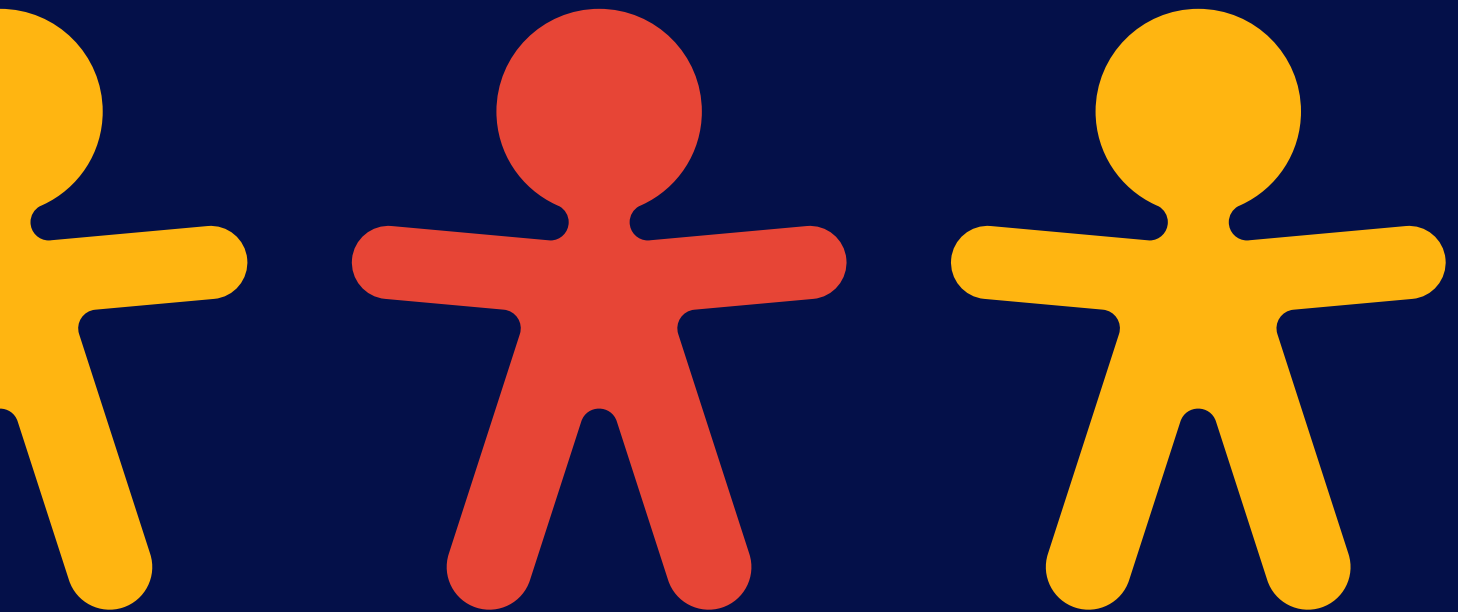


enriching the  
employee experience.



employer  
brand research.



what you

will learn

today.

1

why invest in  
employee experience.

2

mapping your  
employee experience.

3

attracting and keeping  
the best people.

4

reimagining your employee  
value proposition.

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creating your  
blueprint.

6

promoting your  
employee experience.



# hello.

As a growing number of talent pools shrink and demand for high quality candidates increases, the pressure to create a compelling Employer Value Proposition is crucial to the success of the modern organisation. What's more, research suggests less than 13% of employees globally are actively engaged in their workplace. All this can create attraction and retention issues – a true spanner in the works for companies.

Randstad's white paper, Enriching the Employee Experience, is based on the latest research and is designed to help guide those in their journey towards creating a strong employee experience that will help attract, engage and retain the best talent.

Employee experience, the idea of placing the employee at the centre of your workplace to create positive experiences, can create a workforce who truly live the brand.

As with customer experience, we need to look at the employee journey; mapping out each milestone to design tangible outcomes. We must ask ourselves: is our employee experience a positive or negative one and how can that experience affect the brand? Developing, investing in and acting on positive and memorable employee experiences should be a priority for all business leaders and companies if they seek to attract and retain the best talent.

With digital transformation making our world an increasingly transparent place, employee experiences are all too visible. Glassdoor, Google reviews and social media sites now list reviews of companies by past and present employees – warts and all. Our people have become brand ambassadors and having them share positive employee experiences is a compelling way to communicate with potential candidates.

The annual Randstad Employer Brand Research measures the perceived attractiveness of Australia's top 150 companies and what potential candidates look for in a new employer. It enables us to pinpoint gaps and highlight opportunities to allow companies to strengthen their employer brand and talent strategies which ultimately will attract the most appealing candidates to their organisation.

It is this comprehensive research analysis that allows us to work with you to identify, develop and deliver a positive employee experience.

Frank Ribuot  
Chief Executive Officer  
Randstad Australia, New Zealand,  
Southeast Asia and India



# 1

## why invest in employee experience.



With greater use of technology and increasing transparency, the control a company possesses over its employer brand is shifting.

Employees are no longer afraid to speak out about their experiences and websites like Glassdoor are making it easier for these to be shared with the world.

According to iCIMS's Modern Job Search Report, nearly one in three workers have declined a job offer due to negative online reviews <sup>(1)</sup>. Even high-profile companies such as Uber, Amazon, and Google have previously suffered the damage of current or former workers publicly voicing their discontentment, whether online or in the media.

In an effort to prevent these dangerous ramifications, it has become commonplace for organisations to heavily invest in engagement programmes. However, research has demonstrated that these ventures are, in fact, largely useless and unproductive.



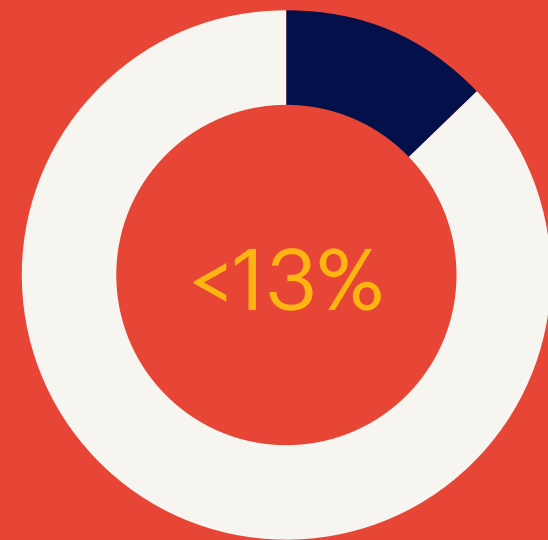
A study by Gallup <sup>(2)</sup> estimated that less than 13% of employees around the world were actively engaged in their workplaces. This is unsurprising, as workers know what engagement programmes seek to achieve and, as a result, often feel manipulated.

On the contrary, the employers who are successfully making gains are the ones who are diverting their focus beyond the realms of employee engagement programmes, towards employee experience.

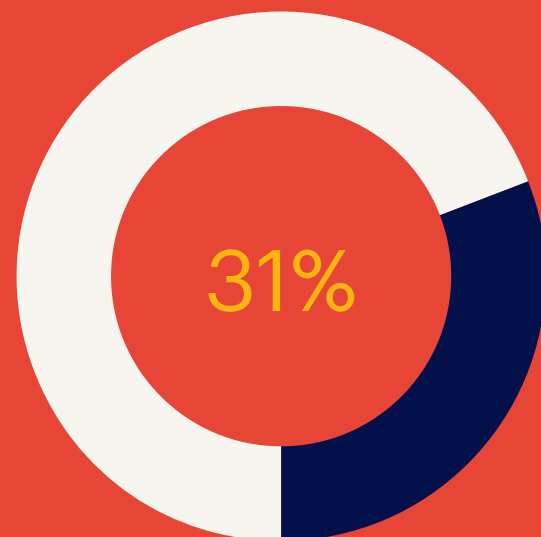
Research collating more than 200 academic studies found that happy employees demonstrated 31% higher productivity at work <sup>(3)</sup>. Likewise, Jacob Morgan's analysis of 250 organisations revealed that companies who invested in employee experience reported a profit that was four times greater than those who did not <sup>(4)</sup>.

Intriguingly, these same employers were also 11.5 times more likely to appear in Glassdoor's Best Places to Work and were 2.1 times more likely to be listed in Forbes' World's Most Innovative Companies.

Leading organisations are creating a productive workforce that consistently delivers superior performance via a positive employee experience.



employees actively engaged in their workplaces



higher productivity demonstrated in happy employees



We know from research that having a positive employee experience will lead to higher advocacy, higher empowerment and stronger buy-in; all proven to lead to better business results.

Natellie Sun  
Managing Director  
Randstad Hong Kong

# 2

## mapping your employee experience.



We are now in the age of digital disruption, a phenomenon that has significantly changed and simplified our lives in the last 20 years.

While it has brought many opportunities, it has also provided equally daunting challenges for companies. Living in a post-digital world has enabled us to do more than ever with just a simple tap or swipe. Consequently, people now expect their job to match the seamless brand experience provided to them outside of work. Organisations must rise to this challenge or risk losing out to competitors.

To successfully emulate this seamlessness, employers must first evaluate the current employee journey. Every company shares similar key milestones that impact their employee experience, including candidate attraction, recruitment, onboarding, staff development, management, staff exits and alumni. Mapping out the entire journey gives an idea of the current landscape and clarifies the direction needed to be taken.

## key milestones that impact the employee experience



experts suggest that each milestone should be explored in relation to three broad categories: <sup>(5)</sup>

### cultural

Once thought of as the sole aspect of employee experience, culture now encompasses many aspects of the business that define the organisation's brand personality.

For an employee, culture is more than the general 'feel' of the workplace. It takes into account how staff feel about the work they do, interactions with their colleagues, their roles within the wider organisation, and expectations of them in the short and long-term. It also impacts upon how other people perceive the company.

According to a JWT INSIDE study <sup>(6)</sup>, 87% of people joined a company for their culture, while eight in ten departed for the very same reason.

Furthermore, one in two people stated that they wouldn't choose to work for a company if the culture was not the right fit.

Instead, 97% agreed when selecting an employer, the company culture had to be aligned with their personal vision and values.

Cultural elements that employers need to address include:

- overall salary, compensation and employee benefits
- organisation structure and hierarchy
- workplace atmosphere and activity levels
- open, honest and transparent communication from coworkers
- career experiences over progression
- inclusion, diversity, and equality
- job satisfaction, autonomy, and trust
- regular, actionable and proactive on-the-job feedback

### employer spotlight

KPMG places a strong emphasis on telling their company story and helping employees understand the impact their contributions have on the business, giving workers purpose and a sense of belonging.

It is valuable to recognise that even the seemingly small aspects, whether physical, technological or cultural, will influence an employee's perception of their workplace. Consider your employees as your 'customers'. It is your responsibility to maintain a high level of service as they go about their roles.

- availability and abundance of communal spaces, tables and breakout areas
- number and variety of meeting rooms and professional group working spaces
- temperature control, air quality, cleanliness and inflow of natural light

### employer spotlight

Airbnb actively involves its employees in assisting in the design of communal workspaces. Learn more about employee experience at Airbnb in chapter four.

Promoting a superior employee experience requires employers to provide the following:

- the latest software, programmes and processes
- high-speed broadband and Wi-Fi connectivity levels
- newest communication programmes and devices
- shared channels to communicate project updates, collect feedback and address concerns
- collaboration tools and platforms that allow people to work on projects virtually
- tools that encourage ownership and independence

### physical

Workspaces should be specifically designed to allow employees to be healthier, happier and more productive. They also break down the silo between teams and encourage them to work across multiple functions. Those responsible for designing the physical workspace need to ensure that the overall employee experience is at the heart of this, including:

- everything that people see, hear, smell, touch and taste
- surroundings of the workplace such as plants and greenery, art and light
- quality of the office equipment that include working desks, chairs and vending machines

### technological

According to Randstad's Employer Brand Research 2018 <sup>(7)</sup>, workers look for opportunities to work with a company equipped with the latest, state-of-the-art technology. On a foundational level, this means ensuring that they have everything they need to carry out their duties most efficiently and effectively, such as having access to virtual meetings and online chat rooms.

Staying ahead demands organisations to invest in data collection and analytical tools that drive automation, machine learning and artificial intelligence. These are tools that shorten workflows and allow companies to refocus their resources on other parts of the business.

### employer spotlight

Randstad employs AI to ease the meticulous process of screening, assessing, matching and interviewing thousands of candidates. With these innovative tools, recruiters help job seekers secure a career within a shorter time frame and HR managers are able to fill roles faster.





# 3

## attracting and keeping the best people.

Although an employee remaining loyal to only one employer for their lifetime may now seem like an outdated concept, it is imperative that organisations still make worker retention a priority.

One of the biggest challenges HR professionals have faced in the last three years is employee retention and turnover. The cost of replacing a middle-level employee, as a general estimation, is around one-fifth of their annual salary, and this cost will only increase with each progressive level of management <sup>(8)</sup>. Not only does retention have a financial impact on the business, but it also affects recruitment pipelining.

In keeping your best employees on board, you effectively generate a strong leadership pipeline that secures the future of your company.

Employee experience lies at the crux of the solution and plays a pivotal role in constructing a sustainable employer brand. The first step is to have an understanding of the key factors behind workers' decisions to stay or leave a company.

Randstad's Employer Brand Research 2018 <sup>(7)</sup> revealed 22% of employees changed employers in 2017, while an average of 33% of employees across the Asia Pacific (APAC) were planning to leave their current role in 2018. This trend was especially prominent among the millennial age group in The Future Workplace 'Multiple Generations at Work' survey <sup>(9)</sup>, where findings communicated 90% of millennials would leave their current job in less than three years.



When it comes to building a sustainable employer brand, know that it doesn't happen overnight. While data and insights play a part in strategy, there's no perfect science to building adoption, but the return on investment can be enormous.

Compelling stories that are told with authenticity, and change and evolve with the company culture have the power to improve time to fill, retention and referrals – and that's just the beginning <sup>(10)</sup>.

James Foley  
Global Senior Vice President, Employer Brand  
Randstad Sourceright



	employees planning to change jobs in 2018	employees planning to change jobs in 2017
Australia	30%	32%
China	29%	30%
Hong Kong SAR	35%	39%
Malaysia	37%	35%
New Zealand	30%	26%
Singapore	38%	39%

	employees who changed jobs in 2017
Australia	20%
China	17%
Hong Kong SAR	26%
Malaysia	22%
New Zealand	21%
Singapore	23%

## why are employees seeking to leave?

The 2018 Randstad Employer Brand Research further highlighted that employees seek to leave when there is a lack of visibility over their future with the organisation, poor work-life balance and when they feel unchallenged by their role. Alternatively, employers who were committed to workers' long-term health and career successes were more likely to benefit from a lower attrition rate.

Instead, employers must look at their employees' work and personal aspirations holistically to formulate a strategy that will leave a positive and memorable impression on them. They need to complement workers' career development needs, and provide them with rewards in the form of recognition or career advancement opportunities.

It is also clear that while employees look for better salary and benefits from an ideal employer, it is not the number one reason people give for leaving their jobs. These short-term benefits no longer drive workers to stay with an organisation.

## top reasons why APAC employees seek to leave their jobs



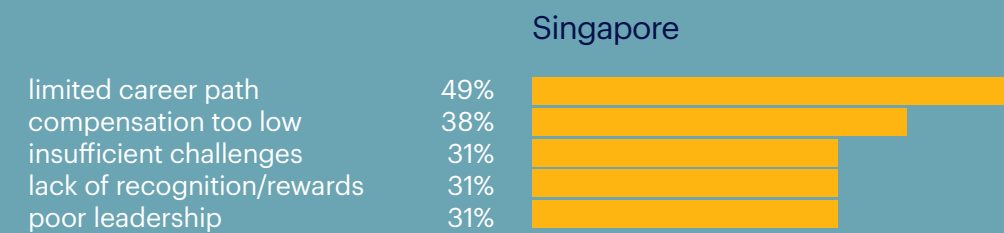
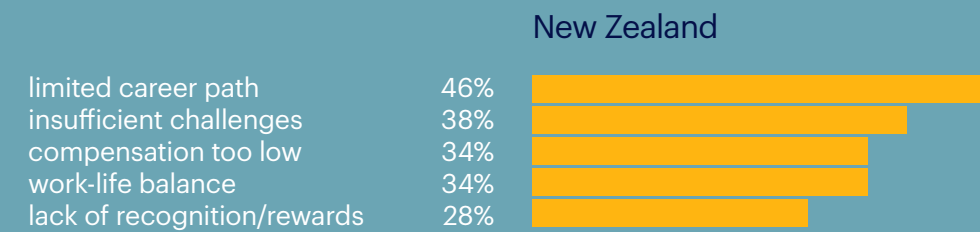
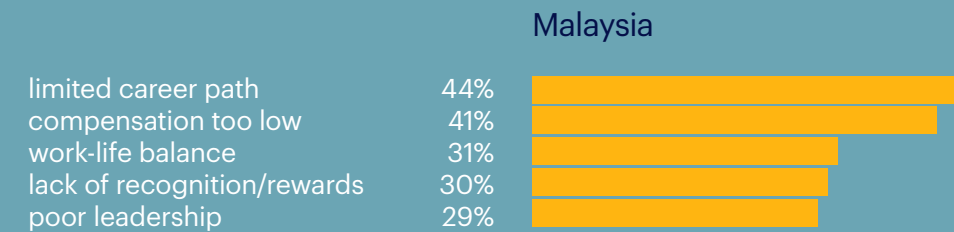
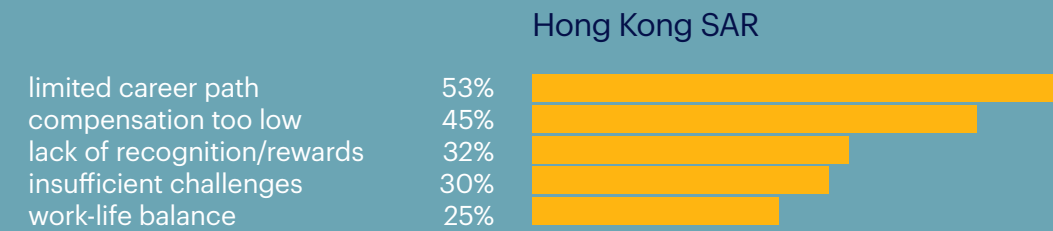
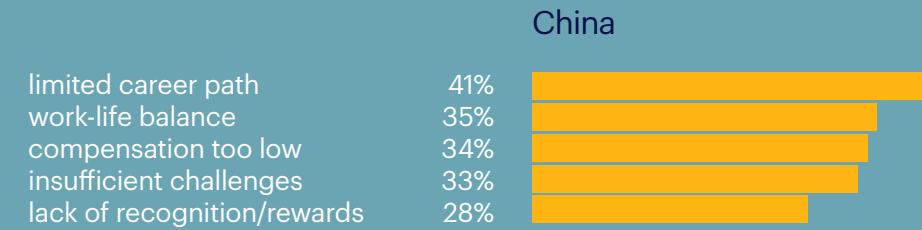
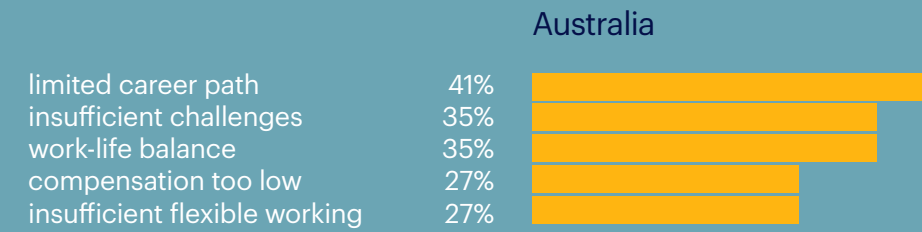
limited career path



insufficient compensation



work-life balance





## how to retain good people

### salary and benefits

Every person wants to receive fair compensation, so it makes sense that 'salary and benefits' ranks first.

Benefits that reduce an employee's take-home pay or base salary, and those that are only boosted through performance bonuses are counterproductive to the overall employee experience. However, paying them a fair salary will help them focus on what really makes them happy at work.

It is up to companies to ensure that their staff realise the full value of their salary and benefits. This mutual understanding fosters a greater sense of appreciation for their remuneration package and builds workers' trust in the employer.

### work-life balance

There is an obvious upward trend in employees wanting to lead a balanced lifestyle. Even though having greater autonomy at work provides employees with the means to improve work-life balance, it is not all about having agility.

Technology has given people the ability to access information and work anywhere, anytime, but it has also made staff feel compelled to be always-on, having to bring work home or work during important family events.

Work-life balance is about having the opportunity to continue to grow and develop, inside and outside of the workplace. Organisations need to investigate where work sits in an employee's life and understand how much of their time is spent on work each day, compared to how much time they actually want to give to work.

Giving them work-life balance will, in turn, lead to employees who exhibit greater commitment and pride over the work that they do.

### job security

When an employee's concern about the future of their job is left unanswered or ignored, it impacts their engagement and performance at work. However, job security is more than the staff knowing that they have a safe chance to either continue working with their current organisation, or work for a company in the future. People want to know what is happening within their organisation and how it may impact them, as nobody takes kindly to unexpected news that has a direct impact on their ability to do their job.

## top reasons why APAC employees stay in their jobs



salary and benefits



work-life balance



job security

Australia	
work-life balance	45%
job security	42%
good location	42%
salary and benefits	40%
flexible working arrangements	33%

China	
salary and benefits	54%
job security	42%
good location	42%
work-life balance	41%
financial health	40%

Hong Kong SAR	
salary and benefits	56%
work-life balance	52%
job security	48%
financial health	40%
good location	38%

Malaysia	
job security	57%
work-life balance	53%
financial health	48%
salary and benefits	48%
pleasant atmosphere	40%

New Zealand	
work-life balance	46%
job security	43%
salary and benefits	40%
good location	39%
interesting job content	36%

Singapore	
salary and benefits	55%
work-life balance	53%
job security	43%
pleasant atmosphere	39%
good location	38%

# 4

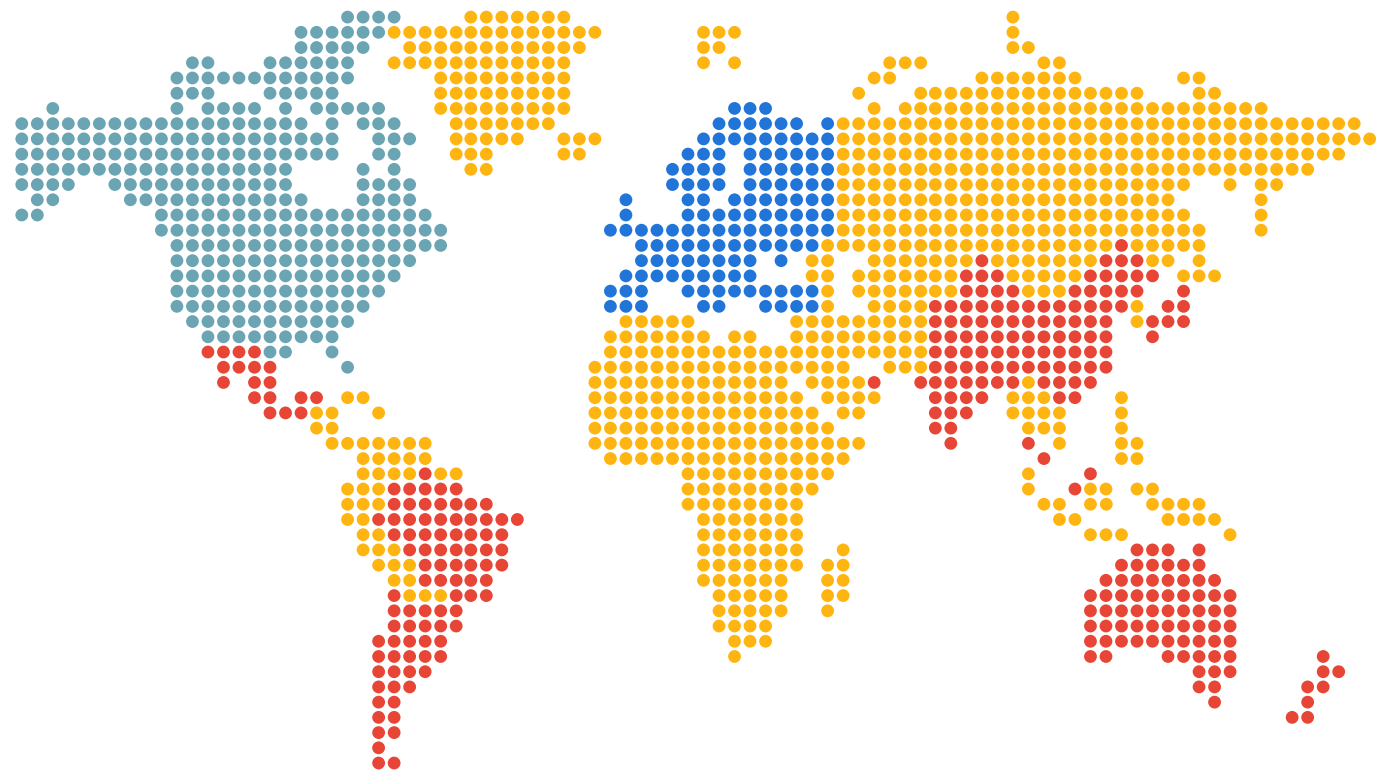
## reimagining your employee value proposition.



By developing a unique experiential offering, employers can create an employee value proposition (EVP) that is relevant, valuable and more powerful than an ordinary talent attraction strategy.

Randstad Sourceright's 2018 Talent Trends research <sup>(1)</sup> has found that spending on workplace experiences is a top area of investment for employers, with most planning to increase budgets in this space.

Randstad identified the top EVP drivers that determine what workers and job seekers are seeking most from potential employers. These should be taken into consideration when crafting your employee experience strategy.



Surveying 30 countries, covering more than 75% of the global economy, the 2018 Randstad Employer Brand Research evaluates companies on the following 10 key EVP drivers:

-  salary and benefits
-  career progression
-  financial health
-  gives back to society
-  good reputation
-  interesting job content
-  job security
-  pleasant atmosphere
-  latest technology
-  work-life balance

## what APAC employees want when choosing an employer

- 01 salary and benefits
- 02 work-life balance
- 03 job security
- 04 career progression
- 05 pleasant atmosphere

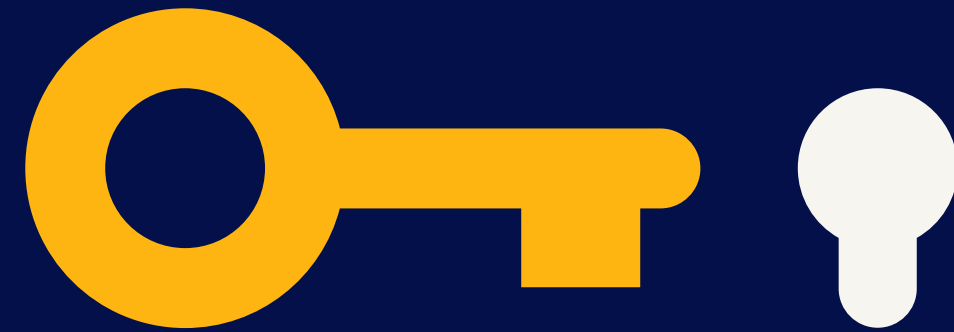
## but employers are perceived to focus on other aspects

- 01 financial health
- 02 good reputation
- 03 job security
- 04 latest technology
- 05 salary and benefits





## case study



airbnb.

the biggest gaps between what employees seek and what employers are perceived to offer are:

01

work-life balance

02

salary and benefits

03

career progression

Without a doubt, addressing these gaps is hugely important as they collectively create and change employees' perception of the company. The gap between what potential employees seek in an ideal employer and what employers are perceived to perform well in can be explained by individual and business priorities. Potential employees are also more likely to associate a company's financial health and reputation with its ability to care for their employees' health and career development.

As part of their employee experience, Airbnb offers employees a US\$2,000 credit annually to try out the Airbnb experience.

"Think about what you're trying to deliver to [your] customers and how [do you] do that for employees?" and "How do we create belonging at Airbnb?" are just some of the questions the company's global head of employee experience, Mark Levy, posed to the audience of the HR People + Strategy conference in 2017.

In a widely reported bid to change things up, Levy was appointed as the Global Head of Employee Experience at Airbnb in 2016. The move pulled together three different departments with individual HR functions and placed them under Levy in a new team. Since then, Airbnb has topped ranks in terms of employee experience, including being awarded Glassdoor's 'Best Place to Work' in 2017 – an award that is based solely on what current and ex-employees have to say about them.

The credit offered to employees is just one of the many ways that Airbnb leverages their employee experience. Not only does it build their employer brand, it also allows Airbnb to be the company that people want to work for, and want to keep on working for.

Through a 'staff immersion week', employees travel to a different Airbnb office and share insights via Whatsapp. They also provide a food programme, a global citizenship diversity and belonging programme, and learning & organisation development across the board, among many others.

"Essentially we are everything. From the moment they are contacted or when they contact us, through their entire employee experience," Levy described.

"Your traditional HR roles are a part of the employee experience, but the team I lead is much broader than that. What we feel is that anything that is setting our employees up for success or has the opportunity to bring our culture to life all sits within employee experience."<sup>(12)</sup>

# 5

## creating your blueprint.



Leading HR functions embrace design thinking when developing memorable and positive employee experiences.

Design thinking is a method of practical, creative resolution for addressing business and HR challenges. It involves solution-focused thinking with the intent of producing a constructive result by evaluating known and ambiguous components of the situation.

Using design thinking, the HR industry is moving away from a process-driven mindset and towards one that is experience-driven. It considers employees at every step of their journey to drive excellent business results and ensure ongoing value delivery <sup>(13)</sup>.

Organisations must ask four critical questions when designing their employee experience:

- what does a great employee experience look like in my organisation?
- how can we encourage collaboration and learning in everything we do?
- how can we make use of innovative technology to help people be more productive?
- how can we streamline and simplify HR processes so employees can make decisions faster?

# five steps to elevating

# the happy worker.



To create a positive employee experience, organisations should look inside themselves for ideas and inspiration.

## 1

The Randstad Employer Brand Research investigates what motivates people to join a company and why they plan to leave. However, companies will need to find out for themselves the true value they, as an employer, bring to the table, the role they play in the experience journey, and how they can communicate these values.

## 2

Understand what your people really want – make time for your employees beyond simply using the annual engagement survey and routine personal development review.

## 3

Build systems that help staff achieve their goals – constantly test your network connectivity, and upgrade hardware and software to add value to employees' day-to-day experiences in the office.

## 4

Involve employees in designing their work environments – place the employee in the centre and get them to contribute to the design thinking process to drive autonomy, empowerment and buy-in.

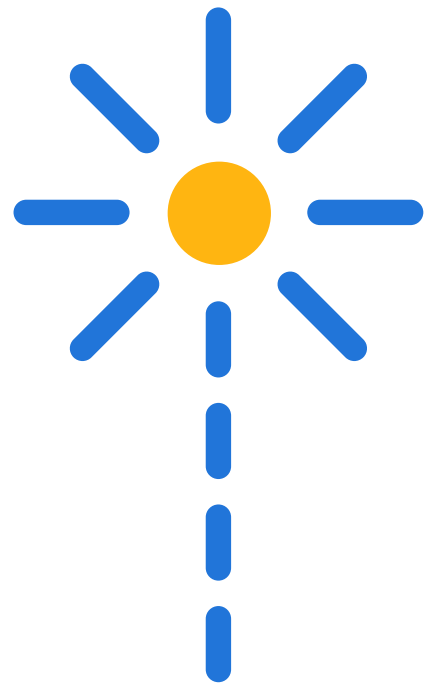
## 5

Invest in the leadership your employees need – nurture your leaders to be the best that they can be, so they can do the same with your employees.

Make work more meaningful – work-life balance is gaining traction as the top-rated EVP. It makes sense that employees who have their needs met and feel aligned with their company's overarching goals and values, are more likely to stay long term.



# case study



## CLP power hong kong.

CLP Power Hong Kong Limited (CLP) has been serving Hong Kong for more than 115 years. A skilled and sustainable workforce enables them to supply highly reliable electricity to more than 80% of Hong Kong's population.

CLP adopted a 360-degree approach towards their employees' growth to provide the support they need to stay healthy and productive. They strive to create a positive working environment for their people through a comprehensive staff development and wellness approach, encompassing a holistic human resources strategy.

With a strong focus on renewable energy in recent years, it is paramount that the company invests in new and innovative technology to meet their employees' needs and build the capabilities of their talent.

The robust training and development programmes touch on more than just safety, as the employees at CLP also get the opportunity to grow their strengths and work on areas of continuous improvement as the company move towards the digital-led era.

As one of the major employers in the power sector, the company launched the CLP Power Academy in 2017; they aimed to upskill individuals with the right training and to raise industry standards. The Academy provided high-quality programmes enabling employees to develop their career with a recognised qualification.

However, CLP acknowledges that training and development and career growth opportunities are not enough for employees today.

People want to know that they are being cared for and feel a sense of belonging to a larger community.

In an effort to promote a healthier lifestyle, CLP provides free meals in their canteens at the power station, along with facilities and programmes that are catered to their employees' well-being. These include a gym room, health talks, as well as various sports and recreational activities.

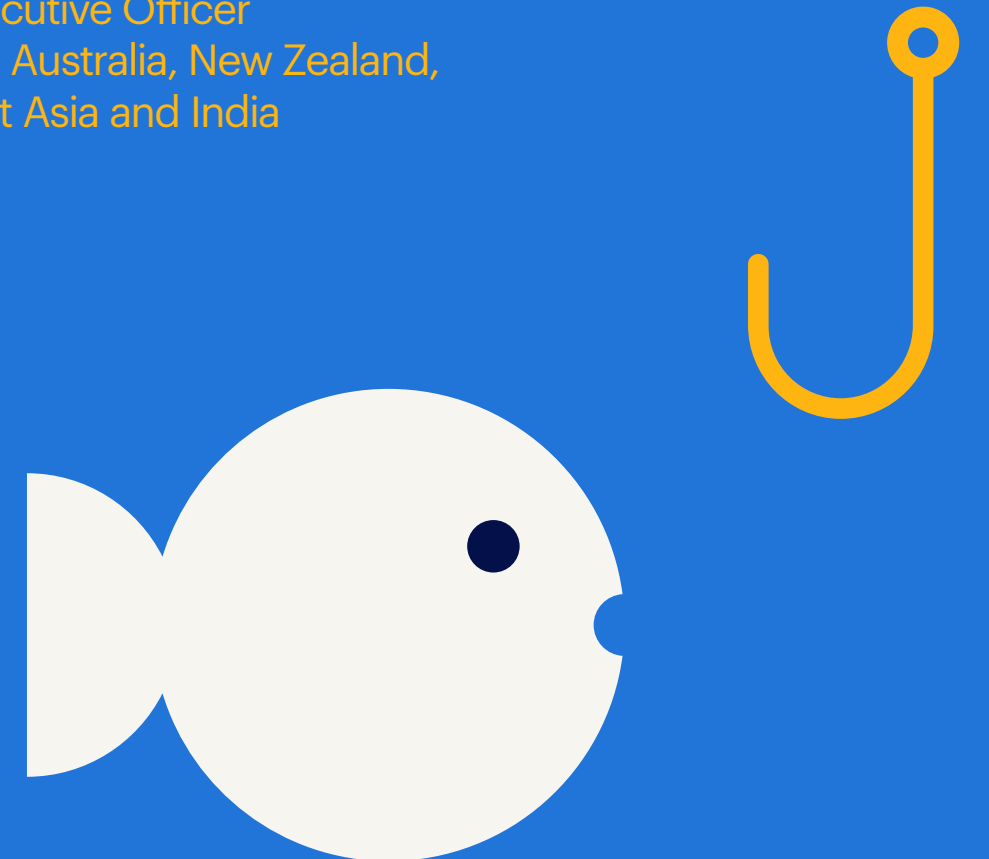
In addition to taking care of their people, CLP makes sure that the employees' family members benefit from the organisation's human resources initiatives, such as enhanced maternity leave and adoption leave starting from 2018, which are above the statutory standard.

CLP has built a strong culture of trust and respect. Their employees get to experience a family outside of their homes where they have a chance to go beyond their limits in an encouraging environment.

The 2018 Randstad Employer Brand Research confirms that workers aren't solely focused on salary and long-term job security. Businesses must look to close the gap and revitalise their employer value propositions.

It is crucial that when they do so, companies present a true image of who they are and commit to it. That is the secret to the success of APAC's most attractive employers.

Frank Ribuot  
Chief Executive Officer  
Randstad Australia, New Zealand,  
Southeast Asia and India



# 6

## promoting your employee experience.

The bottom line for your employer brand:  
it's nothing without a positive employee experience.

Our Employer Brand Research is showing time and again the increasing importance of a people-centric approach towards the candidate experience, employee engagement and employee experience.

To really ensure your employer brand is clearly communicated, you need to be thinking strategically about how your employee experience is being promoted by your people and how this can be influenced.



## employees are your influencers

Culture and experience are individual perceptions of how the organisation functions and interacts with their staff; this is communicated most effectively through your employees. When staff get excited about a new career opportunity, they are most likely to share the news with their family, friends and on social media.

The same goes for when they have an upsetting interaction with their colleagues at work. It is this type of information that job seekers rely on when deciding if their personalities and working styles fit the potential employer.

Remember, modern talent is drawn to authentic anecdotes that echo their expectations of the ideal employer. By inspiring your own people at work, you are gaining genuine advocates of your company, and are securing your future talent needs which is critical to long-term success.

By the same token, employers always need to be informed about staff perceptions of the organisation. This allows them to determine which aspects of the workplace make employees happy or unhappy, as well as address any sources of negativity before they become harmful.

Ultimately, the most powerful voice in building a strong and compelling employer brand stems from your colleagues. You already have access to the resources needed to share the great employee experiences that underpin your culture and brand.

## understanding your power

Your employer brand is the most powerful tool you have in attracting and retaining the people that make your organisation a success.

It's not something you can dictate to the market, but rather a conclusion the market draws based on the information you provide, the experience of your employees, and what the broader market says about you when interacting with your organisation and employees.

The challenge for most organisations is that they have a view of the strength of their employer brand which doesn't always align with the market perception.

## measuring their satisfaction

These simple actions can help you determine how you are perceived by your employees:

- using social media listening tools to monitor mentions of your organisation online
- reading employee reviews from past and current employees on Glassdoor
- monitoring the content employees are commenting on, liking or sharing on LinkedIn
- surveying your staff for feedback on your current employee experience





## who we are

We support people and organisations in realising their true potential, moving them forward because we understand that your success depends on the people around you. Randstad believes in the power of people and matches great candidates to the right business. We assist you in finding and retaining the best employees to help your company grow and succeed.

While it's the human part of our business that makes the difference, Randstad is your recruitment and HR partner in the digital world. We combine our human knowledge with modern technology to create changes that move companies and people forward.

## about the research

The 2018 Randstad Employer Brand Research is the most comprehensive independent research on employer branding anywhere in the world and is based on a representative sample of general public respondents (aged 18-65).

It provides unique insights into the world of work and gives an understanding of employee and job seekers' drivers and motivations.

With Randstad's long and successful track record in delivering employer branding insights since 2000, you can use this research to shape your organisation's branding, talent attraction and retention strategies.

# next steps.

## take the test

As part of our services, we can provide you with an Employer Brand Strength Assessment (EBSA). The EBSA audits your brand story online, provides insights on how you rank against other companies in the same sector, and examines your company through the lens of a job seeker as they make the journey from job search to application.

Gain insights on:

- the effectiveness of your EVP messages
- the perception of your true work culture from external audiences
- how you stack up against your competitors in the digital space
- the gaps between perception and reality

## we can help you

As employer branding and HR experts, we combine both global knowledge and local insights to help you transform your employer brand into the most powerful attraction and retention tool you have.

Whether you are interested in elevating your employee experience or understanding how you can use our research to drive more effective workforce strategies, we can help.

Contact your Randstad consultant or email us at [employerbranding@randstad.com.au](mailto:employerbranding@randstad.com.au) for a confidential discussion.



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