

insights to build a successful employer brand

India
country report
2015



randstad
award



2015

the world's
largest independent
employer branding
awards is celebrating
its 5th anniversary
in India and
15th anniversary
worldwide



celebrating the most attractive employers

The Randstad Award is presented each year to the most attractive employer in 23 countries across the globe. It's not just another prize for the trophy cabinet because the winner is based on the outcome of the world's largest survey into employer branding. The sample consists of 225,000 respondents and covers 75% of the global economy.

The Randstad Award survey is the largest in its kind, completely independent and generates thousands of insights into the world of work. We share these insights on a country, company and sector level.

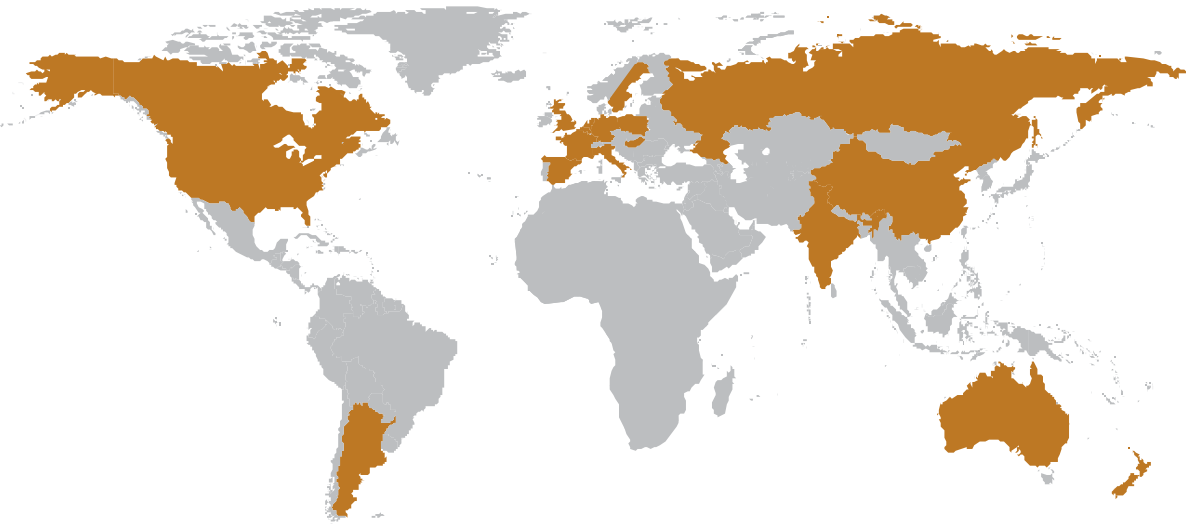


being a talent magnet

Employer brands are more important than ever as companies struggle to attract the best talent and differentiate themselves from the competition. After all, if a company's employer brand doesn't sparkle, you lose the upper hand in the job market vis-à-vis competitors. Employer branding raises your organization's visibility in the job market and helps it stand out from the competition. Making you a talent magnet!!

the journey of randstad award!

In 2000, Randstad teamed up with an independent research agency - ICMA International and launched the first Randstad Award in Belgium to measure 50 local employer brands. After 15 years of close collaboration, the survey has now expanded to 23 countries to include over 5,000 organizations and 225,000 respondents worldwide.



- | | | | | | |
|-----------|-----------|---------|-------------|-------------|--------|
| Australia | China | Hungary | Luxembourg | Russia | Sweden |
| Argentina | France | India | Netherlands | Singapore | UK |
| Belgium | Germany | Italy | New Zealand | Spain | USA |
| Canada | Hong Kong | Japan | Poland | Switzerland | |

23 countries
participating in 2015,
covering 75% of the
global economy

Representative sample
aged 18 to 65 based on
region, age and sex –
slightly biased towards
respondents aged
under 40, potential
workers being the target
audience of the survey

Sample comprised
of students, employed
and unemployed
workforce

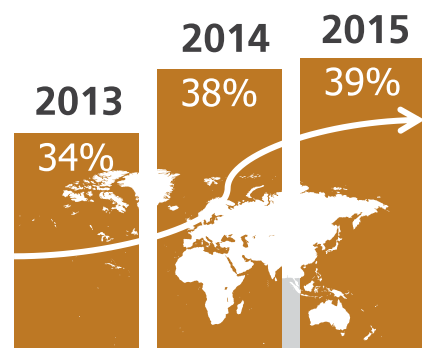


Randstad Award 2015 global summary

employer brand attractiveness

divergent trends in employer brand attractiveness across 23 countries reflect continued but slow and uneven economic recovery worldwide

based on percentage of talent that would like to work for the employer



39% worldwide would like to work for one or more of the largest employers in their country

worldwide positive trend in employer brand attractiveness slows down in 2015 (up 1% vs. 4% in 2014)

steep increase in 4 countries: Italy, Luxembourg, Netherlands and Argentina (4 to 7%)

very small increase in 10 out of 23 countries: (1 to 2%) and stable in India and Australia

1% down in 6 countries: France, Poland, UK, Germany, New Zealand and USA and 2% down in Japan

potential employees search...

1. salary & employee benefits
2. long-term job security
3. pleasant work atmosphere
4. job content
5. financial health
6. work-life balance
7. career prospects
8. strong management
9. good training
10. corporate social responsibility

core values searched by potential talent in 23 countries

core values attributed to largest employers in 23 countries

employers score best on...

1. financial health
2. strong management
3. good training
4. career prospects
5. salary & employee benefits
6. job content
7. long-term job security
8. pleasant work atmosphere
9. corporate social responsibility
10. work-life balance

disharmony between what potential talent find important values and how they rate employers on these values:

top 3 core values salary, job security and atmosphere – rank only at position 5, 7 and 8 among employers

employers score best on financial health, strong management and training – only at position 5, 8 and 9 in core values searched by talent

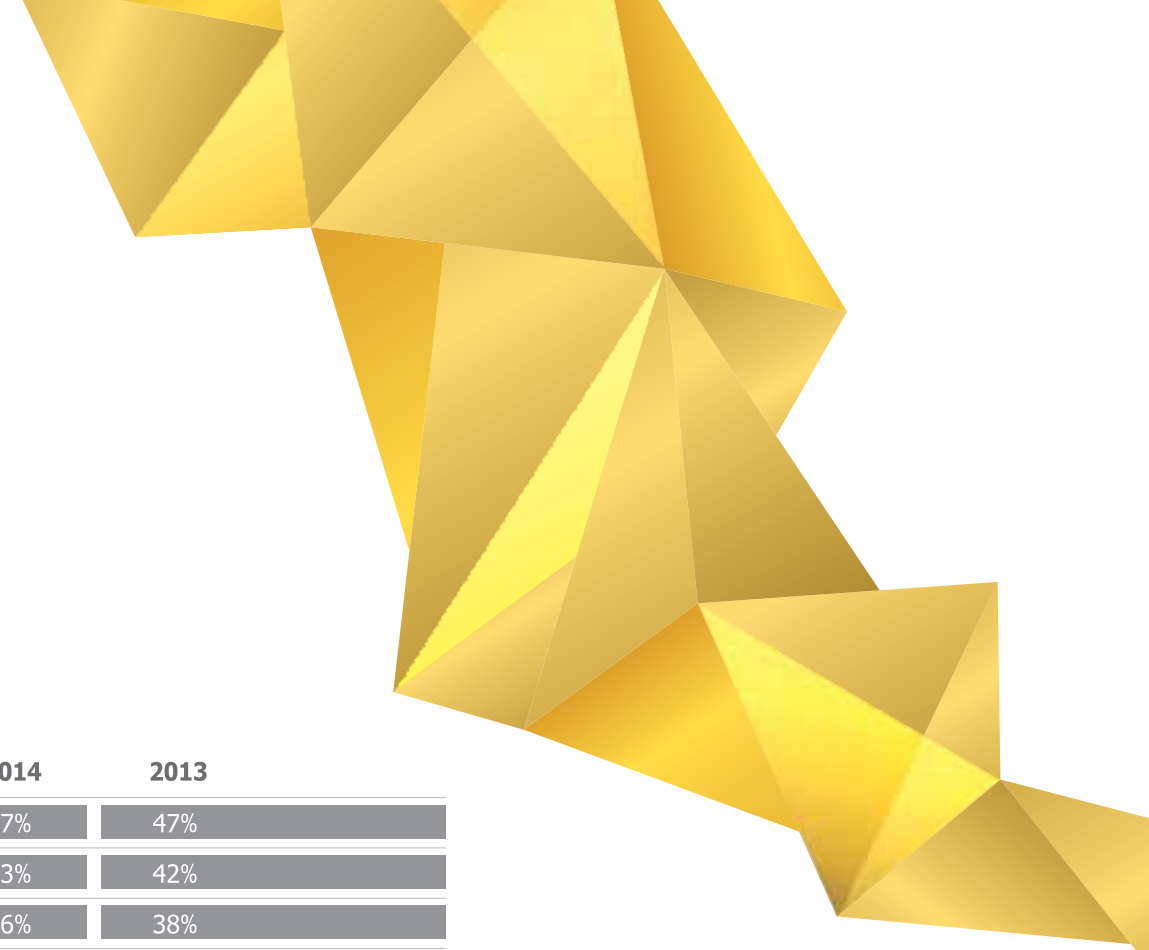
employers rank lower in pleasant working atmosphere and work-life balance which are ranked higher in terms of actual core values searched by potential talent

factors influencing the choice of employers

what is the most important criterion to you when choosing an employer?

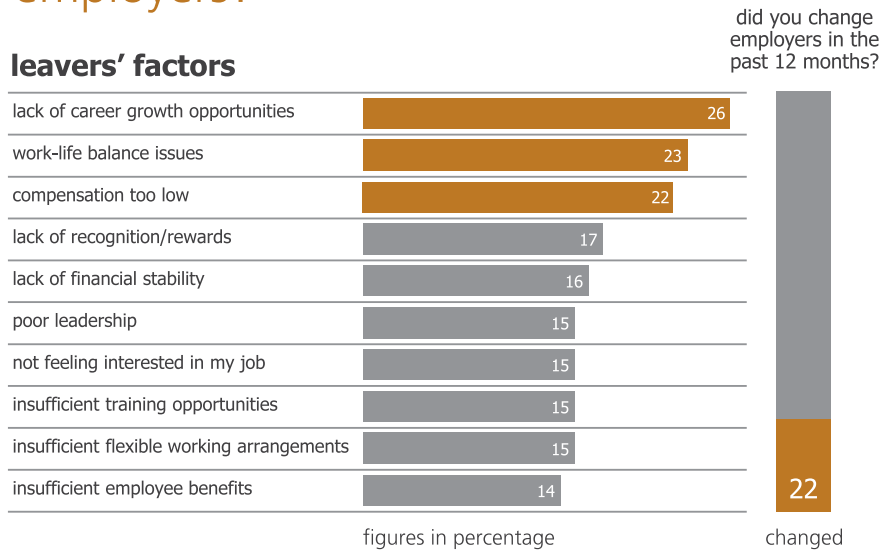
salary & employee benefits remains the top factor which influences the choice of employers and gains importance over the past 2 years

criteria	most important 2015	top 5 most important	2014	2013
salary & employee benefits	16%	54%	47%	47%
long-term job security	12%	49%	43%	42%
good work-life balance	7%	39%	36%	38%
pleasant working atmosphere	7%	39%	36%	39%
financially healthy	9%	38%	38%	32%
career progression opportunities	6%	37%	34%	37%
strong management	6%	30%	31%	28%
international / global career opportunities	4%	26%	27%	28%
good training	4%	25%	28%	24%
offers flexible working arrangements	4%	24%	22%	22%
interesting job content	5%	23%	26%	27%
conveniently located	4%	23%	26%	28%
uses latest technologies	4%	23%	24%	26%
strong image / strong values	4%	20%	22%	25%
quality products / services	4%	20%	23%	23%
environmentally and socially aware (CSR)		17%	20%	18%
diversity management		14%	17%	18%



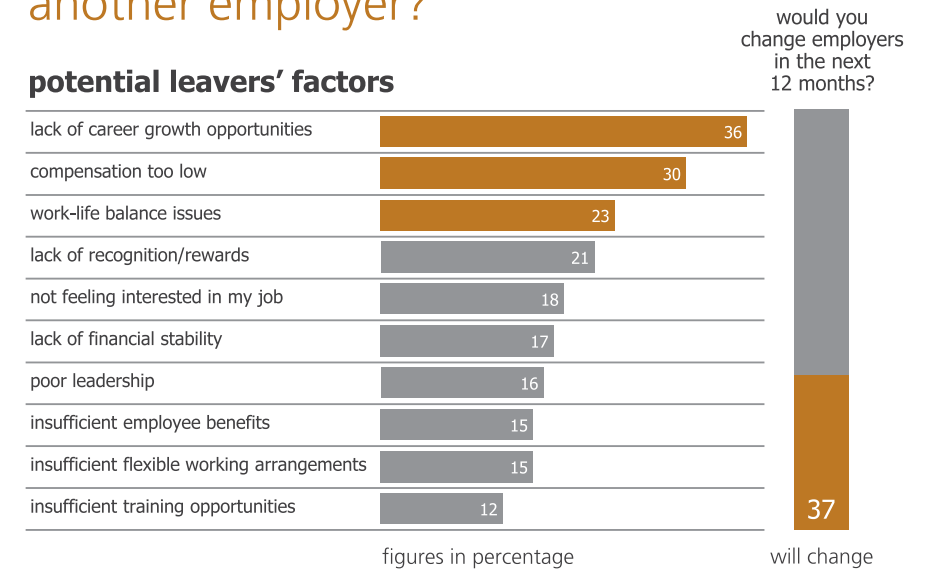
what factors contributed to your decision to change employers?

leavers' factors



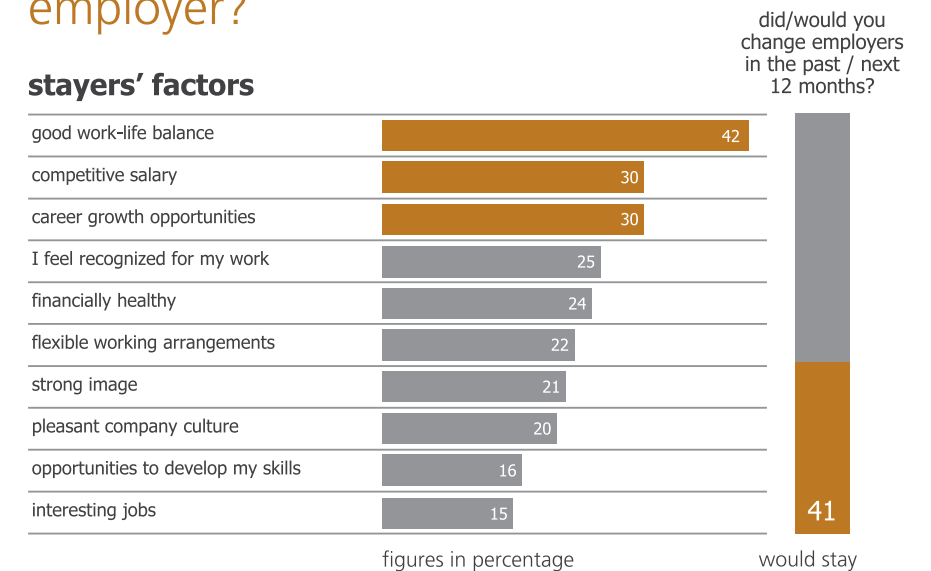
what factors would contribute to your decision to look for another employer?

potential leavers' factors



what factors make you stay with your current employer?

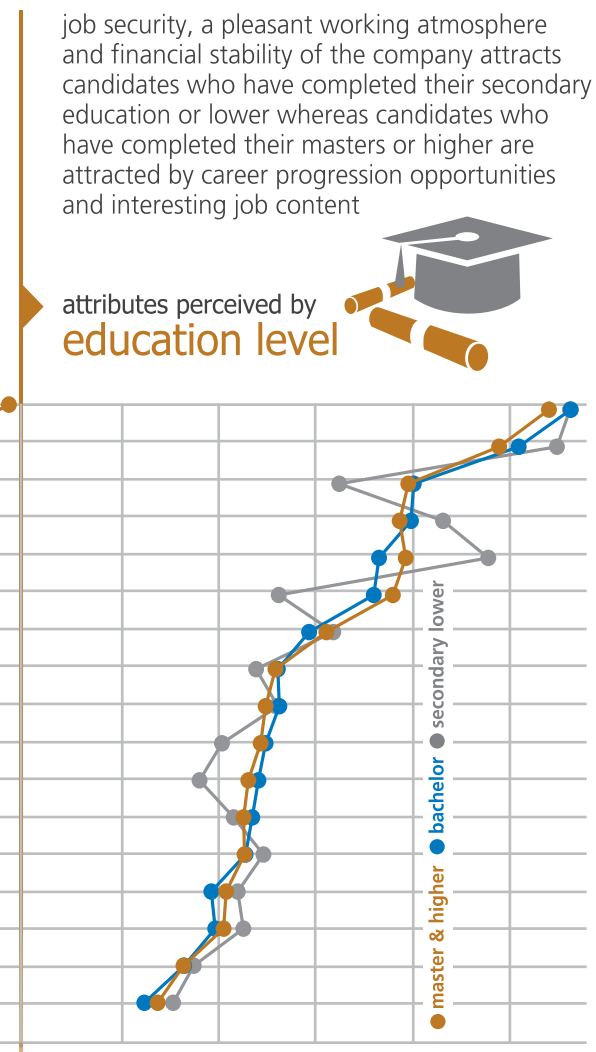
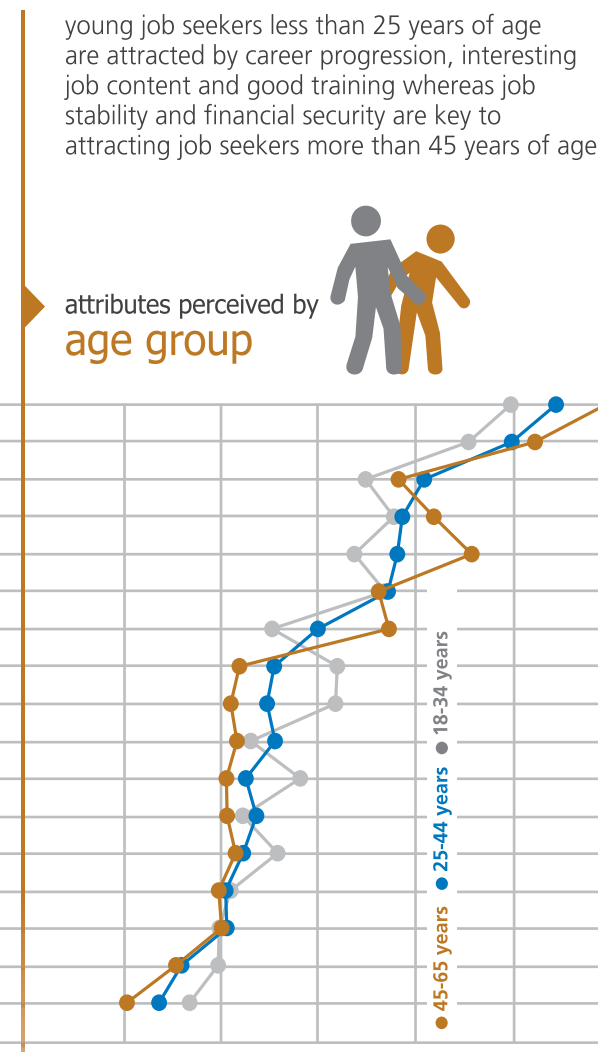
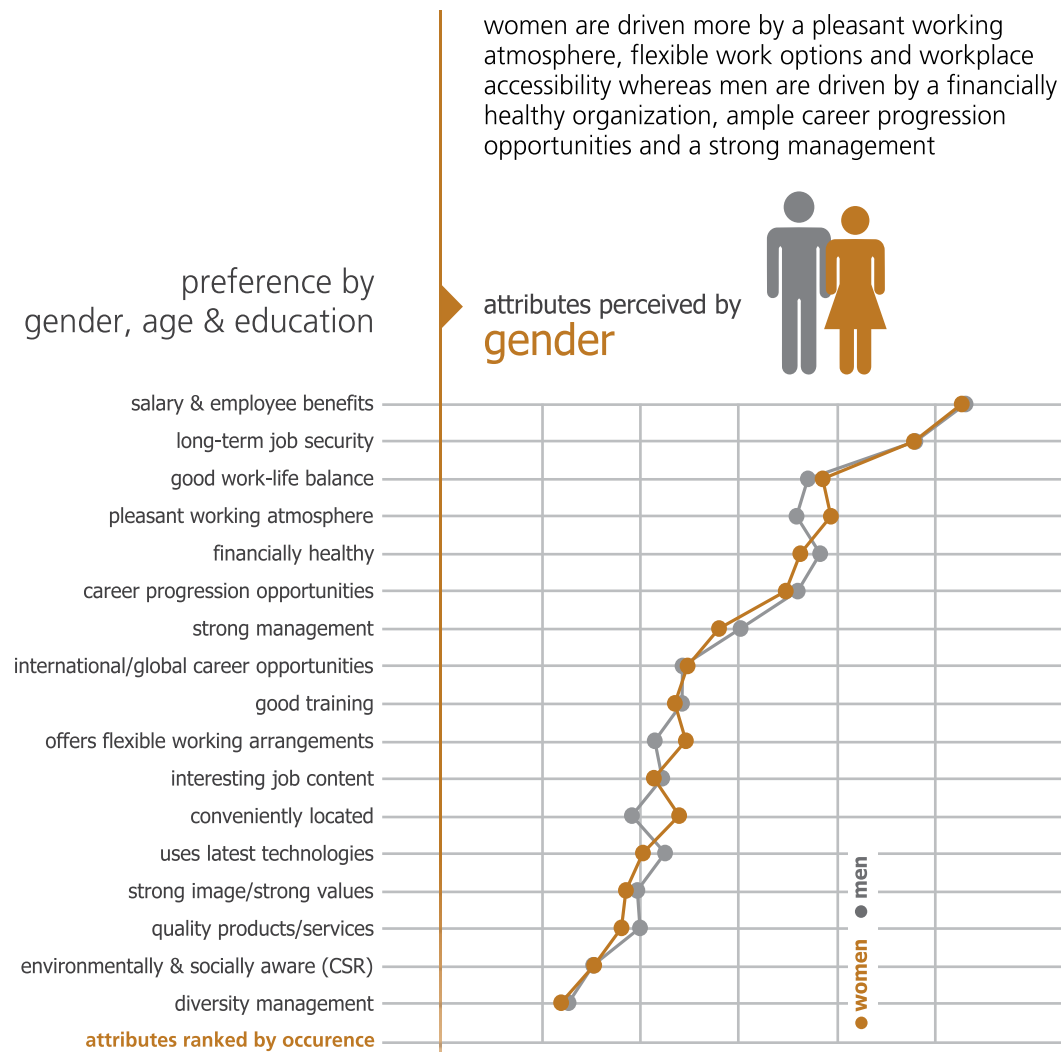
stayers' factors



factors influencing the choice of employers

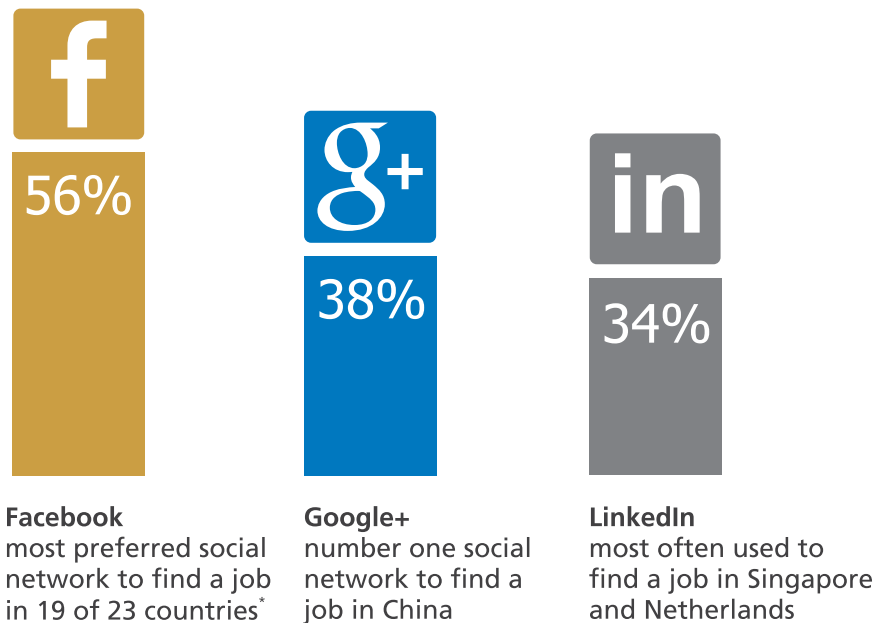
what attributes make your top 5 of most important criteria when choosing an employer?

ranked by occurrence in top 5



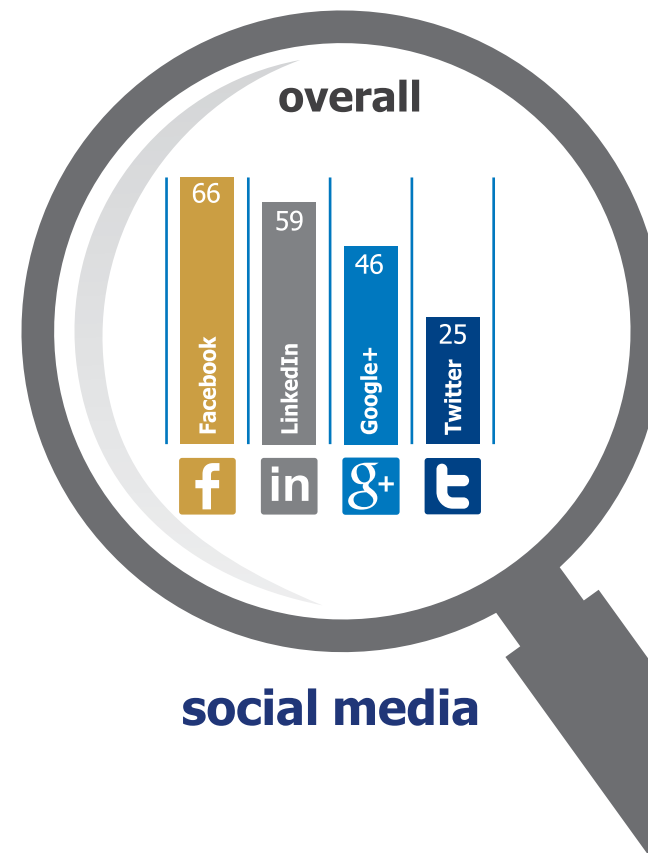
49% job seekers worldwide use social media networks - an indispensable tool for employers today to reach out to the right talent

half of job seekers worldwide use social media networks to find a job; 56% of the users prefer Facebook, 38% use Google+ and 34% LinkedIn:



*VKontakte is most preferred networking site in job search in Russia

facebook is the most preferred social network for job seekers in general whereas LinkedIn is the most used among managers to find a job

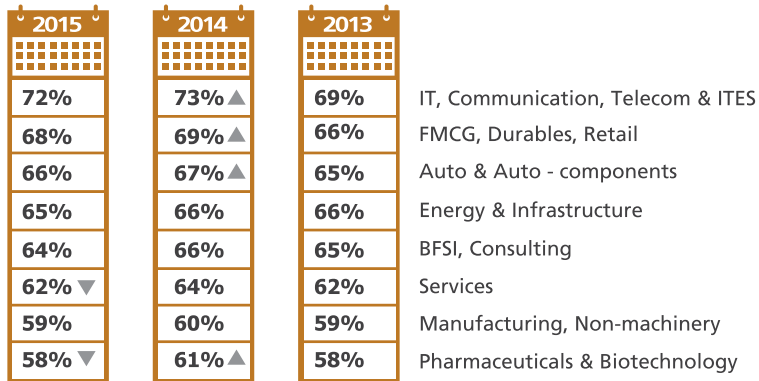


in India, 66% use social networking sites to find a job

which social media sites do you or would you use when applying for a job?

social media

most attractive sectors



attractiveness refers to the respondents who know one or more companies in these sectors and who would like to work for these companies

top 3 most attractive sectors by attribute

Attribute	1 st position	2 nd position	3 rd position
salary & employee benefits	IT, Communication, Telecom & ITES	Energy & Infrastructure	Auto & Auto-components
career progression opportunities	IT, Communication, Telecom & ITES	Energy & Infrastructure	FMCG, Durables, Retail
pleasant working atmosphere	IT, Communication, Telecom & ITES	FMCG, Durables, Retail	Auto & Auto-components
long-term job security	Energy & Infrastructure	IT, Communication, Telecom & ITES	Auto & Auto-components
good work-life balance	IT, Communication, Telecom & ITES	FMCG, Durables, Retail	Energy & Infrastructure
financially healthy	IT, Communication, Telecom & ITES	FMCG, Durables, Retail	BFSI, Consulting
interesting job content	IT, Communication, Telecom & ITES	FMCG, Durables, Retail	Energy & Infrastructure
good training	IT, Communication, Telecom & ITES	Auto & Auto-components	Energy & Infrastructure
strong management	IT, Communication, Telecom & ITES	Energy & Infrastructure	Auto & Auto-components
environmentally and socially aware (CSR)	IT, Communication, Telecom & ITES	FMCG, Durables, Retail	Energy & Infrastructure

top 3 most attractive sectors by gender

Gender	1 st position	2 nd position	3 rd position
men	IT, Communication, Telecom & ITES	Auto & Auto-components	FMCG, Durables, Retail
women	IT, Communication, Telecom & ITES	FMCG, Durables, Retail	Energy & Infrastructure

top 3 most attractive sectors by age

Age Group	1 st position	2 nd position	3 rd position
18 - 24 years	IT, Communication, Telecom & ITES	Energy & Infrastructure	Auto & Auto-components
25 - 44 years	IT, Communication, Telecom & ITES	FMCG, Durables, Retail	Auto & Auto-components
45 - 65 years	IT, Communication, Telecom & ITES	FMCG, Durables, Retail	Auto & Auto-components

top 3 most attractive sectors by education

Education Level	1 st position	2 nd position	3 rd position
secondary & lower	IT, Communication, Telecom & ITES	Auto & Auto-components	FMCG, Durables, Retail
bachelors	IT, Communication, Telecom & ITES	Auto & Auto-components	FMCG, Durables, Retail
master & higher	IT, Communication, Telecom & ITES	FMCG, Durables, Retail	Auto & Auto-components

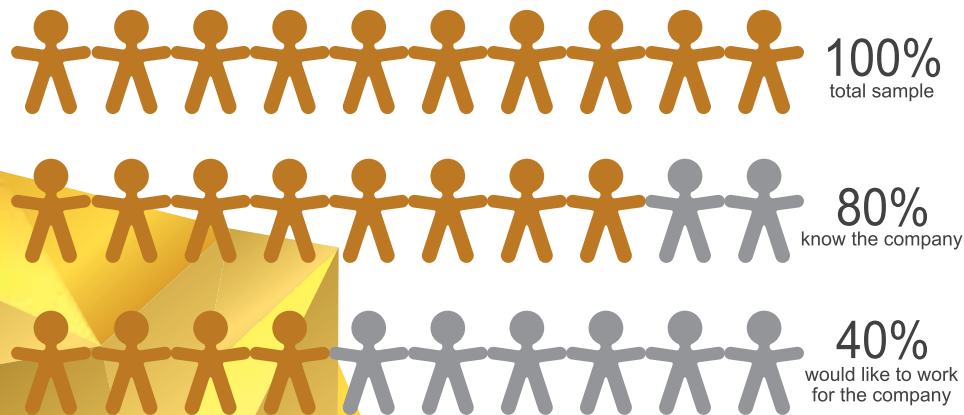
Randstad Award most attractive companies

name awareness: % of respondents who would like to work for the company

relative attractiveness: % of respondents who would like to work for the company among the people who know the company

(removes the 'size' bias; big companies have the advantage to be known by most people and often rank amongst the top on absolute attractiveness)

$$\text{relative attractiveness} = \frac{40}{80} = 50\%$$



top 20 best known companies*

name awareness

to know the company enough to have an opinion / perception about it

- Asian Paints
- Axis Bank
- Bajaj Auto
- Coca-Cola
- Google India
- HDFC Bank
- IBM
- ICICI
- Infosys Technologies
- Maruti Suzuki
- Microsoft
- Reliance Industries
- Samsung India
- SBI
- Sony
- Tata Motors
- Tata Steel
- Toyota
- Vodafone
- Wipro

* in alphabetical order

top 20 most attractive companies*

relative attractiveness

amongst respondents who know the company (minimum 10% name awareness), percentage who would like to work for the company

- Cognizant Technology Services
- Google India
- Hewlett Packard
- Hindustan Petroleum Corporation
- Honda India
- IBM
- Infosys Technologies
- Larsen & Toubro
- Microsoft
- ONGC
- Procter & Gamble
- Samsung India
- SBI
- Sony
- Taj Group of Hotels
- Tata Consultancy Services
- Tata Motors
- Tata Steel
- Toyota
- Wipro

the approach

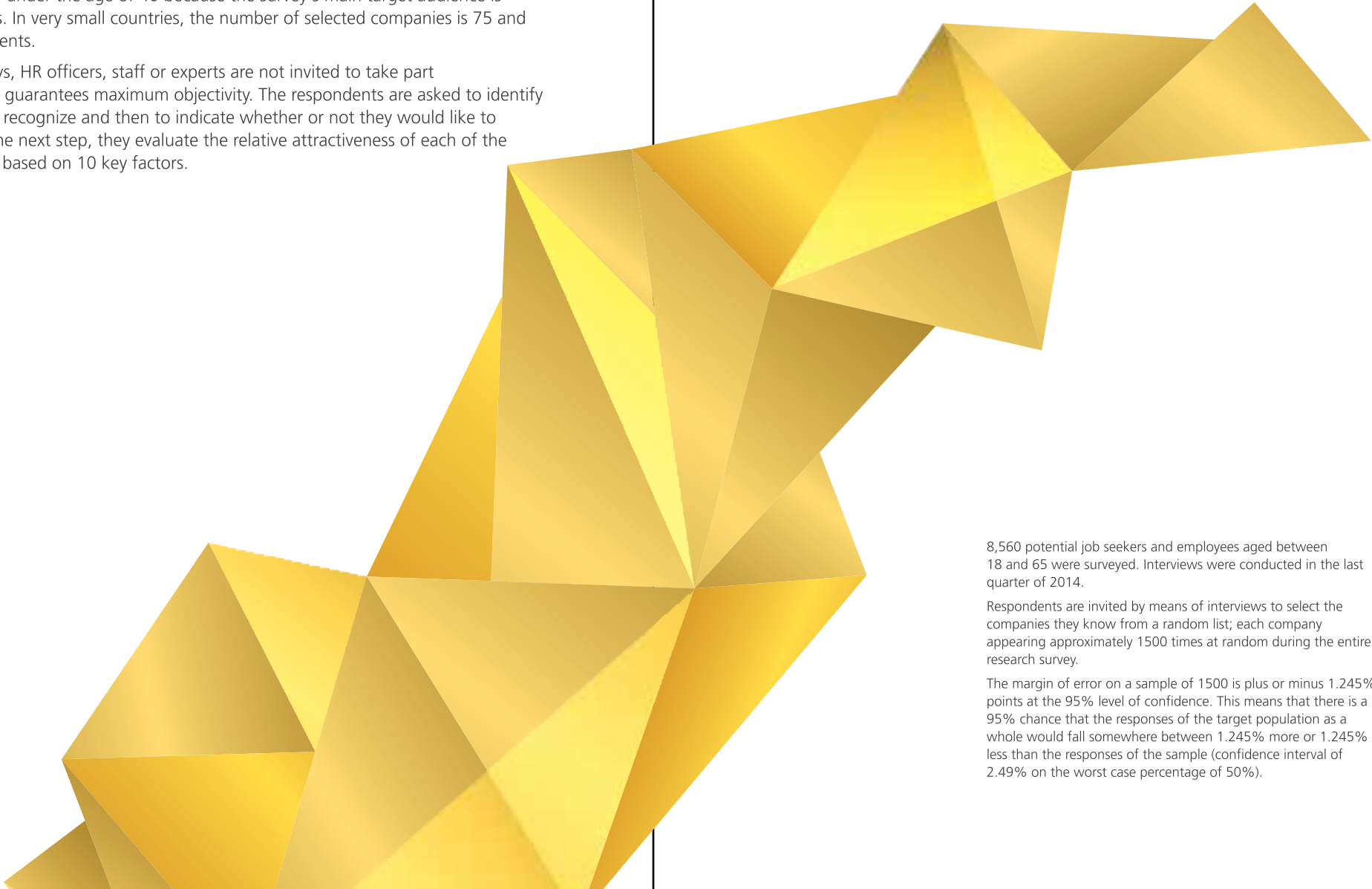
The Randstad Award programme is based on a robust research platform that gives unique insight into the key drivers of talent attraction within our country and across the world.

The 23 participating countries are from Europe, Asia Pacific and the Americas, where Randstad has active presence.

In each country 150 large companies with 1000 plus employees are chosen for the survey.

This company list is presented to a representative cross section of relevant respondents: 8,500 potential and employed workforce between the age group of 18-65. There is more emphasis on people under the age of 40 because the survey's main target audience is potential employees. In very small countries, the number of selected companies is 75 and with 4,000 respondents.

Unlike similar surveys, HR officers, staff or experts are not invited to take part in the survey, which guarantees maximum objectivity. The respondents are asked to identify the companies they recognize and then to indicate whether or not they would like to work for them. In the next step, they evaluate the relative attractiveness of each of the selected companies based on 10 key factors.



8,560 potential job seekers and employees aged between 18 and 65 were surveyed. Interviews were conducted in the last quarter of 2014.

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

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

unique
methodology,
unique
results

relative vs. absolute attractiveness

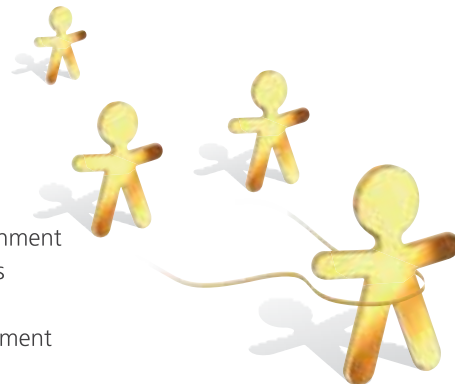
The survey makes a clear distinction between 'absolute attractiveness' and 'relative attractiveness'. A smaller, lesser-known company may actually be a more appealing potential employer than a larger, well-known company. However, based on absolute attractiveness, the high profile organization would rank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

10 key factors for success

The winner of the Randstad Award in each country is based on how appealing the selected company is as a potential employer to the respondents. To determine this, we ask one simple question: Would you like to work for this company? The companies are also evaluated on 10 factors that have been derived from our 14 years of experience with the Randstad Award. These factors determine the perception of the employer brand.

The 10 factors are (in random order):

- Financial health
- Good training opportunities
- Long-term job security
- Opportunities for career advancement
- Strong management
- Interesting job content
- A pleasant and stimulating working environment
- Competitive salaries and employee benefits
- A good work-life balance
- Progressive policies concerning the environment and society (CSR)



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

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

about Randstad India

Randstad India offers the broadest HR services portfolio ranging from Staffing, Search & Selection to Recruitment Process Outsourcing (RPO). The organisation has a vast network of offices across the country to be within the reach of clients, candidates and flexi workers. The company, previously called Ma Foi is a leader in the HR services industry in India for the past 23 years and became part of Randstad through its global acquisition of Vedior in 2008. Randstad is the global #2 HR services provider active in 39 countries across the globe. Randstad India continues to focus on developing customized and innovative HR services, leveraging on its unique strengths of geographical presence and end-to-end capability across all HR service functions.

For more information: www.randstad.in

about Randstad

Randstad specializes in solutions in the field of flexible work and human resources services. Our services range from regular temporary staffing and permanent placements to inhouse, professionals, search & selection, and HR Solutions. The Randstad Group is one of the leading HR services providers in the world, with top-three positions in Argentina, Belgium & Luxembourg, Canada, Chile, France, Germany, Greece, India, Mexico, the Netherlands, Poland, Portugal, Spain, Switzerland, the UK, and the United States as well as major positions in Australia and Japan. In 2014, Randstad had approximately 28,720 corporate employees and around 4,400 branches and Inhouse locations in 39 countries around the world. Randstad generated revenue of € 17.3 billion in 2014. Randstad was founded in 1960 and is headquartered in Diemen, the Netherlands. Randstad Holding nv is listed on the NYSE Euronext Amsterdam, where options for stocks in Randstad are also traded.

For more information: www.randstad.com





want to know more?

write to us.

The country report containing the results for the country is available for public. The full report can be downloaded from **www.randstad.in**

In addition individual company reports, detailing the strengths and weakness of the companies surveyed are also available.

We would be happy to share this confidential report with the company.

Call us today at **1800 267 4050**
or email us your request to
randstad.award@randstad.in

shaping
the world
of work

 **randstad**

