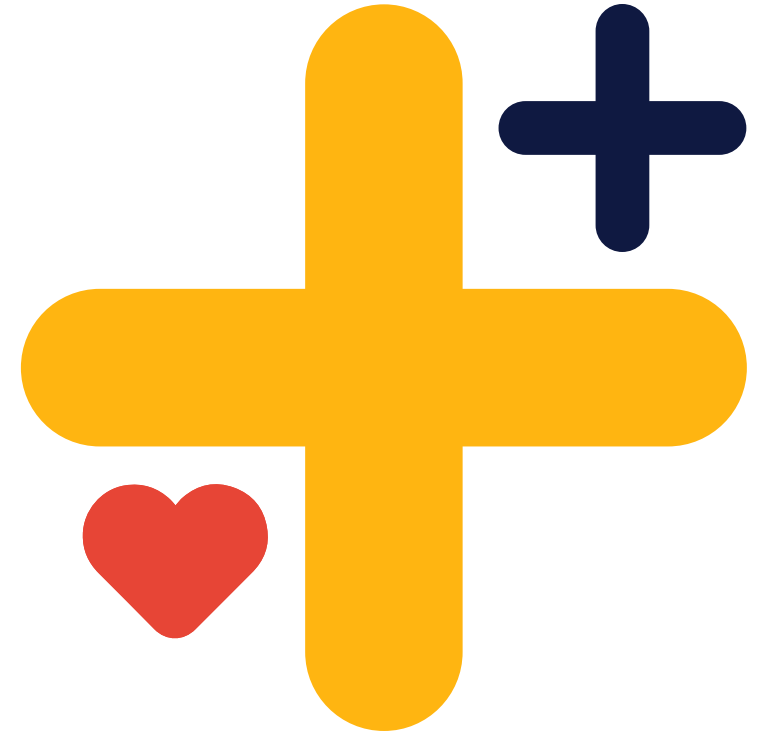
- Attractive salary & benefits is consistently the highest scoring driver across financial services workers in all countries with the exception of Italy, Australia and Sweden where they are most drawn towards a good work-life balance and interesting job content, respectively.
- On the contrary, financial services workers in Hungary and Portugal rate interesting job content significantly lower than their peers elsewhere in the world.
- Argentinian financial services workers rate financial and career driven factors particularly high at the expense of social drivers. However they rate pleasant work atmosphere highest when compared to fellow finance workers in any other part of the world.



what do financial services workers want

country level summary.

- A good work-life balance is the second most important driver among financial services workers worldwide. However, finance workers in Russia, Brazil and Czech Republic place much less value on this factor. In turn they respectively find financial health, career progression opportunities and job security the second most important aspect after attractive salary and benefits.
- Long-term job security is the third most important driver for finance workers across the world, closely followed by a pleasant working atmosphere. Job security is perceived least important in the Netherlands, Sweden and Brazil and more important in Hungary, Luxembourg and Austria.
- An employer brand focusing on a pleasant working atmosphere would appeal most to financial professionals in Argentina, Greece and Japan and least to financial workers in India.



what do workers
want



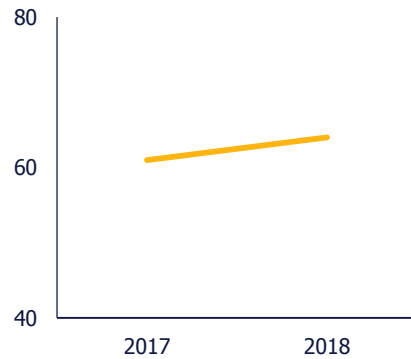
trend analysis.

what do financial services workers want

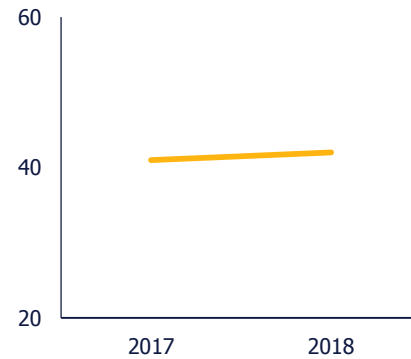
global trends.

1/2

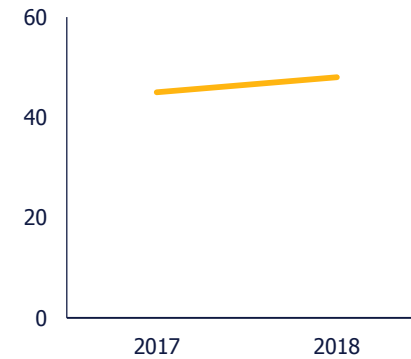
salary & benefits



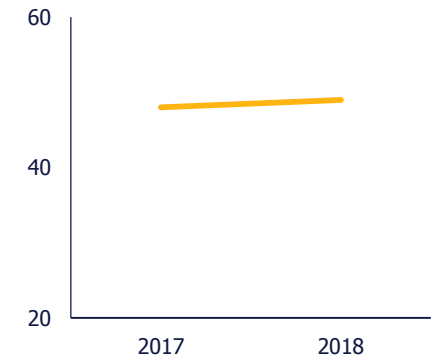
work atmosphere



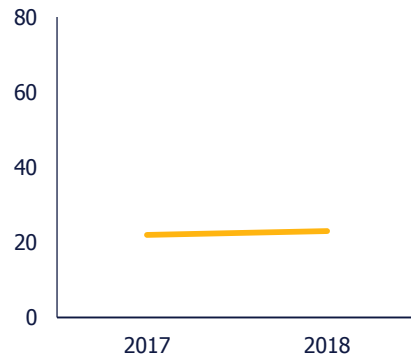
job security



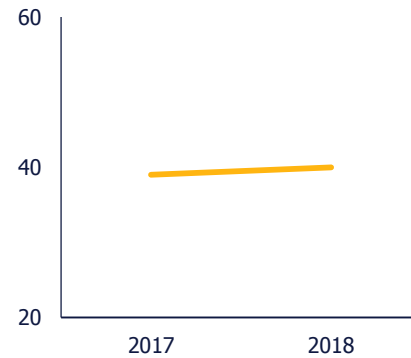
work-life balance



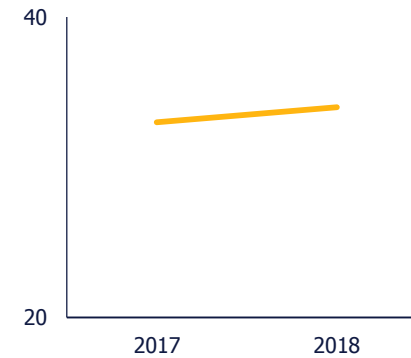
interesting job content



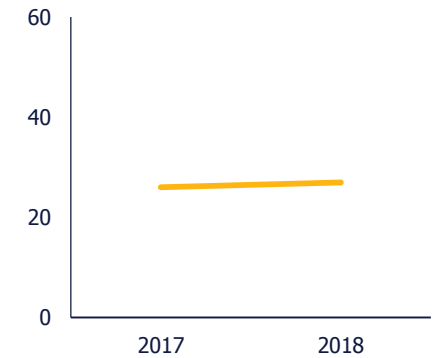
financially healthy



flexible arrangements*



location



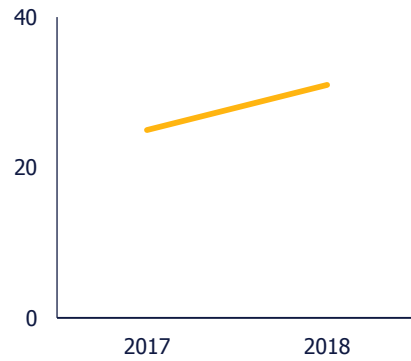
*flexitime, teleworking, etc.

what do financial services workers want

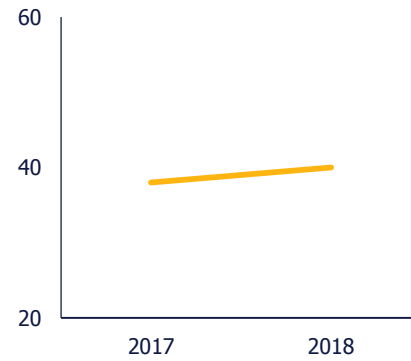
global trends.

2/2

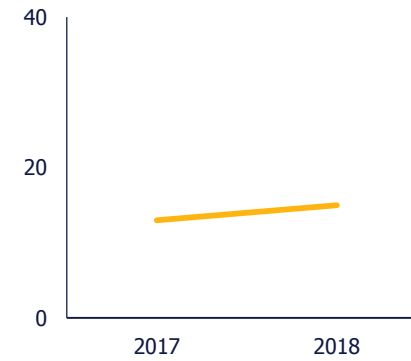
strong management



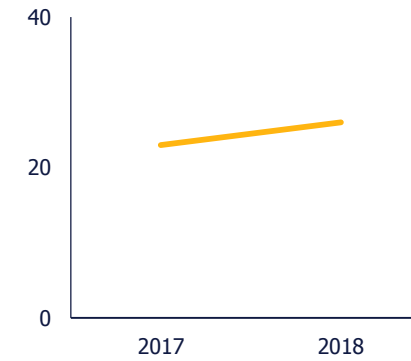
career progression



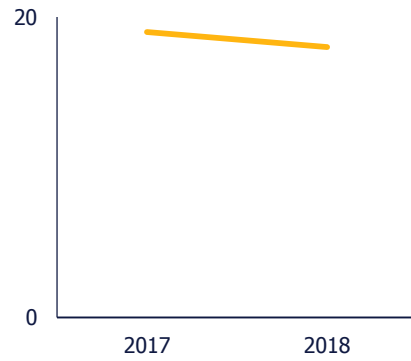
diversity & inclusion



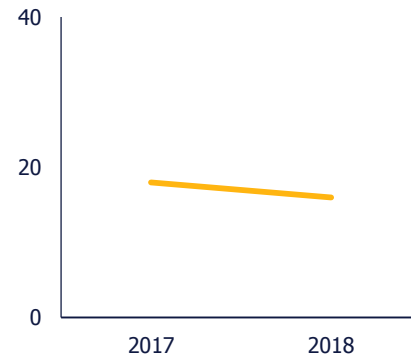
good training



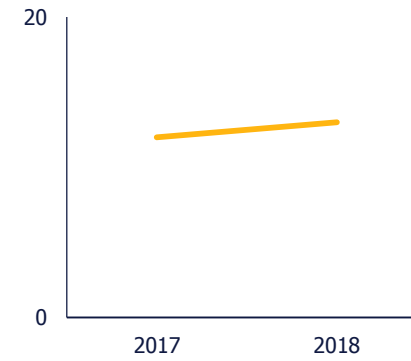
very good reputation



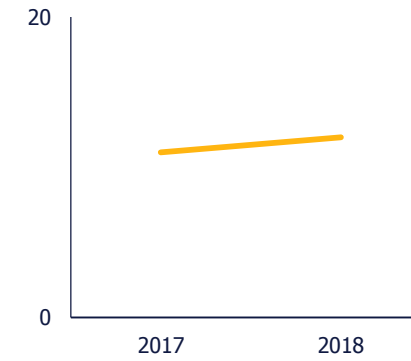
quality products



gives back to society



uses latest technologies



about the



research.

what is the randstad employer brand research.

- **Representative employer brand research** based on perceptions of the general audience. Optimizing 17 years of successful employer branding insights.
- **Independent survey** with over 175,000 respondents in 30 countries worldwide.
- **Reflection of 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

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

fieldwork

- online interviews
- between 10 November and 28 December 2017

length of interview

- 16 minutes

breakdown respondents by country.

country	n=
argentina	4230
australia	9555
austria	7507
belgium	12046
brazil	4284
canada	4528
china	5691
czech republic	7476
dubai	2501
france	6440
germany	4322
greece	7435
hong kong	4295
hungary	8201
india	3009

country	n=
italy	5855
japan	7105
luxembourg	1565
malaysia	3308
new zealand	3757
poland	5923
portugal	6752
russia	9431
singapore	3813
spain	6822
sweden	5139
switzerland	4799
the netherlands	12332
UK	5703
USA	4813

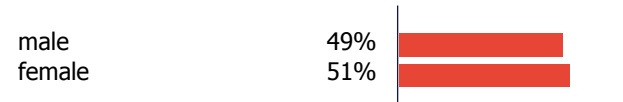


global sample composition

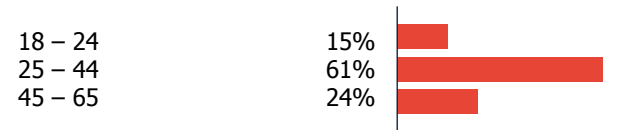
socio-demographics, employment situation, region.

1/2

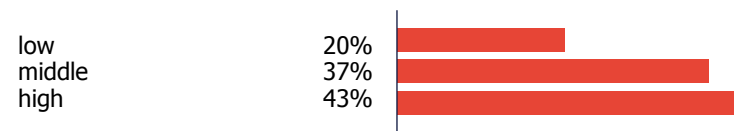
gender



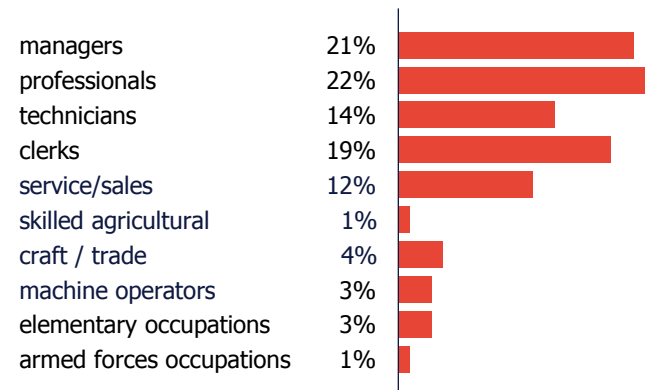
age



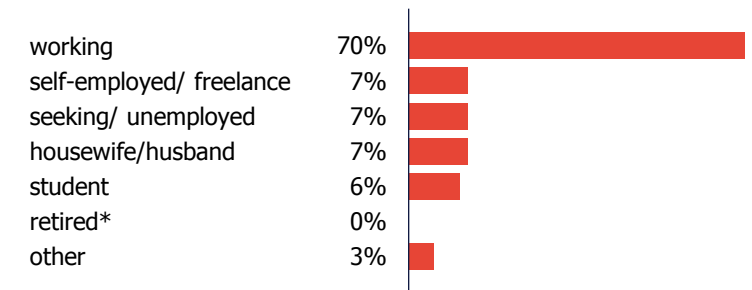
education



working situation



function



total sample: n=178,678
fieldwork: 10 November to 28 December 2017

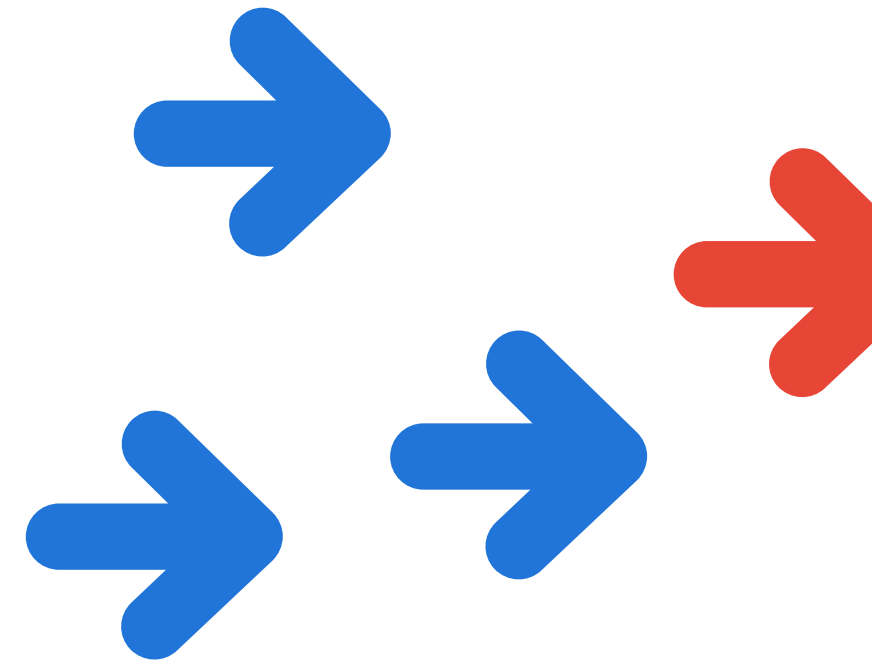
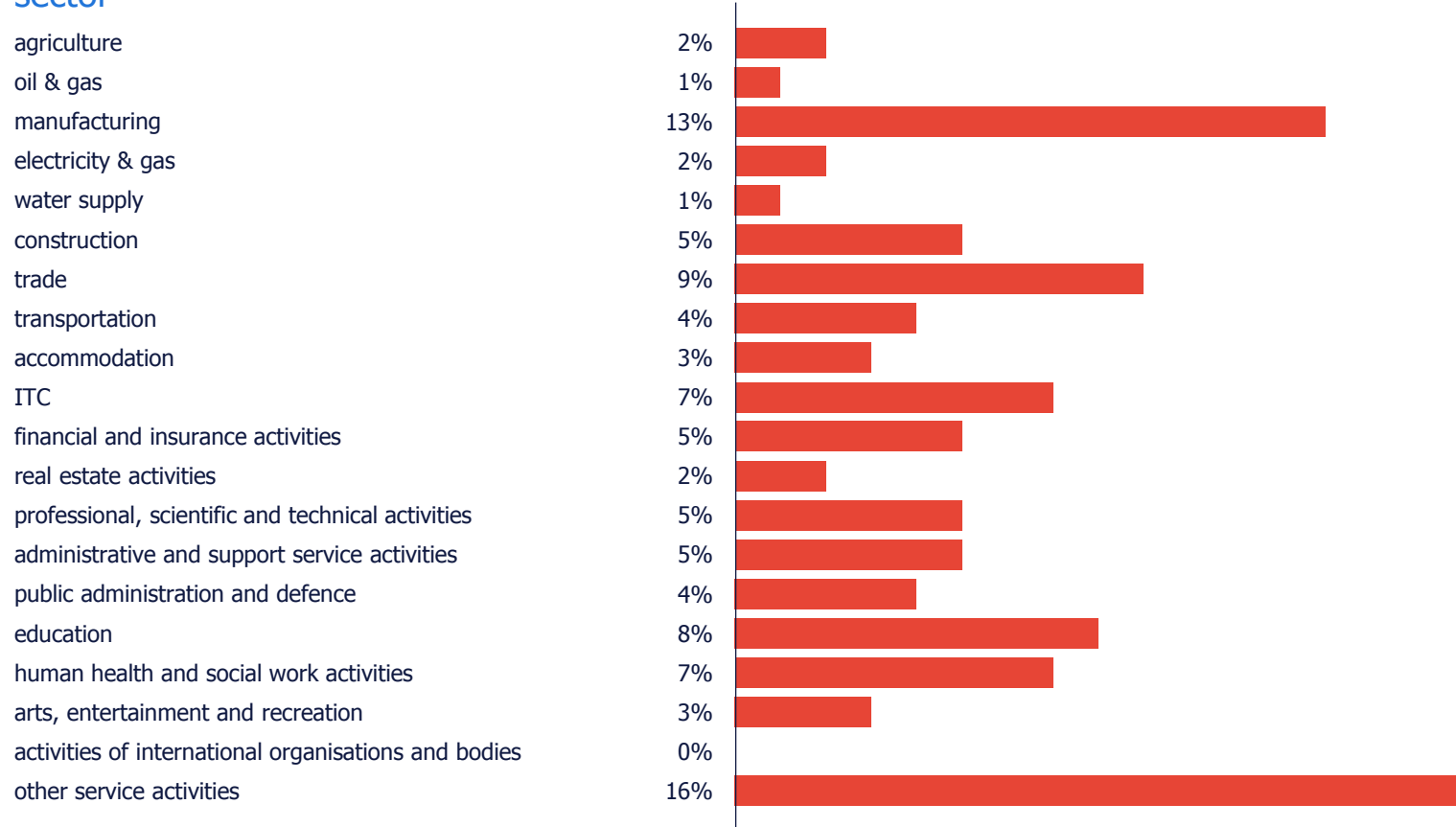


global sample composition

socio-demographics, employment situation, region.

2/2

sector



the employer brand roadmap.



randstad

human forward.

