

employer
brand research
2020



switzerland.

content.

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



introduction.



why employer branding matters.



Companies are overpaying on salaries by 10% if they don't have a strong brand.¹

50%

of candidates say they wouldn't work for a company with a bad reputation – even with a pay increase.²

96%

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

80%

of workforce leaders agree that a strong employer brand has a significant impact on their ability to hire great workforce.⁴ 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.

19%

Only 19% of employees globally perceive a strong alignment between what their employer says about itself and their experience working there.⁵

52%

52 % of candidates first seek out the company's website and social media to learn more about an employer.⁶

#1

#1 obstacle to candidates in the application process is not knowing what it's like to work at an organization.⁷

1-2x

Companies with a strong employer brand have a 1- 2 x faster time to hire.⁸

76%

Employees who experience a strong alignment between what their employer says about itself and their experience working there are more likely to recommend their employer as a place to work.⁹

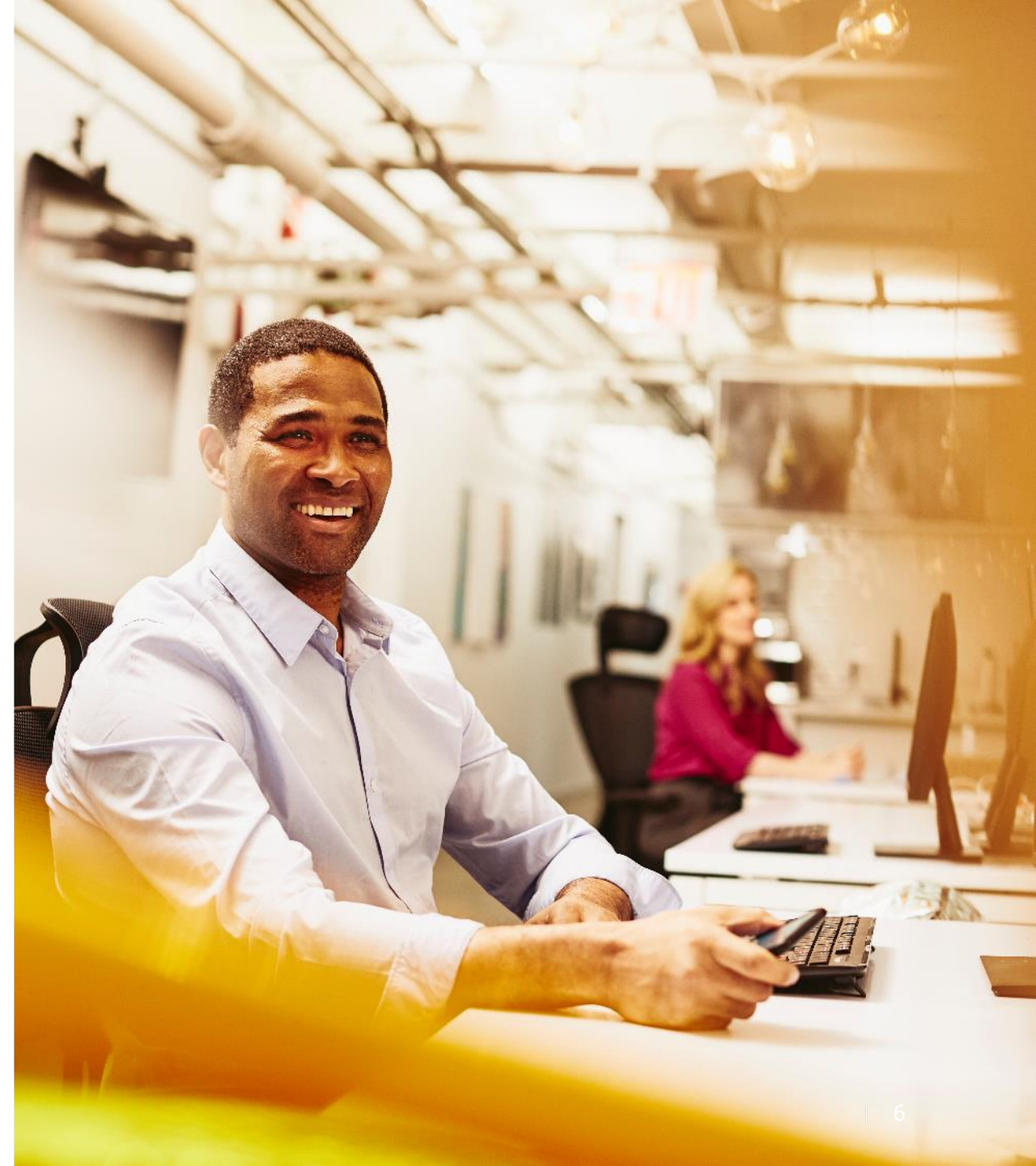


the employer brand roadmap.



what is the randstad employer brand research?

- a representative employer brand research based on perceptions of the general audience. Optimizing over 20 years of successful employer branding insights.
- an independent survey with nearly 185,000 respondents in 33 markets worldwide.
- a reflection of employer attractiveness for the market's 150 largest employers known by at least 10% of the population.
- provides valuable insights to help employers shape their employer brand.



33 markets surveyed covering more than 75% of the global economy.

Austria
Australia
Argentina
Belgium
Brazil
Canada
China
Czech Republic
France
Germany
Greece
Hong Kong SAR
Hungary
Italy
India
Japan
Kazakhstan
Luxembourg
Malaysia
New Zealand
Netherlands
Norway
Poland
Portugal
Romania
Russia
Singapore
Spain
Sweden
Switzerland
UK
Ukraine
USA



● markets surveyed

worldwide

- nearly 185,000 respondents
- 6,136 companies surveyed

sample

- aged 18 to 64
- representative on gender
- overrepresentation of age 25 – 44
- comprised of students, employed and unemployed workforce

country

- 4,911 respondents

fieldwork

- online interviews
- between 3 and 21 january 2020

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.

smart sampling

Each respondent is shown 30 companies. Each company is evaluated only by respondents who are aware of that particular brand.

In order to make sure that the less well known brands are assessed by a sufficient number of respondents, we make use of a smart sampling method.

This method ensures that the lesser known companies are shown to more respondents in order to realize a sufficient robust sample. That way the Randstad Employer Brand Research assures dependable insights for both well known and lesser known employer brands.

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 & benefits
-

KANTAR

For this research, Randstad partners with Kantar, one of the world's largest insight, information and consultancy networks.



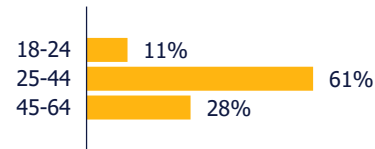
sample composition in switzerland

socio-demographics, employment status, region.

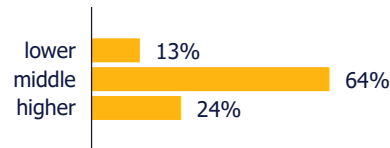
gender



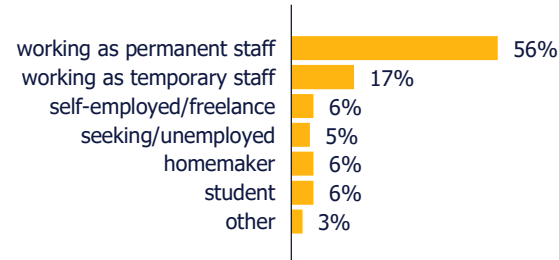
age



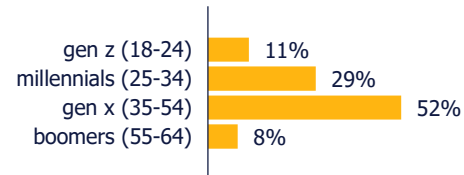
education



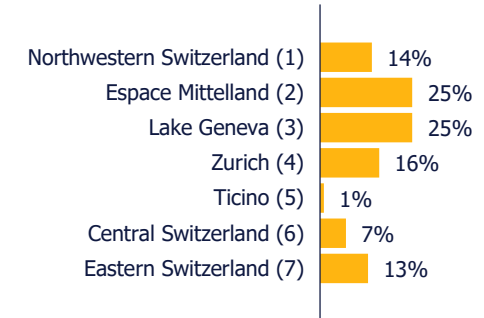
employment status



generation



region



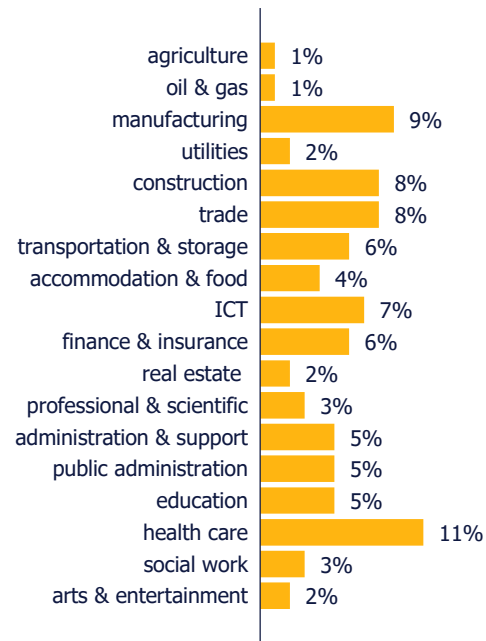
1. Argovie, Bâle-Campagne, Bâle-Ville
2. Berne, Fribourg, Jura, Neuchâtel, Soleure
3. Genève, Valais, Vaud
4. Zurich
5. Tessin
6. Lucerne, Nidwald, Obwald, Schwytz, Uri, Zoug
7. Appenzell Rhodes-Extérieures, Appenzell Rhodes-Intérieures, Glarus, Grisons, Saint-Gall, Schaffhouse, Thurgovie

total sample: 4,911
fieldwork: between 3 and 21 january 2020



sample composition in switzerland

sector



function

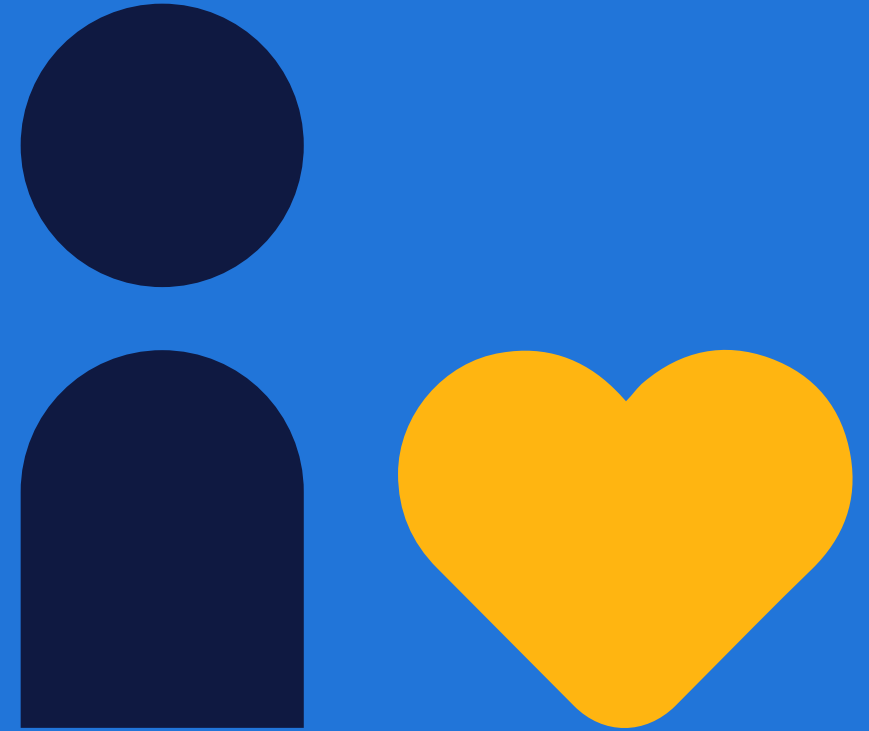


base: currently employed (n=3,887)



switzerland

EVP drivers.



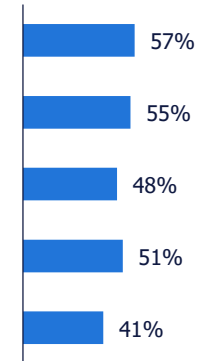
what potential employees want when choosing an employer.

most important criteria

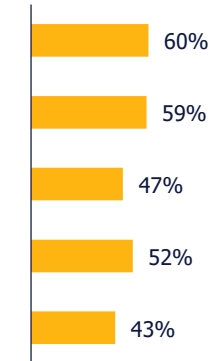
switzerland 2020



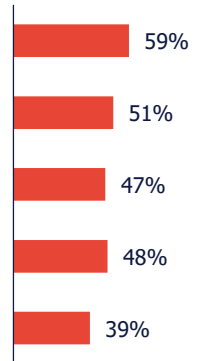
switzerland 2019



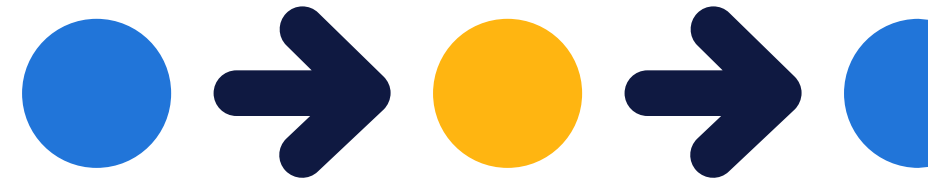
switzerland 2018



europa 2020



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



perception of employer offer in switzerland.

Understanding the gap between what employees want and what they think employers offer provides valuable insights into building an employer brand. Furthermore, benchmarking against what employees perceive being offered by their current employer gives more context to the gaps that need to be bridged.

evaluation of current employer.	general perception of employers in switzerland.	profile of ideal employer.
1 financially healthy	1 financially healthy	1 attractive salary & benefits
2 job security	2 uses latest technologies	2 pleasant work atmosphere
3 very good reputation	3 job security	3 work-life balance
4 interesting job content	4 very good reputation	4 job security
5 pleasant work atmosphere	5 career progression	5 financially healthy
6 work-life balance	6 attractive salary & benefits	6 career progression
7 gives back to society	7 interesting job content	7 interesting job content
8 uses latest technologies	8 pleasant work atmosphere	8 gives back to society
9 attractive salary & benefits	9 work-life balance	9 very good reputation
10 career progression	10 gives back to society	10 uses latest technologies



gap between what (potential) employees seek and what employees perceive employers to offer in switzerland.

Employers in a market may not always be perceived to be offering what (potential) employees are looking for. Below you see the 3 main attributes employees look for but which they believe employers do not sufficiently offer.

gap top 3

attractive salary & benefits

pleasant work atmosphere

work-life balance



what do potential employees want by generational profile.

gen z (18-24)

29%

of the gen z's are looking for good training in their jobs. This is significantly higher when compared to other generations (24% millennials, 18% gen x and 19% boomers).

gen x (35-54)

61%

of the gen x's find attractive salary & benefits a very important pull factor towards an employer. Gen z and boomers deem this factor less important (52% and 54%, respectively).

millennials (25-34)

55%

of millennials seek a good work-life balance. Gen z, gen x and boomers are less interested in this offering from their employer (46%, 51% and 42% respectively).

boomers (55-64)

46%

of the boomers find it important that their employer is financially healthy. This is less so among the gen z's (28%), millennials (26%) and gen x (35%).

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



important attributes by type of contract.

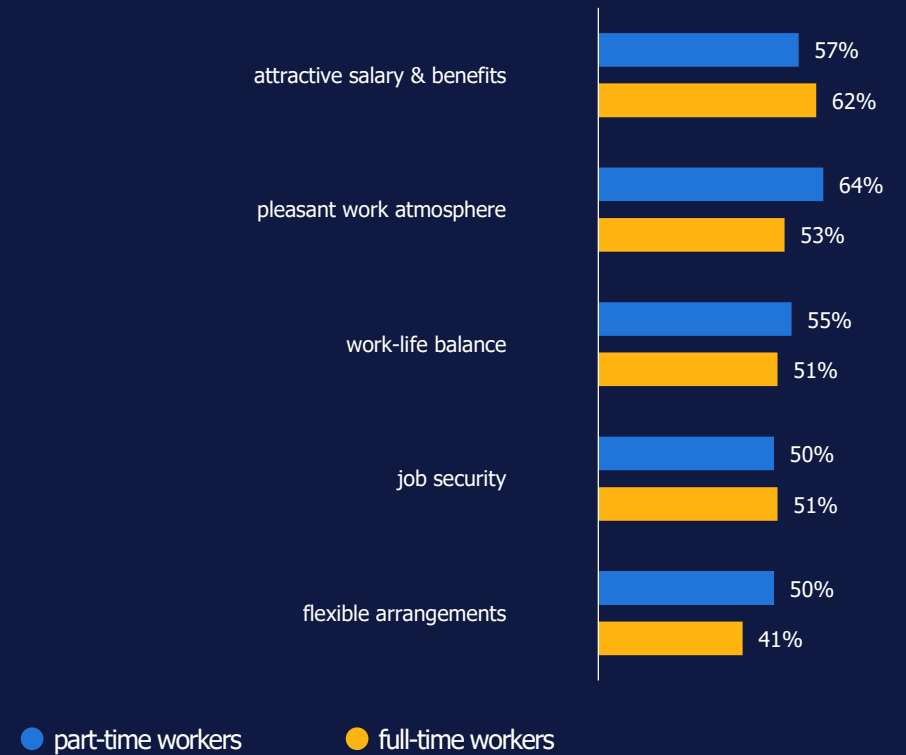


22%

of today's workforce
works part-time.
(less than 30 hours per week)



most important attributes



switchers
and stayers

in focus.



changing employer switzerland vs europe.

switchers: changed employer in the past year.



stayers: stayed with their employer in the past year.



intenders: plan to change employer within the next year.



most important attributes switchers vs stayers.

switchers

2019

22%

→

2020

19%

changed employer in the
past year.

stayers

2019

78%

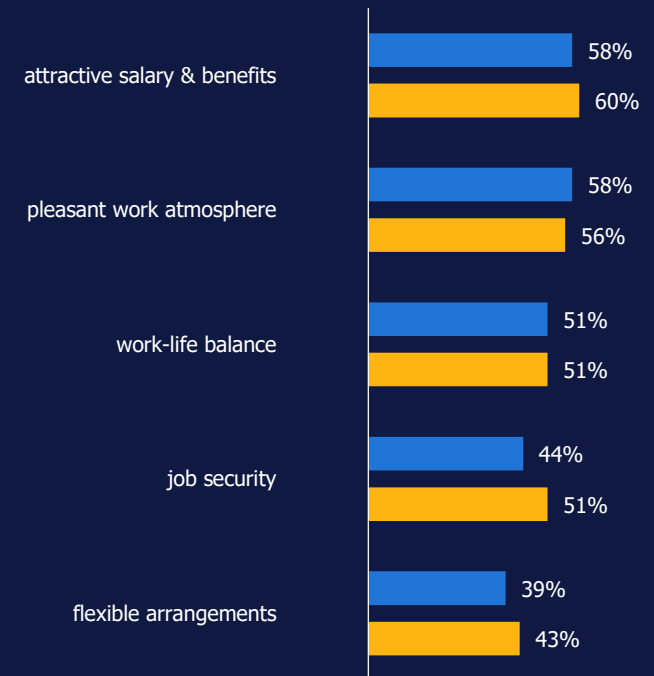
→

2020

81%

stayed with their employer in
the past year.

most important attributes



● switchers

● stayers



most important attributes intenders.

intenders

2019

29%

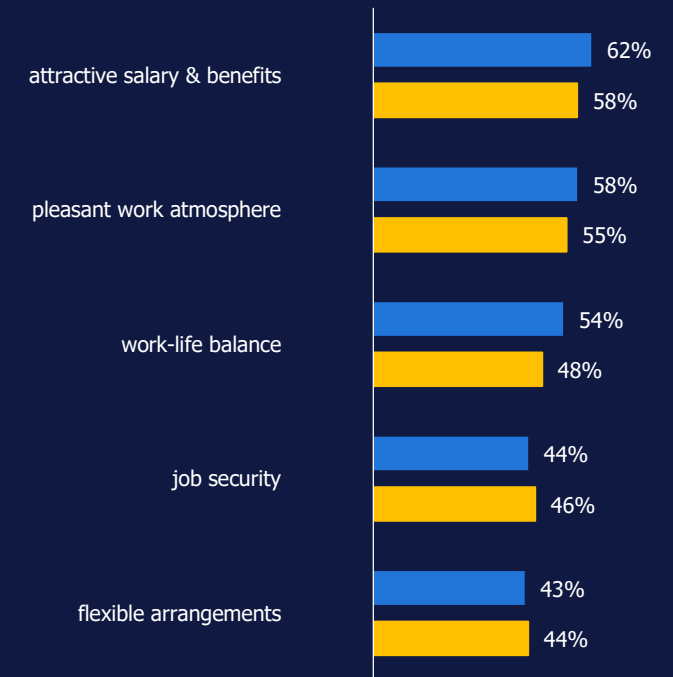
→

2020

26%

plan to change employer
within the next year.

most important attributes among intenders



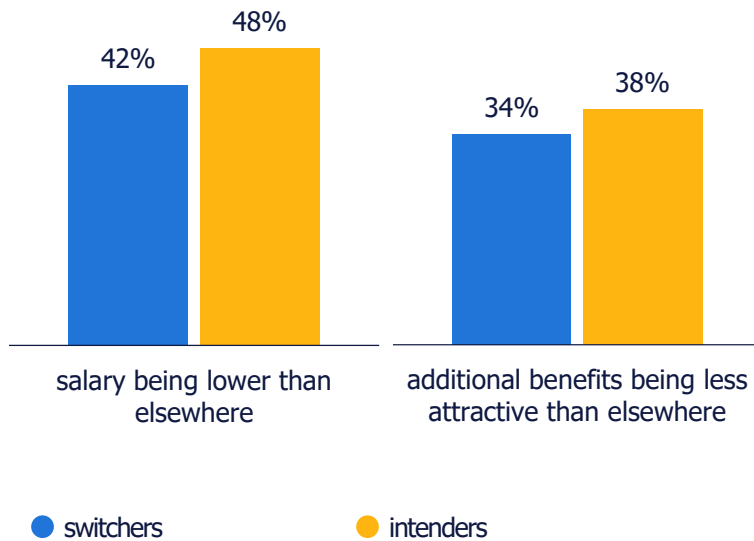
● 2020

● 2019



switchers vs intenders financial reasons.

% (completely) agrees with the statement
"I changed my job or plan to do so" because of:



switzerland

46%

is leaving or planning to do so because of a lower salary compared to elsewhere.

37%

is leaving or planning to do so because of less attractive additional benefits compared to elsewhere.

europa

52%

is leaving or planning to do so because of a lower salary compared to elsewhere.

45%

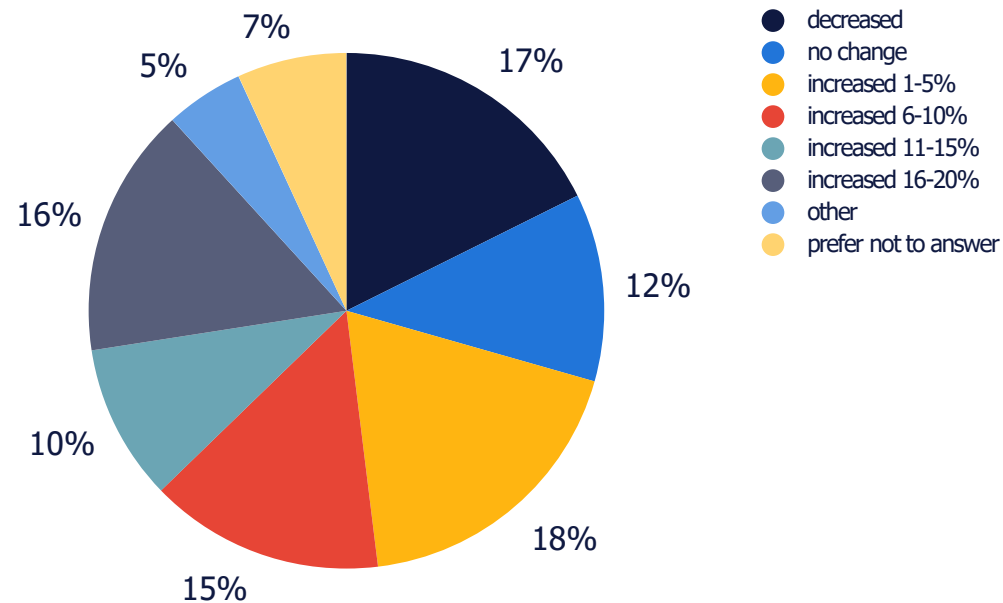
is leaving or planning to do so because of less attractive additional benefits compared to elsewhere.



switching for higher salary

about 1 in 3 switchers gets a 1 to 10% pay increase.

salary change after switch



switzerland

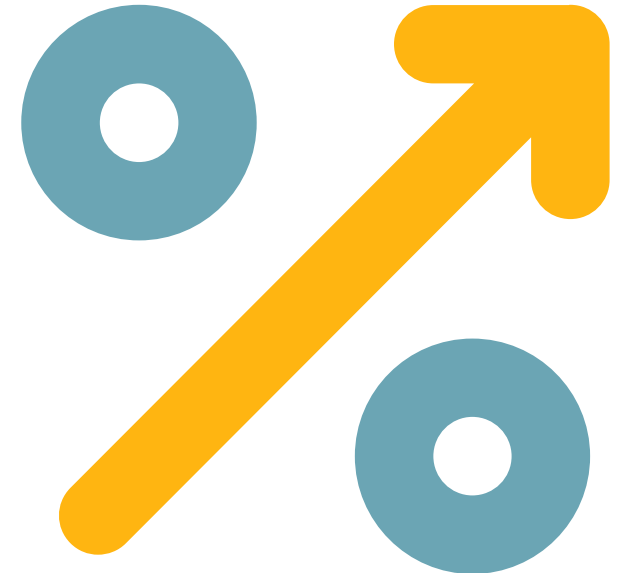
33%

employees who left previous employer for a higher salary elsewhere saw a salary increase between 1% and 10%.

europe

39%

employees who left previous employer for a higher salary elsewhere saw a salary increase between 1% and 10%.



switchers vs intenders

emotional reasons.

% (completely) agrees with the statement
"I changed my job or plan to do so" because of:

switzerland

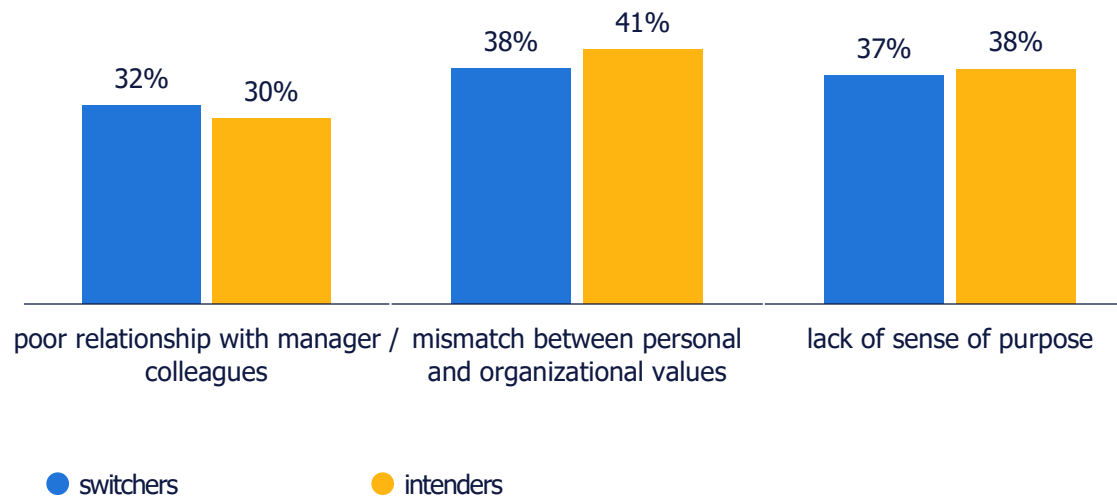
61%

find non-monetary benefits important.

europa

62%

find non-monetary benefits important.



reasons to leave by profile.

salary being lower than elsewhere

51%

of the **millennials** are likely to leave an employer if they receive a higher salary elsewhere. This is significantly higher when compared to gen x (43%)

additional benefits being less attractive

39%

of the **millennials** are likely to leave their employer if additional benefits offered by other employers are more attractive.

poor relationship with manager

34%

of the **gen x** agree that a poor relationship with their manager is a serious reason to consider working elsewhere. This is significantly higher when compared to gen z and millennials (26%, respectively).

mismatch between personal and organizational values

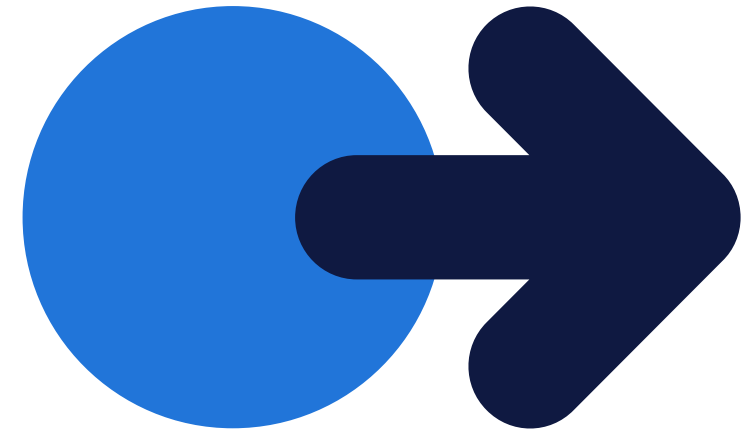
41%

of the **gen x** would leave their employer if the organizational values do not match their personal values.

lack of sense of purpose

38%

of the **gen x** may leave or have left their employer if they lack a sense of purpose in their job.



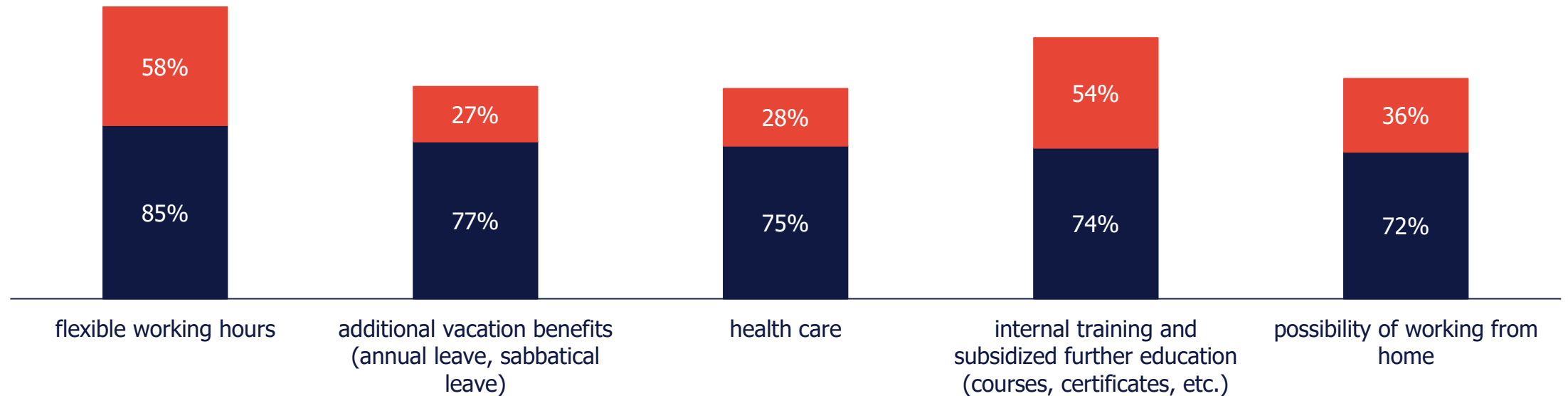
additional
benefits

in focus.



employee benefits that workforce in switzerland finds attractive and are received.

top 5 most attractive benefits & received



● attractive ● attractive & received

[click here](#) for full results.



most attractive benefits by profile.

gen z (18-24)

48%

of the gen z's find a sports and leisure package attractive as an employment benefit. This is significantly higher when compared to boomers (35%).

gen x (35-54)

38%

of the gen x's find the opportunity to buy company shares attractive as an employment benefit. This is higher when compared to millennials (33%).

millennials (25-34)

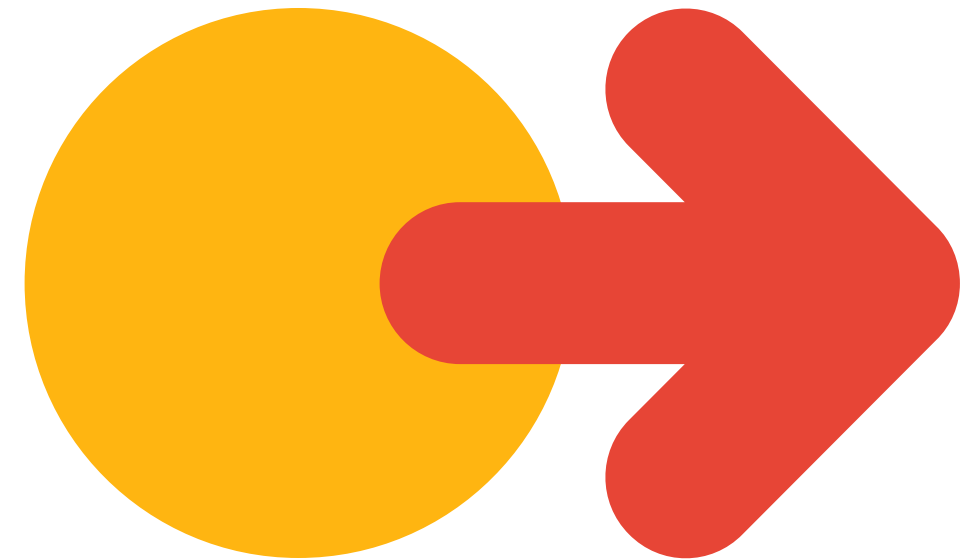
52%

of the millennials find childcare services and support attractive as an employment benefit. This is significantly higher when compared to gen z, gen x and boomers (29%, 42% and 20% respectively).

boomers (55-64)

90%

of the boomers find flexible working hours attractive as an employment benefit. This is higher when compared to millennials (83%).

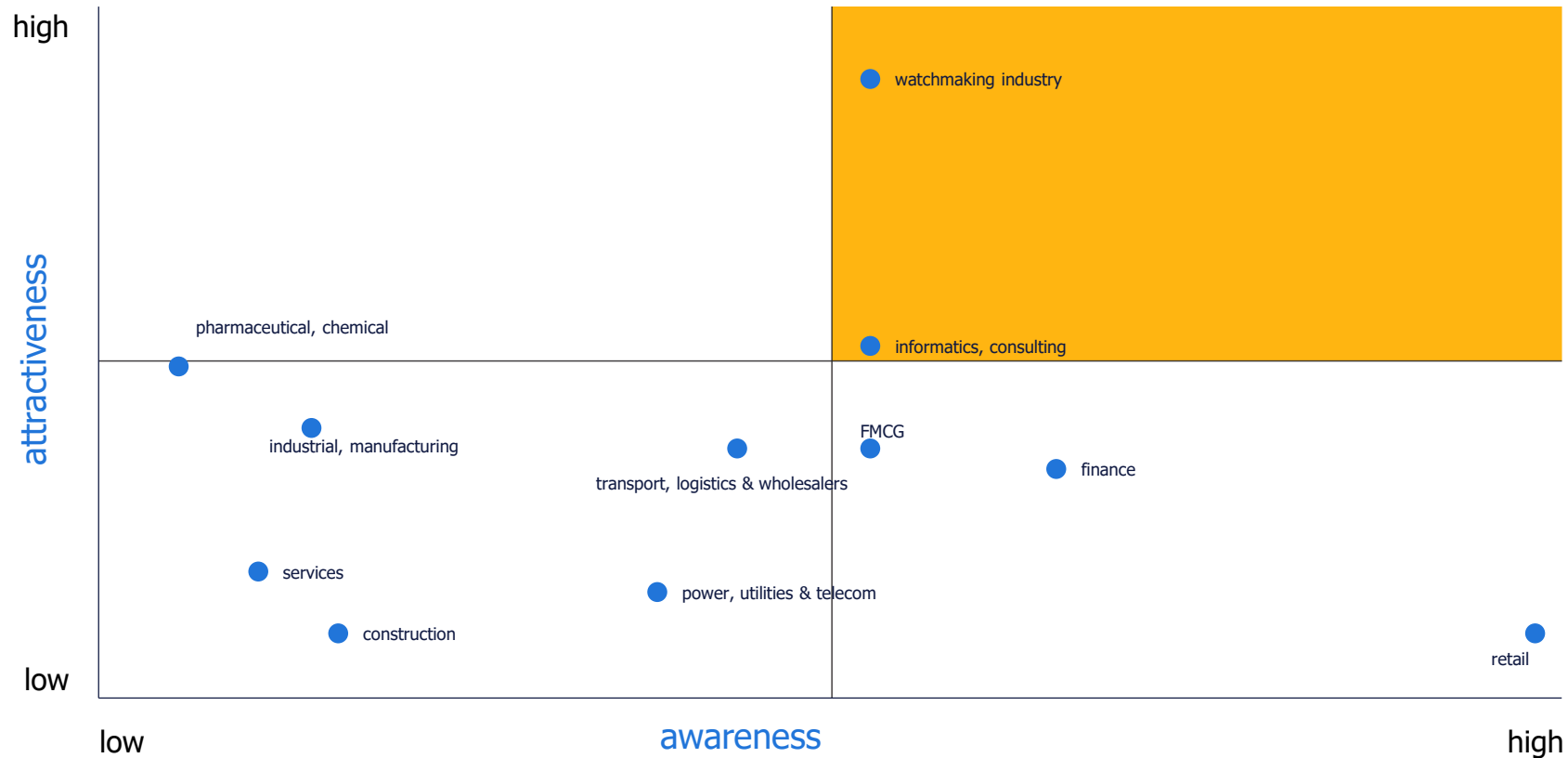


sector



insights.

top performing sectors in switzerland by awareness and attractiveness.



high awareness

Having a high awareness means that employers in the sector are widely known.

high attractiveness

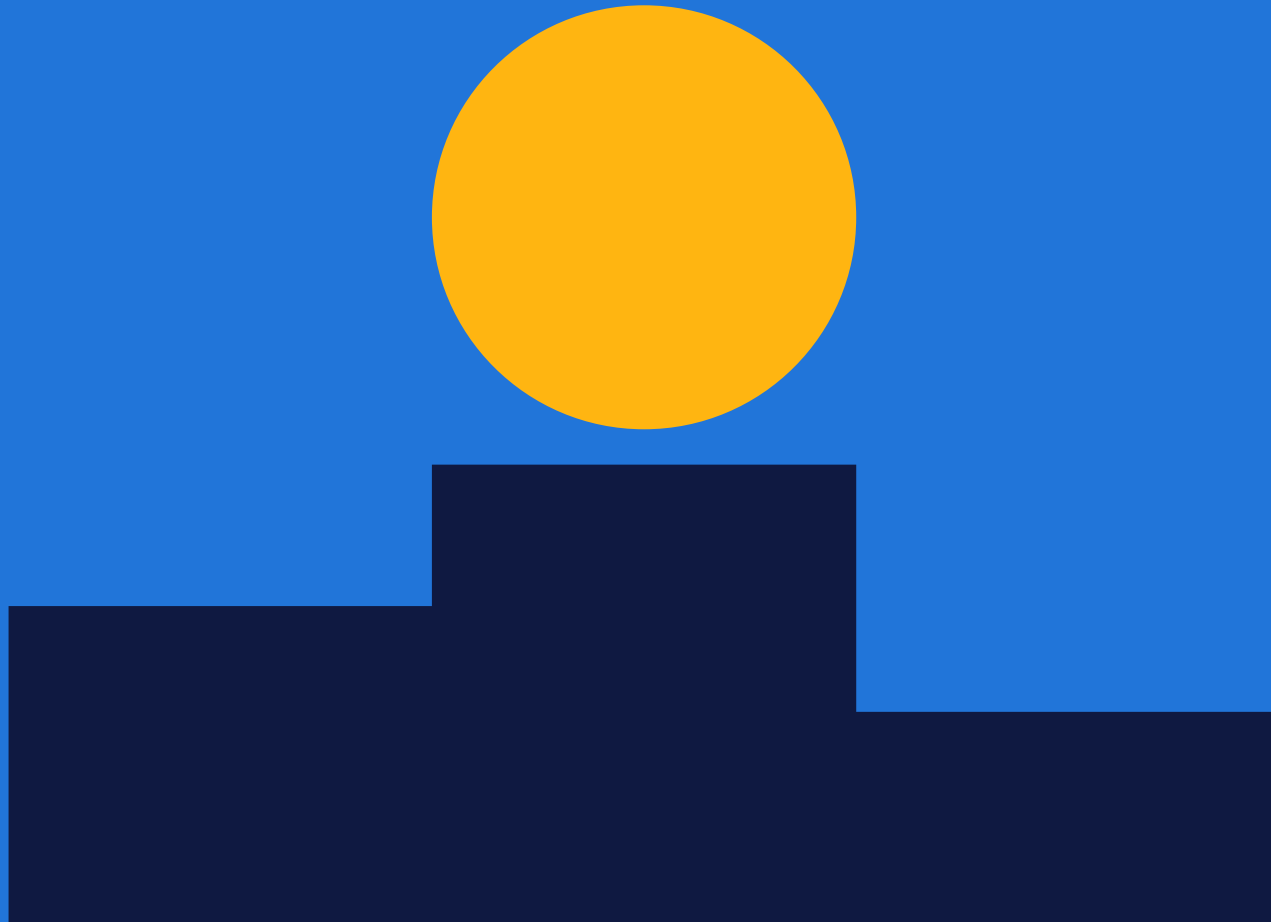
A sector with high attractiveness contains more highly attractive companies than other sectors.



switzerland's best performing companies by sector.

sector	top 3 companies		
	1	2	3
01 watchmaking industry	PATEK PHILIPPE	Rolex	Swatch Group
02 informatics, consulting	IBM	Suva	Swisscom
03 pharmaceutical, chemical	Roche	Firmenich	Johnson & Johnson
04 industrial, manufacturing	Stadler Rail	Pilatus Flugzeugwerke AG	SFS intec
05 FMCG	Lindt & Sprüngli	Chocolat Frey AG	Coca-Cola
06 transport, logistics & wholesalers	Swiss International Air Lines	Flughafen Zürich	SBB
07 finance	Swiss Re	Raiffeisen	Banque Pictet et Cie
08 services	Hirslanden AG	CH Medien	TCS
09 power, utilities & telecom	Services industriels de Genève	BKW FMB	ABB
10 construction	Walo Bertschinger	Sika AG	KIGAB Beton
11 retail	Migros	Coop	Landi Schweiz

top



employers.

top employers to work for in switzerland.

top 10 employers 2020

- 01 PATEK PHILIPPE
- 02 Swiss International Air Lines
- 03 Rolex
- 04 Flughafen Zürich
- 05 Stadler Rail
- 06 Lindt & Sprüngli
- 07 Pilatus Flugzeugwerke AG
- 08 Swatch Group
- 09 Chocolat Frey AG
- 10 Migros

top 10 employers 2019

- 01 Swiss International Air Lines
- 02 PATEK PHILIPPE
- 03 Rolex
- 04 Flughafen Zürich
- 05 Swissport International
- 06 Swatch Group
- 07 Migros
- 08 Banque Pictet et Cie
- 09 Lindt & Sprüngli
- 10 Siemens

switzerland's top 3 EVP drivers of the top 5 companies.

top 5 companies	1	2	3
1 PATEK PHILIPPE	financially healthy	very good reputation	uses latest technologies
2 Swiss International Air Lines	interesting job content	uses latest technologies	very good reputation
3 Rolex	financially healthy	very good reputation	attractive salary & benefits
4 Flughafen Zürich	financially healthy	interesting job content	uses latest technologies
5 Stadler Rail	financially healthy	uses latest technologies	very good reputation

switzerland's top employers by EVP driver.

EVP driver	1	2	3
attractive salary & benefits	Banque Lombard Odier & Cie SA	Banque Pictet et Cie	Rolex
career progression	PricewaterhouseCoopers (PWC)	Roche	Zürcher Kantonalbank
financially healthy	Rolex	Nestlé	Coca-Cola
gives back to society	Rhätische Bahn	Migros	SBB
interesting job content	Flughafen Zürich	PATEK PHILIPPE	Swiss International Air Lines
job security	SBB	Migros	Services industriels de Genève
pleasant work atmosphere	PATEK PHILIPPE	BLS	Rolex
uses latest technologies	IBM	HP	Swisscom
very good reputation	PATEK PHILIPPE	Rolex	Lindt & Sprüngli
work-life balance	Swatch Group	PATEK PHILIPPE	Rolex

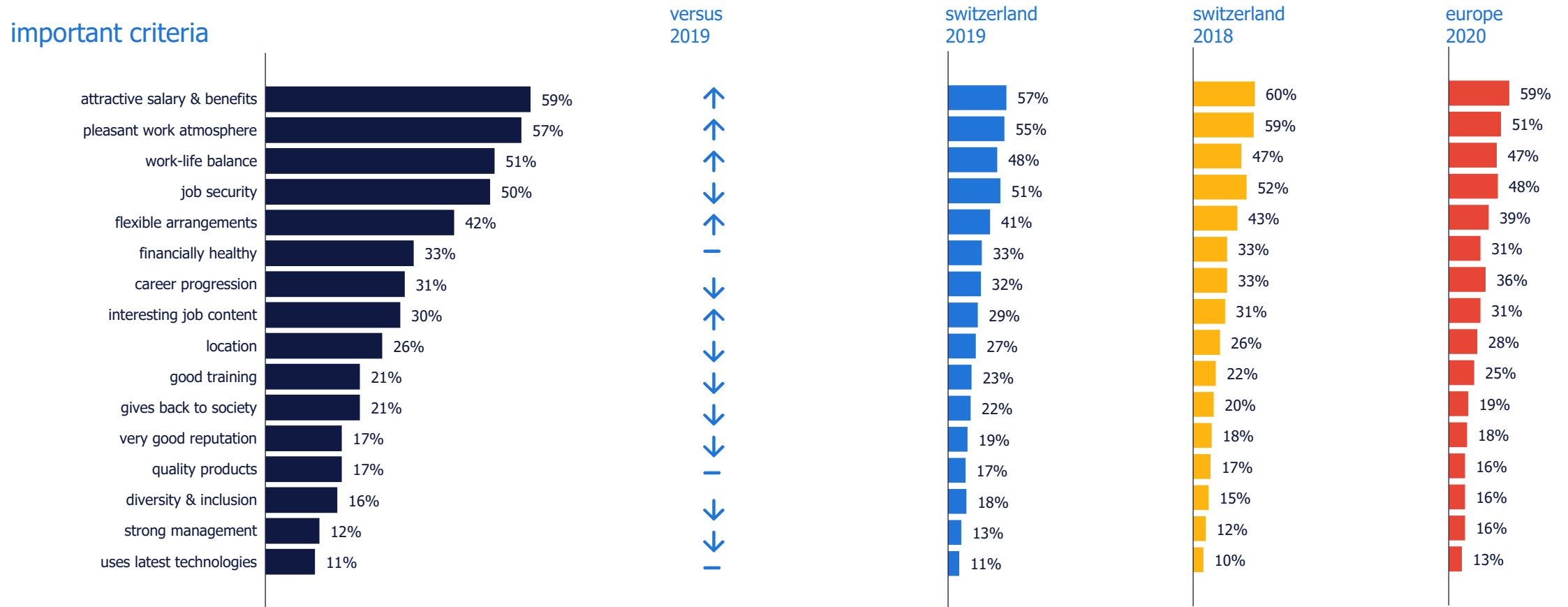
deep dive
EVP drivers

2020 employer
brand research.



what potential employees want

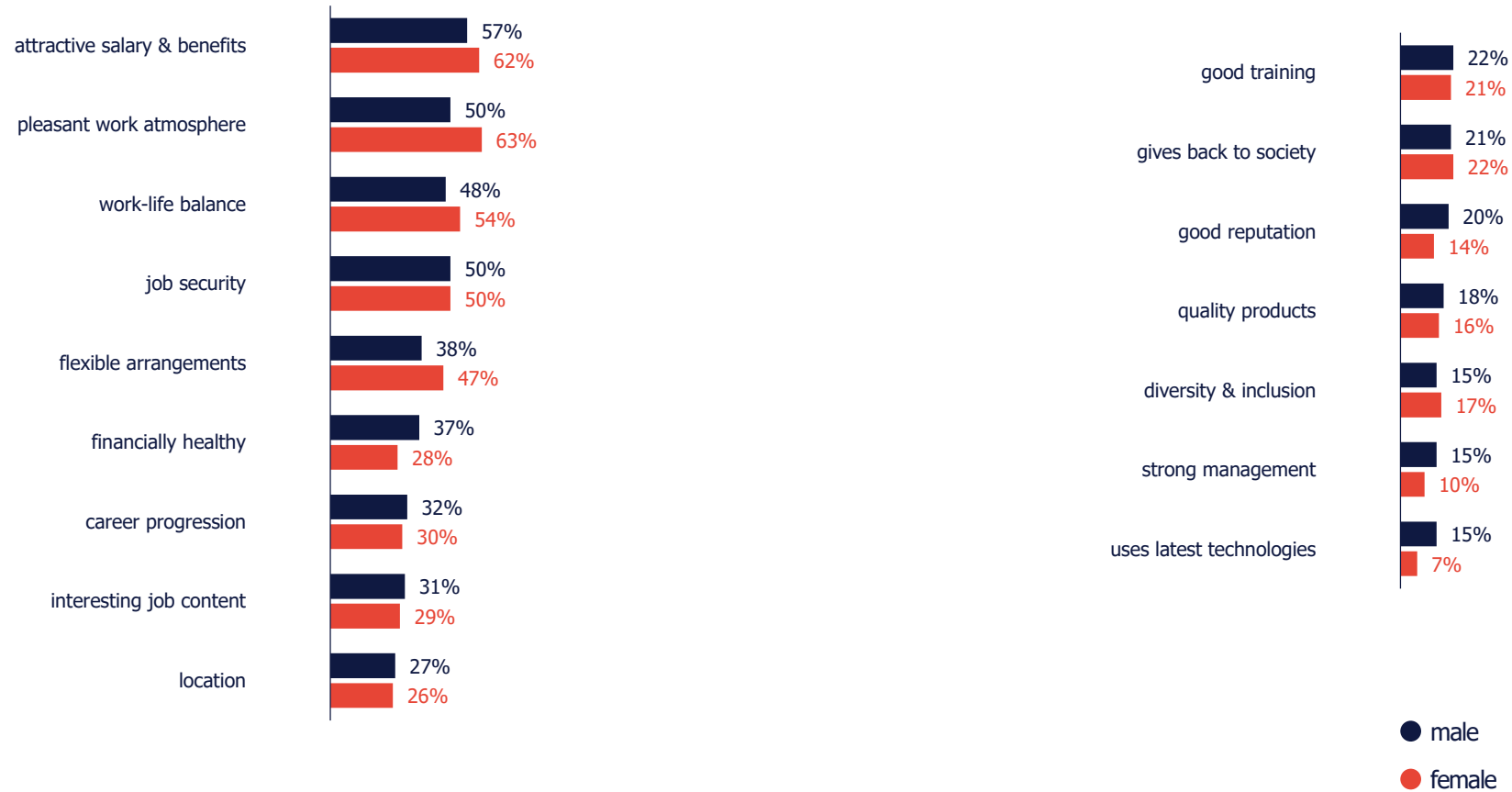
the most important criteria when choosing an employer.



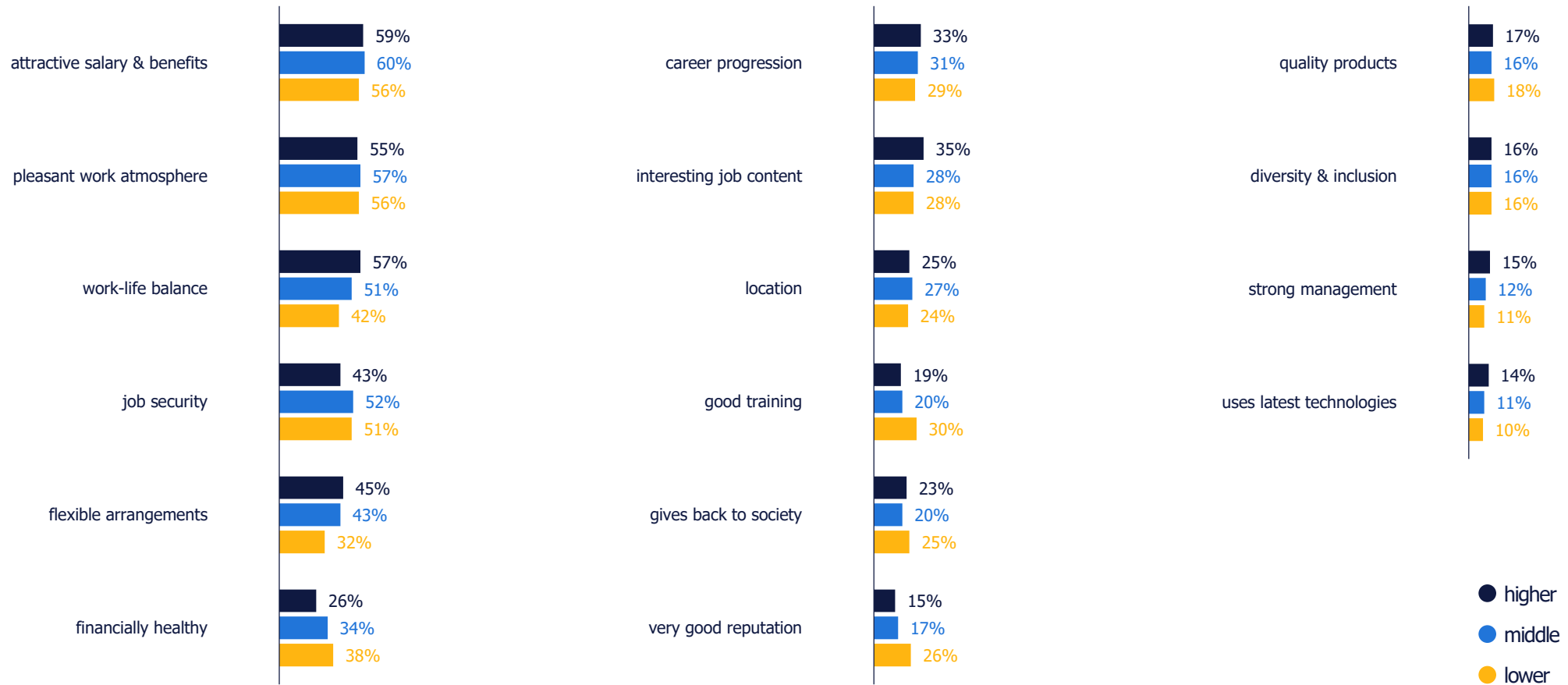
Characteristics highest rated by the labor force. Stressing these elements or improving them is critical for your EVP because they contribute most to the strength of your employer brand.



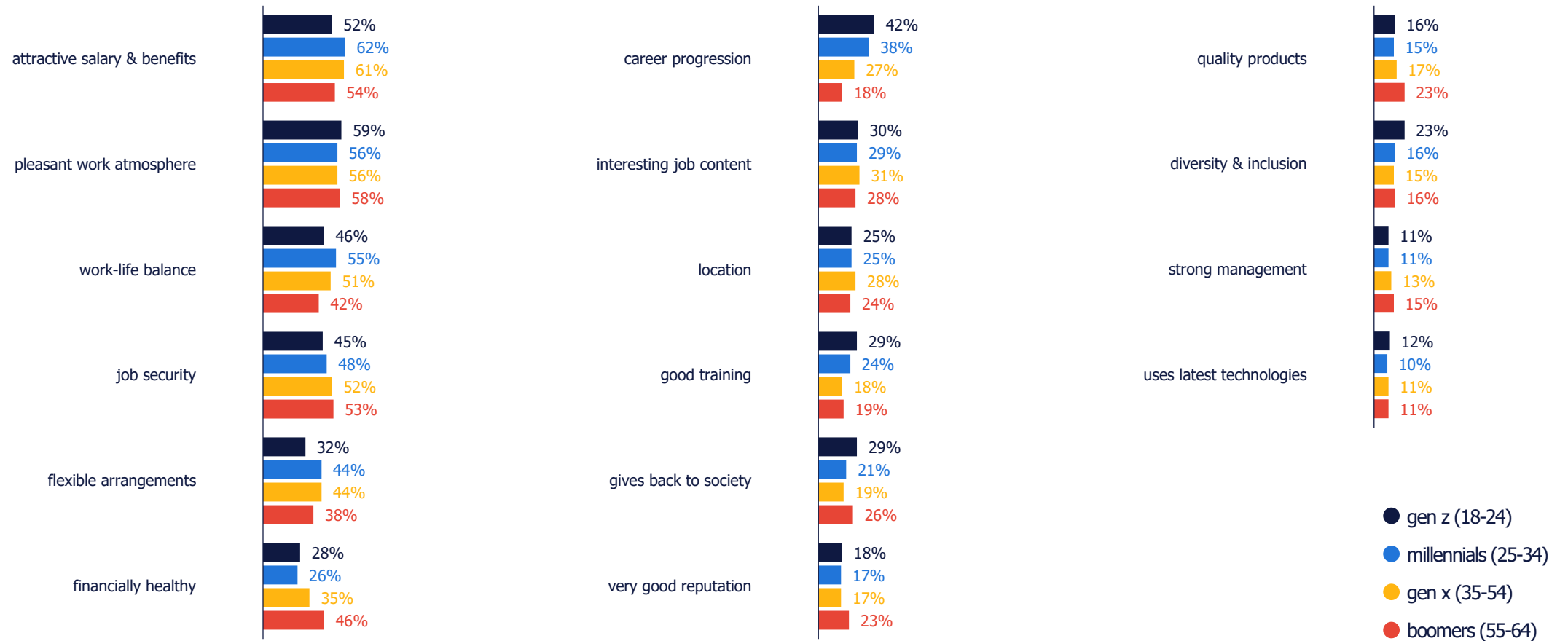
EVP driver importance by gender.



EVP driver importance by education.



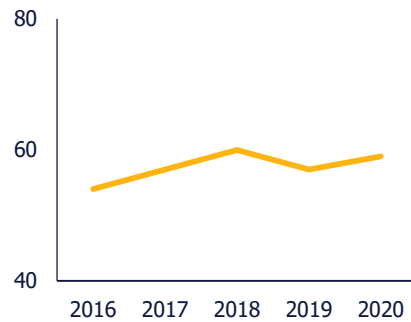
EVP driver importance by age.



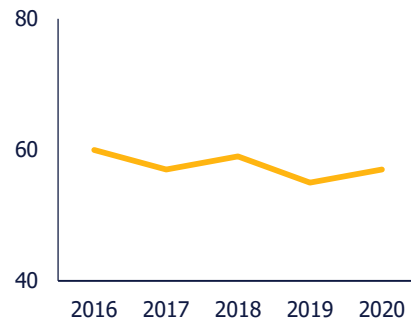
EVP driver importance trends, total.

1/2

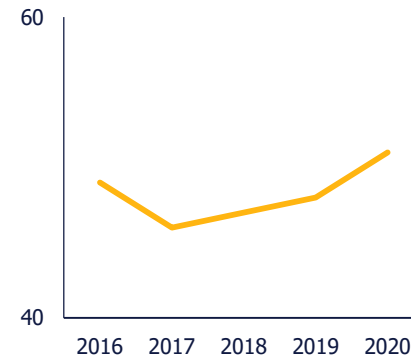
attractive salary & benefits



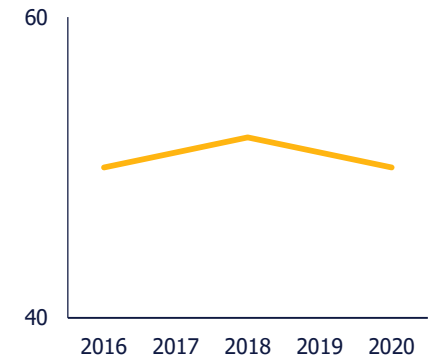
pleasant work atmosphere



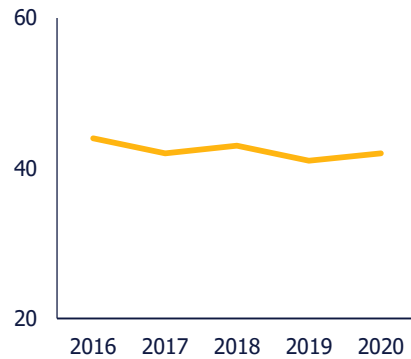
work-life balance



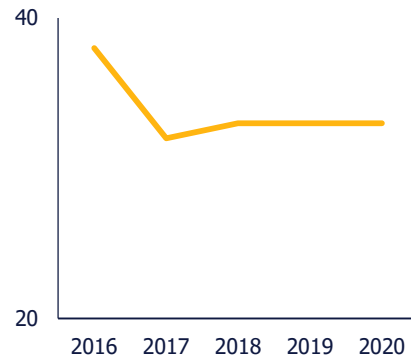
job security



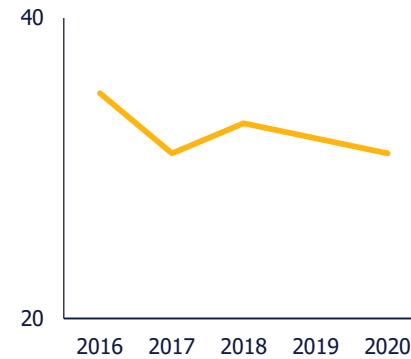
flexible arrangements



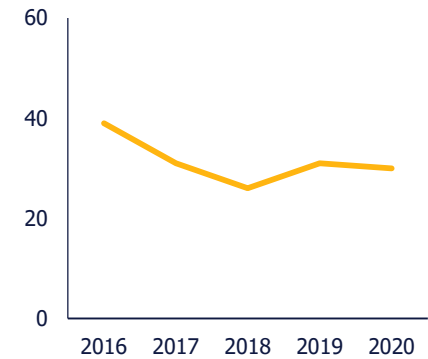
financially healthy



career progression



interesting job content*

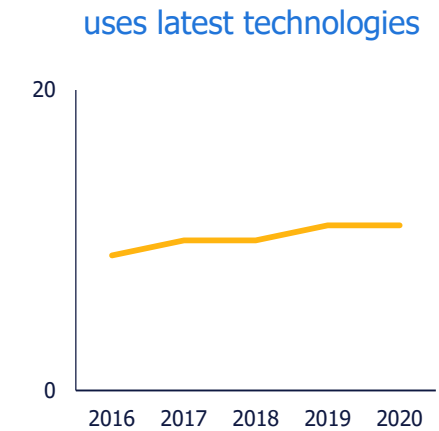
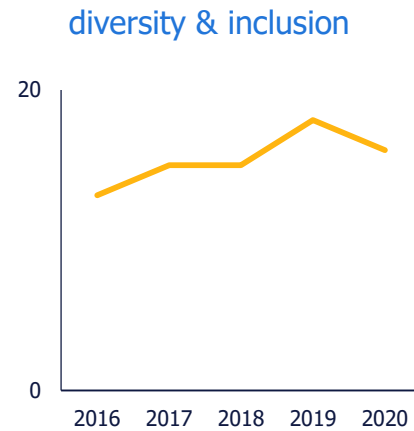
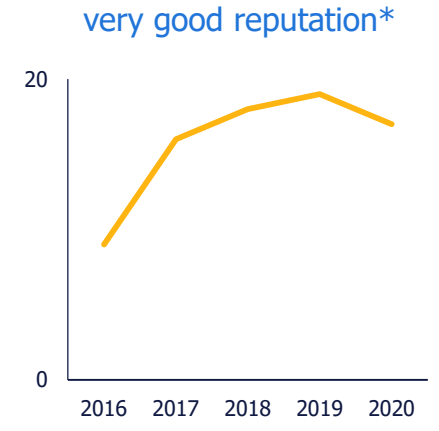
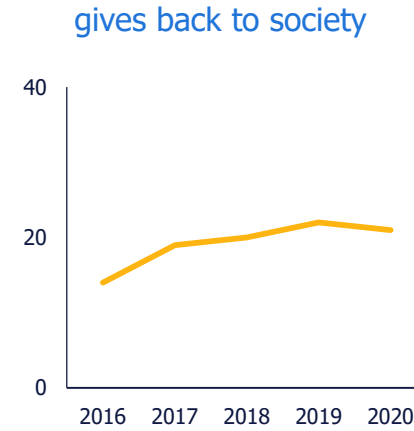
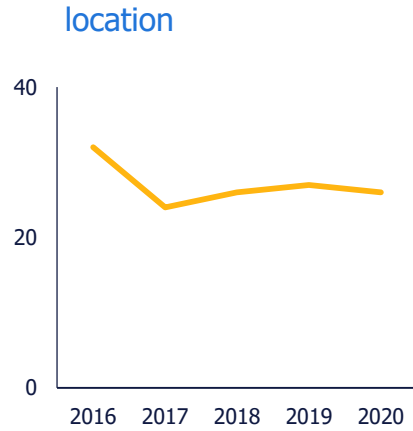


*2017: work that is stimulating and challenging



EVP driver importance trends, total.

2/2



*previous to 2017: strong image/strong values



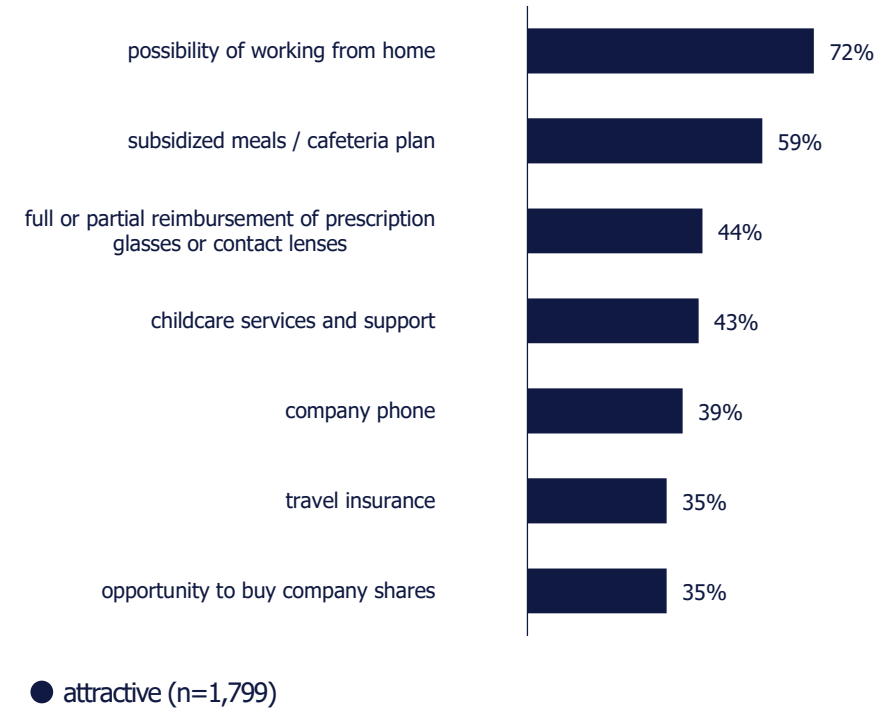
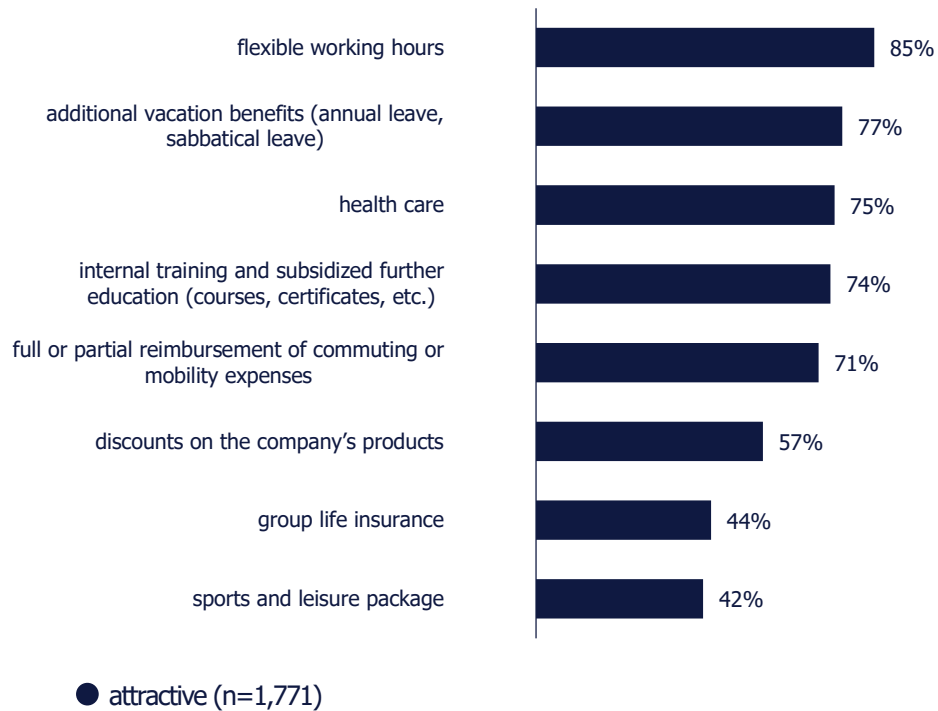
deep dive
employers



2020 employer
brand research.

employee benefits that the swiss find attractive.

attractive benefits

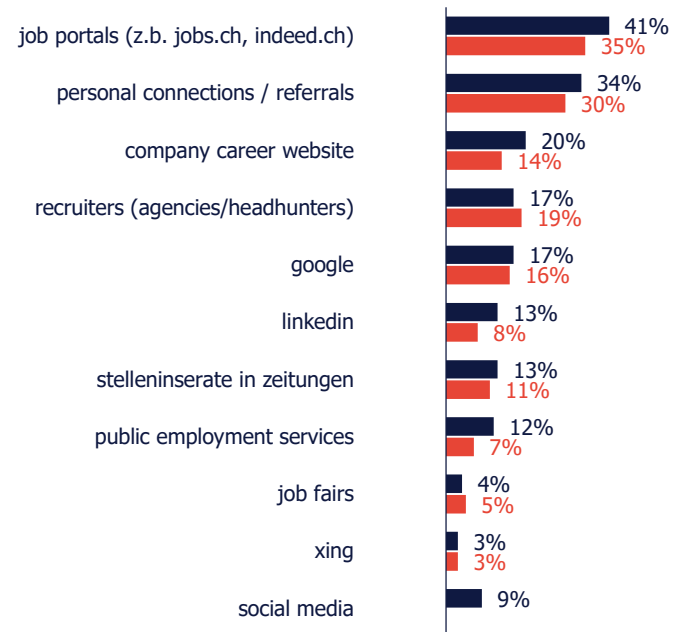


*the 15 benefits were shown randomly in two sets of 8 and 7 benefits, respectively, each set shown to 50% of the sample. For each bar chart, the base is respondents who are employed and received that particular set on the screen.

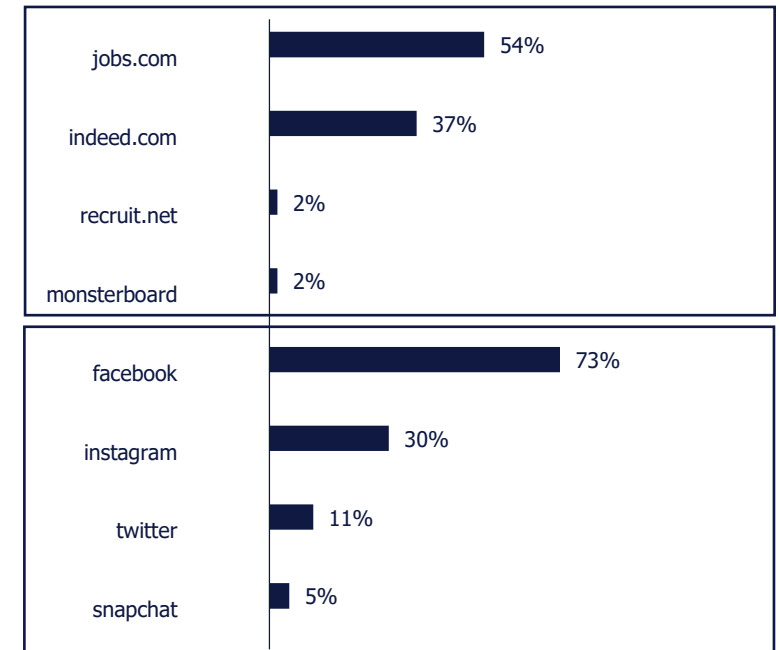


how do workers in switzerland find new job opportunities.

channels used to find new job opportunities



channels used to find new job opportunities deep dive social media & job portals

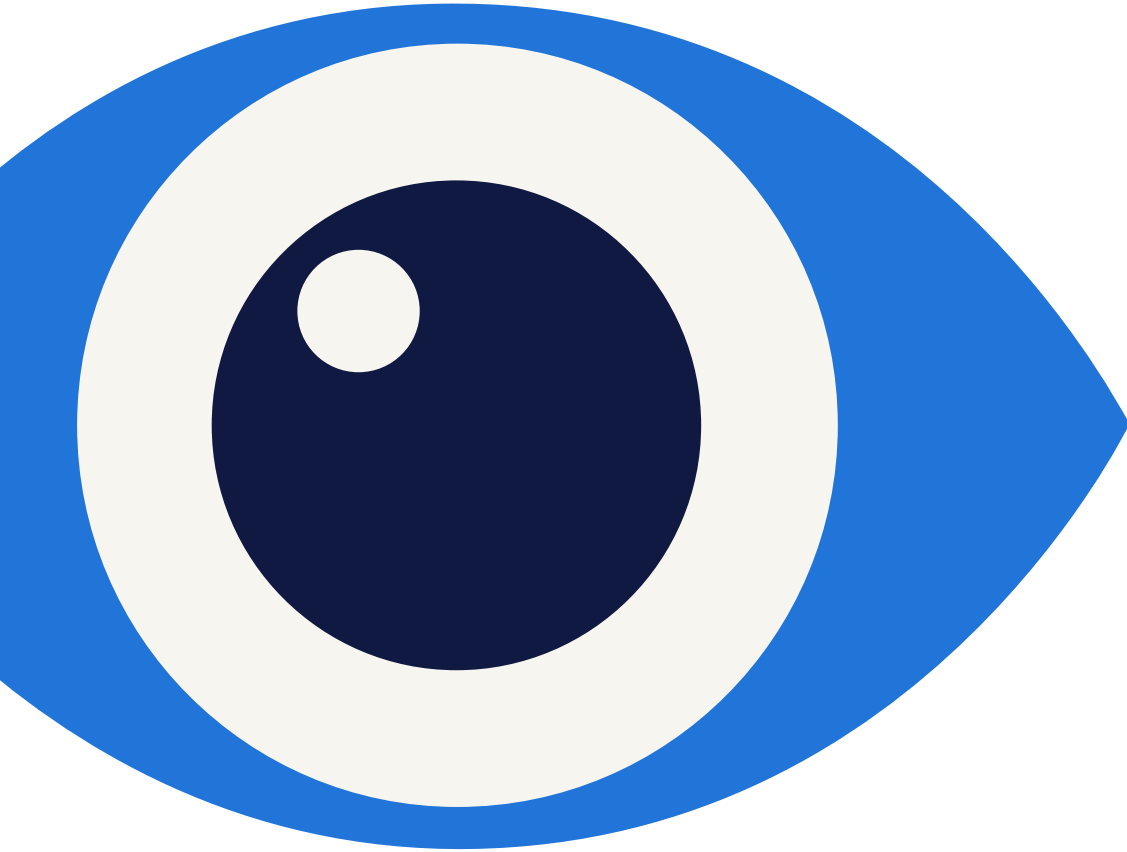


● 2020

● 2019



perception of employer offer in switzerland and the region.



Understanding the gap between what employees want and what they think employers offer in switzerland and in the region provides valuable insights into building an employer brand.

employers in switzerland are perceived to offer.

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

employers in europe are perceived to offer.

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

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

sector	top 3 EVP drivers		
	1	2	3
01 watchmaking industry	financially healthy	very good reputation	uses latest technologies
02 informatics, consulting	financially healthy	uses latest technologies	career progression
03 pharmaceutical, chemical	financially healthy	uses latest technologies	attractive salary & benefits
04 industrial, manufacturing	uses latest technologies	financially healthy	very good reputation
05 FMCG	financially healthy	uses latest technologies	job security
06 transport, logistics & wholesalers	financially healthy	uses latest technologies	job security
07 finance	financially healthy	attractive salary & benefits	uses latest technologies
08 services	financially healthy	uses latest technologies	job security
09 power, utilities & telecom	uses latest technologies	financially healthy	job security
10 construction	financially healthy	uses latest technologies	job security
11 retail	financially healthy	very good reputation	job security



methodology

2020 employer
brand research.



methodology

why smart sampling?

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

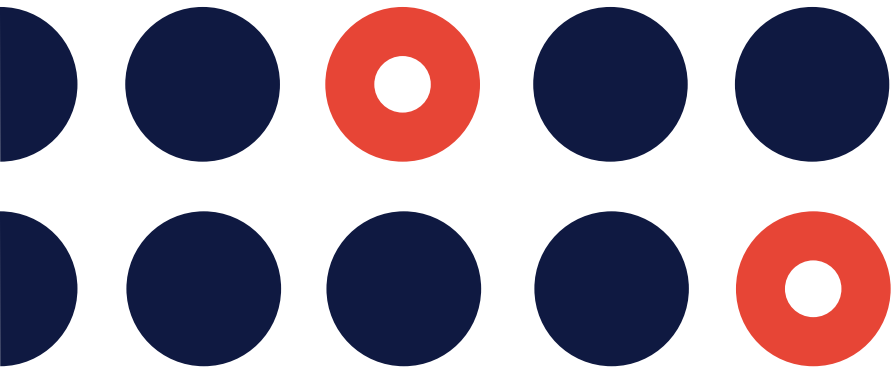
140 respondents have evaluated company X. Of these 140, 50% find the company nice to work for. Taking the error margin at $n=140/50\%$ into account, the real answer lies between 42% and 58%.

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).



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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.



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human forward.

